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ACSO acknowledges the support of the Victorian Government

### OUR HISTORY

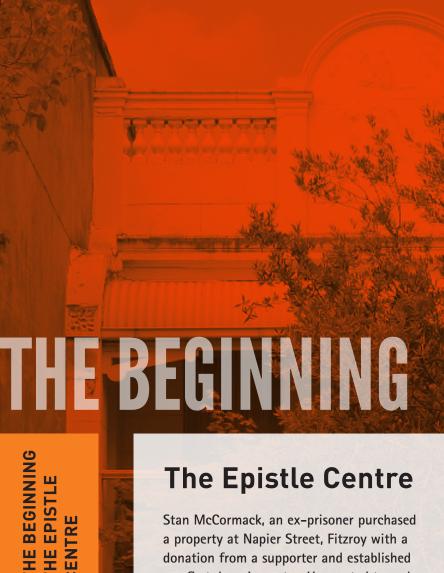
In the last three decades, ACSO has grown from a small organisation providing a halfway house for ex-prisoners to becoming a leading provider in forensic services, supporting close to 20,000 Australians each year.

We have grown organically by pioneering interventions and responding to emerging community problems. Our growth is testament to our ethos, 'create another chance' and how we go about doing it portrays our values. Our work has been about empowering our clients to take life changing opportunities that prevent them from offending and build new and meaningful participation in their community.

Our commitment to our vision and mission has seen ACSO become a "provider of choice" in the delivery of forensic services and programs for people who are transitioning from prison back into the community, including people with complex and multiple needs who are in, or at risk of entering, the criminal justice system.



We offer innovative services responding to unemployment, mental illness, disability, homelessness, substance use and offending behaviour throughout the metropolitan area and regional Victoria. These programs are delivered through our 'wrap around' service delivery model that integrates ACSO's Forensic Residential Housing, Complex Case Management, Clinical Care, **Employment and Community** Enterprise Divisions to achieve better outcomes for our clients and the communities we serve.



Stan McCormack, an ex-prisoner purchased a property at Napier Street, Fitzroy with a donation from a supporter and established our first drop-in centre. He wanted to make a difference in the lives of people exiting prison and provide them with support and hope for a better life.

Word of Stan's work spread and there were about 30 volunteers who turned up at various times to assist. Stan was good at utilising people's skills for the tasks that were required.

"We visited prisons, collected prisoners on their release and took them to accommodation, wrote letters, organised fundraisers, spoke with government departments and the courts and networked with other agencies."

Stan wrote to the Commissioner of Police asking for permission to run the drop-in centre as the Consorting Laws were still in place. Mick Miller, the Police Commissioner approved our activities and wished us luck... I think he thought we would need it!

### THE .

Monday 6 May 1985

EDITORIAL OPINION

### A service that deserves support

O<sup>N</sup> Saturday this newspaper ran a story about the Epistle Centre in Fitzroy. This is a 24-bour drop-in centre for former prisoners, run by an unpaid ex-prisoner Stan McCormack and a dozen committed volunteers. With minimal resources, they try to ease the loneliness of ex-prisoners provide them with practical advice, and assist them to obtain clothes, furniture and employment. Theirs is an important welfare service. Yet the Office of Corrections, which often refers prisoners to the centre, contributed only \$3000 to its running costs last year, leaving the centre to get by on donations from friends. It is high time its financing was put on a firmer basis. It is in the Government's interest: after all, not to have its jails cluttered up with exprisoners who could not adapt when they came out. Stan McCormack and his co-workers do their best to see that those who come to them for help do not fall back into their former criminal ways. If they succeed in only one case in 10, they will have performed a useful and a valuable public service. And for that service they deserve the community's and the Government's, support.

Getting funding was a battle. We sent out hundreds of letters to various businesses asking for donations, also hoping to raise our profile. Very little money was forthcoming and it seemed that it was individuals who believed in our work and who provided most of the donations. We organised meetings to explain about our work and to raise our profile with government departments, courts and other agencies on a regular basis.

It was an exciting time; we were a small agency of volunteers who believed we could make a difference and that 'everyone deserved another chance! We had big hopes and ideas for the future. When the rent was due Stan would tell us to pray as we had no money, then we would receive a donation to cover the costs at the last minute. This happened many times and it made us believe that we were meant to be and that we would succeed.

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Our Council was established and The Hon. Alastair Nicholson, originally a Supreme Court Judge and Head of the Parole Board became the Chairman. Council Members consisted of some helpful business men: Brian O'Connor and Bill Bartlett; Father Brosnan (then Chaplain at Pentridge Prison); Major Brian Corfield of the Salvation Army, also associated with Pentridge; Professor Peter Sallmann, later Crown Counsel and CEO of the Australian Institute of Judicial Administration, and Kathleen Woodden, a social worker. Stan was the Council Administrator and I was the Secretary. We gained credibility and through Justice Nicholson, were able to increase our networks with the judiciary, government and other agencies. I think this was a turning point for us.

We finally received funding from the Office of Corrections and Tony Calabrò became our Administrator. Sr. Clare McShee, a nun from Bendigo, joined us and became our official prison visitor also liaising with the Parole Board and Stan left to be married.

We established our first accommodation. McCormack House in Carlton and I believe that through our work with clients at this house, we became known for taking in and dealing with difficult clients. We often accommodated and supported clients that other agencies felt were unsuitable as their needs were too complex or they were considered too dangerous.

We established good relationships with welfare workers and staff in the prisons who referred clients to our house. We supported clients when they appeared in court and often had enquiries from solicitors and barristers in relation to supporting clients in court. We also liaised with Community Correction Officers in regard to our client's progress whilst on parole and we would raise any concerns that we may have in regard to their behaviour whilst in the house.

We were gaining the respect of government departments and other agencies and this became obvious when we were advised that we had won the tender for the COATS Program. The COATS Program provides drug and alcohol assessments, treatment planning and purchase of drug treatment for offenders who receive a treatment and rehabilitation component in their Community Corrections Order. It was initiated by the Kennett Government and it was a big contract worth approximately \$20 million per annum. We were advised by the Department of Human Services that we had won the contract because of our strong links to the judiciary and because we were brave enough to take clients in the 'too hard basket'.

We have grown over the last 30 years and now offer services ranging from outreach, case management, housing through to employment and I believe being brave, taking on and working with clients in the 'too hard basket' is still at the core of what we do.

Anoma, J. kirja 00 Christine Cappello

ACSO Foundation Member



Tony Calabrò ACSO CEO (1984-2010)

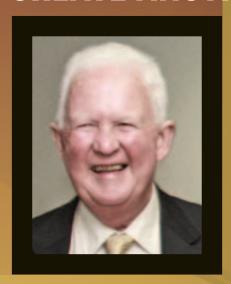


Stan McCormack Founder



Christine Cappello ACSO Foundation Member

# VISION TO CREATE ANOTHER CHANCE



I was appointed a Justice of the Supreme Court of Victoria in November 1982. Shortly before the appointment took effect, I had been asked by the then Chair of the Adult Parole Board, Sir John Starke, to accept the appointment as Deputy Chair, which I accepted.

Starke was something of an exception amongst judges of his time. He had been a leader of the Bar and the leading criminal lawyer and had a very down to earth understanding of why people offend and what might be done to improve their situation. However, most judges then were remote from these concerns and few would have seen it as part of their responsibility to take an interest in what happened to people after they were sentenced or even to visit the places in which they were incarcerated.

At that time the prisons were outdated and provided little opportunity for rehabilitation or even meaningful work for prisoners. There was little support for prisoners on their release except from organisations like VACRO and Four Flats (now the Brosnan Centre) which were

charitable organisations and, because of financial limitations and no support from Government, were very limited in the services they could offer to ex-prisoners.

Governments over the years had taken little action to improve the situation and seemed to believe that punitive action was all that was needed to deal with crime problems. The burgeoning problem of drugs and drug related crime had received little attention and drug rehabilitation programs were inadequately supported.

The parole system was one of the few bright spots in an otherwise fairly gloomy scene. It had been successfully advocated by Sir John Barry, who headed the Parole Board for many years before Starke, and it did and does provide a real opportunity for prisoner rehabilitation. The newly elected Cain Government also took a much more enlightened attitude to crime and punishment than its conservative predecessors and this offered additional prospects for improvement, but all of this took time.

My association with ACSO began in early 1983 when I was asked by a colleague, Justice Gobbo, later Sir James Gobbo and Governor of Victoria, if I would be prepared

to chair a small organisation catering for ex-prisoners called the Epistle Centre, to which I somewhat rashly agreed.

Of course such an organisation was not novel in itself but the novelty was that it was founded by an ex-prisoner, Stan McCormack, who reasoned that he could understand and gain the confidence of exprisoners better than others who had not had that experience. He also thought that if he was able to open a drop-in centre which would eventually provide accommodation, it would give ex-prisoners support and thus a better chance to rehabilitate themselves in society.

An office was rented in Napier Street Fitzroy and it had begun to operate as a drop in centre as Stan envisaged. Not long after I became Chair, Stan rang me in some alarm to inform me that there was no money for rent or electricity. I approached Justice Gobbo, reasoning that he had landed me in this mess and perhaps could suggest some way out of it. This he did and put me in touch with a Trustee Company that not only helped with immediate funding but also made a grant that enabled us to purchase the Napier Street property when it came on the market, thus putting the organisation on a much firmer foundation, from which it has progressed since.

However, there was still the problem of recurrent funding. In this regard my new contacts with the Department of Corrections through the Parole Board proved to be valuable. I was able to obtain an appointment with the Minister, the late Pauline Toner, who, after seeing Stan and me and appreciating the value of a preventative program that we were running, made a grant of \$3000 which, while not large, was appreciable in 1983 terms. This recognition of the value of the program was also of critical importance in furthering the relationship with Government and led to many projects of the Epistle Centre, later renamed ACSO, gaining further Government support.

Stan's successor, Tony Calabrò, was also an inspired choice as CEO, ably assisted by excellent Board members and highly dedicated staff. Len Reynolds, who had a previous brush with the law and had been one of my customers at the Parole Board, similarly gave great service.

I think that his experience from the other side was invaluable and gave ACSO considerable credibility with its clients, as well as demonstrating that ex-prisoners can still make a valuable contribution to society. It is also difficult to leave out from those early days the wonderful contribution of Sr. Clare McShee and the support and assistance that she gave to so many prisoners. Chris Cappello was and continues to be a tower of strength to ACSO. Her contribution has been amazing and she has tackled some of the really hard projects that ACSO has undertaken.

I think that the concept of members of the judiciary being associated with it was also valuable and has helped the credibility of the organisation with Governments over the years. I am very proud of my association with ACSO from its beginning and thereafter, and wish it well over its next thirty years.

Malluhil

The Hon. Alastair Nicholson AO RFD QC

Former Chief Justice of the Family Court of Australia

## HOW IT WAS... THROUGH A CLIENT'S EYES

My name is Alan. I guess I was the black sheep of the family growing up. I did a stint in youth prison and graduated to taking drugs, handling guns and committing armed robberies.

In the mid 70's to early 80's I seemed to be in and out of courts which did not offer programs or support in those days. I always felt like I was a number going through a process. I was lucky as I had a supportive family, but they really didn't understand what I was going through and I felt I was a burden on them so I didn't feel good about going home when I was released.

In the early 80's I did try when I was released at one stage to become independent and to go it alone. I went to a community organisation and they were helpful, but they did not seem to have many supports in place for a single bloke and there didn't seem to be any organisations around that understood or supported men in my situation. It seemed hopeless, so I swallowed my pride and went back to my family.



Len Reynolds



Sr Clare McShee

During my last incarceration for armed robbery, I was visited by Sr. Clare from the Epistle Centre. I was referred to her by the Welfare Worker at Ararat Prison. This was in 1987, she told me about McCormack House which was a supported accommodation house dedicated to people exiting prison. I told her I would give it a go.

I arrived and settled in. I found there was structure and house rules, so I knew where I stood and there was lots of support from staff. I was particularly impressed with Len Reynolds who had served 25 years for armed robbery; I had met him previously during one of my stints in jail. After release he had turned his life around and was now a staff member.

Len was a role model to the blokes in the house as he had served a long time in jail and he had changed his attitude and he was a success story. He made us all feel that changing to a more positive lifestyle and succeeding was possible.

I stayed at the House for about four months and then the staff helped me get my own place. Len kept in contact with me after I left the house and really encouraged me. Both he and I knew that I wasn't completely genuine about changing my life, but he kept supporting me which meant a lot to me.

I have been out of jail for the last 25 years. I think that McCormack House, the staff and particularly Len, were the stepping stones leading me to a more positive lifestyle and staying out of jail. Because of my extensive alcohol abuse, I was diagnosed with an acquired brain injury and was linked in to a consumer group with ARBIAS. I am the lead singer in their rock band and am hoping to play at an ACSO client social function one day!!

### THE NEED FOR ACSO

The 1980's were a time of changing attitudes towards prison, prisoners and what constituted the appropriate mix of punishment and rehabilitation. Set against the backdrop of the failed 'jail within a jail' experiment that saw five inmates die in prison riots against what was the Jika Jika Maximum Security Unit, there was growing support for community organisations that would help prevent prisoners from returning to jail by providing genuine 'rehabilitation' services.

Rather than keep security at a maximum while minimising costs by virtually eliminating staff, the new thinking was that offenders and the community would be best served by investing more in the kind of assistance and support programs which would keep prisoners connected and help them break the cycle of offending. As Jika Jika was closed, the need for organisations like ACSO was created.

While the beginnings of the Epistle Centre, ACSO's first project, were humble, it was the start of an organisation which has grown and evolved to meet the changes in Correctional, Mental Health, Drugs, Disability and Social Security Policy over time, constantly developing innovative programs that have successfully responded to reforms and, most importantly, proven effective in helping ex-prisoners turn their lives around. The need has never been greater, and through continuous adaptation, diversification and partnerships with government and other organisations, ACSO is as relevant today as it has ever been.



Source: AIC Trends & Issues in Crime & Criminal Justice (No. 130), Oct 1999 & ABS 'Persons in Full-time Custody', Corrective Services (Aust) for the 2013 June Quarter

# 983 - The Epistle Centre

### KEY GOVERNMENT POLICY ISSUES

### THAT HAVE IMPACTED ON ACSO'S DEVELOPMENT

### 1983

- > Pentridge Prison reform Jika Jika Unit
- > Deinstutionalisation Mental Illness and Intellectual Disability
- > The Community Welfare Services Act passed to ease prison overcrowding
- > Office of Corrections established to administer prison system
- > Construction of Melbourne Remand Centre commenced
- ➤ Community Service Orders introduced to divert offenders from prison & as a low-cost alternative to imprisonment

### 1996

- > Private prison reform and expansion, increase in number of prison beds
- Increase in Heroin related overdose deaths and Premiers Drug Advisory Council
- Job Network and introduction of mutual obligation activity for income benefits

### 2000

- > Disability Act 2006
- > Serious Sex Offender Monitoring Act
- > Victorian Human Rights and Equal Opportunity Act
- > Law and Order Elections
- > National Disability Insurance Scheme 2013

### COMMUNITY OUTRAGE

"Overcrowded prisons stretched to breaking point"

The Sunday Age

"Doubling of indigenous in prisons alarms leaders"

The Age

"Wave of deaths in Victoria's prisons" The Age

"Victorian prisons set to burst" The Age

"Expanding prisons stretch drug services"

The Age

"Libs behind the times on prisons"

The Age

"Prisons failing, warn judges" The Age

"Victorian prisons will run out of beds by 2016"

The Age

"Prisons a revolving door for criminals, says Australian Institute of Criminology report"

The Sunday Mail (Qld)

"We must make parole all about public safety, not the welfare of the criminal"

Sunday Herald Sun

### "Axe Parole Board NOW"

**Herald Sun** 

"Parole violators to go straight back to jail under new legislation"

Herald Sun

"Set free to do evil"

- Herald Sun

"Out of jail to offend again"

Herald Sun

"Calling for tough new measures"

Bendigo Adviser

# 2013 WE FACE THE 'PERFECT STORM'

- **>** Violent offending is reported more often with 24/7 media coverage and ability for witnesses to video record and photograph incidents with smart phones.
- **>** Rates of crime in Victoria have reduced overall, but crimes against the person have increased.
- **>** The community feels unsafe.
- **>** Harsher correctional policy is being created to deal with low prevalence 'heinous offences'.
- **>** Our prisons are becoming over-crowded as these policies have a 'net widening' effect with lower risk offenders being either sentenced longer, not paroled or returned to custody.

FOR THE PAST 12 MONTHS THE WARNINGS ABOUT FAILURES OF THE PAROLE SYSTEM, PRISON OVERCROWDING AND REPORTS OF VIOLENT AND SEX OFFENCES HAVE BEEN OCCURRING ON ALMOST A WEEKLY BASIS.

### The headline numbers from the Victorian Department of Justice, which have been widely reported in the media, include:

- **>** 40% rise in prisoners in Victoria in the past decade.
- **>** 40% of inmates return to prison within six months of release.
- **)** 60% of all inmates have served a prior prison sentence.
- **>** 50% of prisoners come from disadvantaged backgrounds.
- **>** 70-80% have psychiatric disorders.
- **>** 50-80% have drug and/or alcohol addictions.

The Victorian Government have focused correctional policy reform on ensuring the number of people receiving prison sentences increases.

The premise is that if offenders are in prison more often and for longer periods, the community is safer.

### ARE WE ANSWERING THE RIGHT QUESTION?

Research literature in Australia and worldwide confirms that once imprisoned, recidivism rates remain stubbornly at around 40%. ACSO is confident that our correctional system can deliver on community safety expectations, however there needs to be a balance in preventing and responding to anti-social behaviour prior to the courts issuing prison sentences.

We need to become more sophisticated about how we manage not just high risk offenders, but all the thousands of lower risk short sentence prisoners who make up the majority of the Victorian Prison population. These mostly younger 'frequent flyers' cycle in and out of police cells, courts and prisons and burn bridges in the community due to drug addictions, homelessness and untreated mental illness. They are usually kept in maximum security locations at significant financial cost, but are either remanded and/or incarcerated for too

98% of all prisoners are released and the impact is catastrophic when a violent or sex offender does reoffend. The reality is these events are portrayed as the 'norm' when there are thousands of offenders released from prison who do not commit serious violent or sex offences.

shorter a period to benefit from any

rehabilitation programs.

ACSO believes the changes to the parole system were long overdue and violent recidivist offenders should be monitored and supervised more closely. Subsequently, if the risk of re-offending increases they should be returned to custody to keep the community safer – there is no argument against this.

### ACSO invites the Victorian Community to partner with us to answer...

How can we prevent thousands of potential lower risk prisoners with significant mental illness and substance abuse problems from getting to prison in the first place? Because once they get there, 60% are likely to return leaving a chaotic trail of traumatised families and children and more victims of crime, as well as costing the community far more than community based interventions.

### POSITIONED FOR PURPOSE

Message from the Chair, Michael Wright

This has been my eighth year on the ACSO Council, and it will be my last of five years as Chairman. I have indicated to my colleagues my intention to retire from the position of Chairperson and return to being a Council Member.

So, while I want to consider the progress achieved in 2013, I would also like to make some comment about progress over the past five years.

2013 HAS BEEN A STRONG YEAR FOR ACSO. AFTER A YEAR OF CONSOLIDATION, 2013 INVOLVED A STRONG FOCUS ON PREPARING FOR THE FUTURE, RE-AFFIRMING OUR SERVICE CREDIBILITY, BUILDING OUR PARTNERSHIPS AND STAKEHOLDER PROFILE, BROADENING THE SKILLS AND SERVICE CAPACITY OF OUR STAFF AND CONSOLIDATING OUR FINANCIAL POSITION.

The ACSO Council is sensitive to the changing expectations and demands on the community sector. With ACSO, a leading provider in a sensitive and often contentious sector – forensic support services – we realise that to continue to be an effective provider to the people and community who depend on us, we need to not just survive but be prepared to evolve and grow.

In preparation for the future,
ACSO revisited and clarified its
organisational framework during
2013, redefining Our Vision, Mission
and Values. In redefining the new
Vision for the organisation the
Council and Management wanted a
Vision that inspired and challenged
not only our organisation, but the
whole Justice System in Victoria
to provide more just outcomes to
our clients. Our new Vision is:
'A safe and inclusive community,
freed of crime and prisons'

'A safe and inclusive community, freed of crime and prisons' and Mission: 'We help people transition from prison, assist them in the community, stop them from re-offending and divert others from committing crime',

POSITIONED FOR PURPOSE





Michael Wright ACSO Chairman

2013 also saw ACSO preparing to celebrate its 30th anniversary; 30 years of helping the most marginalised members of our community. We see that the new framework of guiding principles will serve ACSO into the future and will steer the work we do to **Create Another Chance** for our clients and their families, in a very challenging political and social policy environment.

The Council discussed what would be an appropriate way to celebrate our 30th birthday and decided the best way to do this would be for the organisation to invest part of its financial reserves to fund a Legacy project. The Legacy project is intended to invest both our knowledge and funds into the wider forensic community, encouraging them to work together to identify and then pilot projects over the next three years to help the community achieve better results. Without any expectation of return to ACSO, we see it as our legacy to challenge the community and the sector to do better.

The last five years has seen ACSO develop and change. I owe much to my colleagues on the ACSO Council who have given considerable time and intellectual input into governing ACSO, supporting management and planning the future direction of the organisation. I also owe a debt of gratitude to our Patron Sally Brown, whose counsel I have always found extremely valuable.

ACSO is strongly and inspirationally led by its CEO, Karenza Louis-Smith and her team of managers. The Executive leadership of Karenza, Vaughan Winther and Remberto Rivera have become a formidable leadership group, who have in turn fostered and supported a wonderful group of managers to lead the day to day activities of ACSO. Still, much of ACSO's 30 year journey is owed to the enormous contribution of Tony Calabrò as CEO of ACSO for so many of those years. In Tony and Karenza, ACSO has been blessed with the right leadership at the right time.

2013 saw some departures as well. The whole of ACSO was very saddened by the death of our respected Council Member and clinical adviser Dr William Glaser. Bill was a great supporter of ACSO and we will miss him. 2013 also saw lan Gray leave the Council. Ian was a valued member of Council, but his appointment to State Coroner meant that continued membership of the ACSO Council was not appropriate. Nevertheless, lan's wisdom and contribution will be deeply missed at Council meetings.

I feel confident in 2013 that ACSO is well positioned for the future. We have a strong management team, a committed and skilled staff, a diverse and effective Council and, with extensive experience and deep knowledge of the sector, we are here to help people turn their lives around. I wish the ACSO community all the best for the future.





### A FACE OF THE CRIMINAL JUSTICE SYSTEM

I came across ACSO when I was incarcerated in Port Phillip Prison. It was the last seven months of my sentence, and while I was there, a worker came and gave a speech about how ACSO can help certain people. Now, to me that was iust like a miracle because that's exactly what I needed, because it was my time to be released and I had nowhere to go, and I was really worried about that.

Without their McCormack House, I'm almost certain I would've re-offended just to have a roof over my head and to have food. I had nothing, I just had one set of clothes on me, and that's it, nothing, no support in the community whatsoever, apart from ACSO.

After about three weeks or so, I was transferred into another house with two other people. We were pretty glad to be there, but unfortunately drugs came into that house, and all of us started doing drugs. I was on injections at the time and that particular medication had a really severe side effect for me and it gave me pain in my joints, especially my knees. It would never go, not even at night, I would have no rest whatsoever from it. I never did Heroin before, but then someone offered it to me, I tried it and the pain went away instantly. So after three days in a row of using Heroin, I found myself addicted to it. So after a few months of being there I had to get out.

From there I got into a rooming house and ACSO workers kept seeing me. And throughout all that time, while I was on Heroin and was addicted to it, none of the ACSO workers judged me for it. They were always looking for ways to help me, and they never gave up on me. They treated me with respect and it's good they took me seriously because deep down I was serious about getting my act together.

So after about eight months there, ACSO put me in another lovely place. It was like a God given gift, it was the perfect thing for me, and I've lived there now for ten years.

And then there was ACSO's Employment Service. They helped me with things like a resumé, they rang up on my behalf, organised an interview for me and came with me, pretty much holding my hand because I was a bit nervous. I got the job and they drove me back home, even gave me money for the ticket to get there for my first shift. So that was kind of them.



I suffer from a mental illness. It's treatable, and I've been in hospital a couple of times since I've been released in '98. When you suffer with a mental illness like myself, you don't realise what you're doing or what you're saying - it's like someone else is in control, you're not at the steering wheel sort of thing. So ACSO had to put up with me being unwell at times. I wasn't probably the nicest person in the world, but they were kind, and they took me to the hospital. I didn't want them to though.

They always visited me and when I came out ACSO was still there. And the flat was still there, and everything was maintained – yeah, that was my biggest worry.

Also they linked me up with some courses – I did an art course and a leadlight course. It was for people like me with disabilities.

I am living life healthy and doing really well, I got engaged, and I've been working now for almost three years, in a paid job. My job is great, though I can only do one shift because of my medication, but when I work they give me a free meal, any meal on the menu, they're like a family, really kind people, so I'm happy there. I've even managed to get an old car.

So I'm at a good spot in my life at the moment. I've been drug free since 2000. I just thank everyone for all the help, and some of the credit belongs maybe to God; I have a bit of strength in God so that's helped me as well.

My main goal was to never re-offend, to prove that I wasn't a bad person... and I will with all my strength make sure that doesn't happen again.

I came here from a far country with nothing, but I've got everything now.

I WISH I NEVER HAD MY ILLNESS, IT HAS BEEN A BURDEN. BUT DESPITE EVERYTHING THAT'S HAPPENED I'M STILL HERE. WHEN YOU'RE DOING DRUGS, YOU FORGET THAT WHEN YOU LIVE LIFE THE RIGHT WAY, IT HAS A NATURAL HIGH. YOU FORGET THAT YOU CAN FEEL HAPPY FOR NO REASON AT ALL...

# WE'RE ABOUT ENDING THE CYCLE OF CRIME...

THE ONE THING THAT STANDS OUT TO ME AS THE CEO OF ACSO IS THE PASSION IN EVERYTHING WE DO. WE DO THIS WORK TO PUT OURSELVES OUT OF BUSINESS. WE PROUDLY AND UNASHAMEDLY WORK **TOWARDS CREATING A SAFE AND INCLUSIVE** COMMUNITY FREED OF CRIME AND PRISON.



Karenza Louis-Smith ACSO CEO

ACSO saves lives; ACSO transforms lives. Our belief in humanity is the heart and soul of the organisation and central to everything we do. As I look back at the last 12 months, I feel proud of our impact. We provide over 20 different programs and our staff works in every prison and every court in the State.

We influence change in the lives of people who have found themselves in the criminal justice system. People with mental illness, chronic addiction, intellectual disability - people who in so many ways are often victims themselves.

We connect with people from all walks of life who are starting to come in contact with the criminal justice system and the police, and who are at risk of finding their way to prison. Our teams work to help people navigate a new pathway, to build new futures with hope and opportunity.

Fundamental to our work is the belief that everyone deserves another chance; to be given an opportunity to make changes in their lives. How important is it to have someone love you, believe in you and believe that you can change?

Take Joseph, a refugee who arrived in Australia at the age of 14. With a history of trauma and torture he became addicted to Heroin and had a significant mental illness, both of which led to his offending behaviour. After doing time in Port Phillip Prison, Joseph "burnt bridges" at most services, who struggled to manage his complexities. Very few people believed that Joseph could get out and stay out of prison.

Thankfully, the pioneering spirit and integrity in ACSO staff helped Joseph change his life. While it can be two steps forward and one step back, with support, understanding and partnership, Joseph not only stayed out of prison, he is now actively participating in life!

Our goal is to create the future we want for our community. Our values of passion, belief in humanity, integrity and pioneering spirit see us achieving our goal. I want to be part of a safe and inclusive community freed of crime and prison. Don't we all?

Karenza Louis-Smith
ACSO CEO

### WHAT WE DO

### Forensic Residential Services

ACSO's Forensic Residential Services is a 24 hour staffing model with experienced staff that are expected to maintain an environment for the residents that is reflective of community based living. Our residential model integrates principles of Positive Behaviour Support and the Good Lives Model by ensuring the environment considers the person's risks and needs in their service provision and goals; whilst equipping

the person with the skills necessary to obtain the objectives (goods) that will improve their quality of life and sustainable community living. As an organisation we provide person-centred wrap around services and understand the need to incorporate community presence, relationships, choice, competence, respect and rights and responsibilities in every aspect of the person's engagement.

CLIENTS' ACCESS TO 'ALL OF ACSO' FACILITATES THE IDEA OF EFFECTIVE 'WRAP AROUND' SERVICE DELIVERY AND HAS BEEN SEEN TO BE EFFECTIVE IN ENABLING CLIENTS ACCESS TO EXPERT BASED SUPPORT WITH THEIR INDIVIDUAL NEEDS WITHOUT COMPARTMENTALIZING ISSUES.

"I get help with accessing the community, working within my boundaries. I get advice on working with strategies and help to do them. They've helped me improve my cooking skills. I've learned how to budget my money. Communicate better. I've learned how to fill in forms."

"When I first came to ACSO, they were really helpful and compassionate, in a way I was not expecting. Just being acknowledged as having a mild intellectual disability was good."



### Positive Behaviour Support (PBS)

Incorporates a systematic gathering of information, conducting a functional behavioural assessment, designing support plans, implementation of plans and ongoing evaluation. The goal of this practice is to provide a sustainable, long term, whole of life and holistic approach to best support the individual.

### Good Lives Model (GLM)

The Good Lives Model is a current model of rehabilitation utilised for offenders and has a strong emphasis on successful reintegration and rehabilitation. The model helps people understand the relationship between their life goals and offending, and how to achieve their goals and live a satisfying life without harming others.

### ACSO's One Plan

OUR AIM IS TO MEET DESIRED TARGETS AND OBTAIN OUTCOMES THROUGH THE DEVELOPMENT AND IMPLEMENTATION OF A ONE PLAN PROCESS AND CARE TEAM APPROACH. THE ONE PLAN IS INCLUSIVE OF A FUNCTIONAL BEHAVIOUR ASSESSMENT, SHORT AND LONG TERM LIFE GOALS, PROACTIVE AND REACTIVE RISK MANAGEMENT STRATEGIES, CLINICAL INTERVENTION, PHYSICAL WELLBEING.

Forensic Residential Services is designed to provide a high quality and specialist support to people over the age of 18 with a disability who are at risk of or have had contact with the criminal justice system. We are committed to helping residents move on to a more independent and a pro-social lifestyle through increased community inclusion and enhanced opportunities for self-efficacy, and addressing the issues which have been seen to be barriers to the person's success in the least restrictive way.

ACSO provides residents with opportunities to engage in the Life Skills program which looks at increasing adaptive skills. Some examples of programs offered include art therapy and the annual art show, cooking and healthy eating classes, gardening crew, peer mentoring group and 'my recovery' mental health group.

### House's:

- > Western House
- > Southern House
- **>** Aspin House
- **>** Gippsland House
- > TK House
- **>** Armadale House
- > Gully House
- > Francis House
- > Nicholson House coming soon

### **Outcomes**

In 2012 Francis House was awarded the Federal Governments 'Crime and Violence Prevention' award which recognised our work with offenders in residential treatment settings and our partnership with the Department of Human Services, Disability in reducing offending amongst a complex population, exiting prison.

In addition, outcome measures from 2011-2012 show that:

- **>** while living in ACSO's residential houses 90% did not re-offend,
- **>** 80% successfully completed their order and
- **)** 100% increased their general life skills & increased their social participation.

Armadale House is a Dual Disability House with a 24 hour support model. It provides a unique approach to individualised programming and therapeutic support for clients who are eligible for services under the Disability Act 2006 and the Mental Health Act 1986.

Francis House is a state wide specialist criminal justice residential service. It is a 12 month program where clients are provided with pro-social opportunities to gain adaptive life skills and help them achieve their goals.

### WHAT WE DO

**Recovery & Rehabilitation Services** 

### Life Skills and Re-integration

We provide a wide range of individually tailored programs that promote reintegration into community living and a sense of community connectedness for all our clients. Our multidisciplinary team comprises a clinical nurse, occupational therapists, social educators and peer support workers. Our work takes place in a variety of settings including the community, ACSO's facilities and alongside other community services.

### **Peer Support and Consumer Advocacy**

Positive role models and opportunities for mentoring are critical for some of our clients in working towards success, making peer mentoring a core component of the service. Our peer support programs offer a range of recreational and group work programs that help people build positive pro-social relationships as part of their recovery and transition into the community.

### **Problematic Sexualised Behaviour Service**

We deliver an early intervention (prevention) program for young clients at risk of committing sexual offences. The program works with persons over 12 years of age who have an intellectual disability and are at risk of committing or have committed sex offences. The aim of this service is to identify a person's risk of offending and re-offending at the earliest stage of engaging in the problematic behaviour. We build the capacity of the team around the client to aid in the management of their risk, whilst developing their capacity to self manage their own thoughts, feelings and behaviours.

### Safe Driving Program

We provide the VicRoads Safe Driving Program which is a new initiative by VicRoads that aims to reduce unsafe driving behaviour through a psychological and behaviour change approach.

Our Recovery & Rehabilitation

Service provides a wide range of individually tailored day programs that promote re-integration into community living and a sense of community connectedness for our clients. We conduct these programs within a variety of settings including the community, ACSO facilities and other community services.

Our multi-disciplinary team includes a clinical nurse, occupational therapists, social educators and peer support workers.

The principles of recovery-oriented practice ensure that services are delivered in a way that supports the recovery of individuals. This framework is combined with our rehabilitation approach, which is focused on working with the individual client to learn skills for

everyday living, as many of our clients are faced with the challenge of learning living skills for the very first time as adults.

The process of recovery means gaining and retaining hope, understanding one's abilities and disabilities, engaging in an active life, personal autonomy, social identity, meaning and purpose in life, and a positive sense of self.

### **Behaviour Change** programs

We provide clinical intervention, assessment and counselling, skill development and targeted behavioural management programs, both offence specific and offence related, that are guided by evidencebased approaches. We understand the diversity in our client group and attempt to offer treatment models that are flexible, adaptable and responsive to the needs of the client and service. The overarching goal is to identify and respond to the client's risk, risk manageability and their treatment needs, to enable them to live in the community without reoffending.

### The Gap Program

This is a joint initiative between ACSO and DHS North and North-West Metropolitan Region of Melbourne. The program provides an intensive and flexible assertive outreach service, which aims to engage people who have been assessed as being at risk of offending and who for a variety of reasons will not engage with other services.

### **Forensic Mental Health Program**

Our Forensic Mental Health team works with mental health consumers psychiatric disorders that have had contact with the criminal justice system. It aims at linking consumers into supports within the community to increase social inclusion and decrease the chance of re-offending. The program is a strengths based

### **DUETS**

Developing, Understanding, Expertise, Treatment and Systems in Dual Diagnosis (DUETS) is a Department of Health and Aging (DoHa) funded project which focuses on the forensic population currently referred to ACSO for assessment and referral for treatment of substance use disorders directly from prison, court or community corrections across Victoria. The aim of DUETS is to establish an effective, evidence-based approach to assessment of and referral for integrated treatment for the forensic population with co occurring mental health and substance use disorders.

### WHAT WE DO

Complex Care
Case Management and Outreach Program

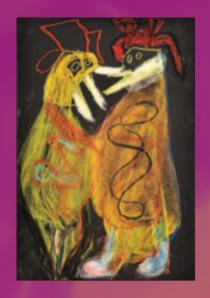
CASE MANAGEMENT AND OUTREACH PROGRAM (CMOP)
WORKS WITH OUR CLIENTS IN ASSISTING THEM TO LEAD
MEANINGFUL AND FULFILLING LIVES IN THE COMMUNITY.

### **CLIENT PROFILE**

Bill is a 43 year old male with a dual diagnosis of borderline personality disorder, anxiety and a moderate intellectual disability. Bill lives in a supported residential service in the inner North and battles with ongoing issues around addiction, particularly in relation to heroin and amphetamine. He has recently engaged in detox as well as multiple admissions to an emergency department for inpatient treatment resulting from suffering hallucinations. Many of Bill's issues stem from childhood trauma for which he intermittently undergoes trauma counselling. Bill was recently released on parole for violent offences and has been on a noncustodial supervision order for 12 months. Bill has contracted Hepatitus C and gained a significant amount of weight while in prison. Bill would like to have access to his children and gain employment.

Artwork by John

Not titled 2013 pastel on paper 57x38cm Courtesy of the artist and Arts Projects Australia



### **OUR INTEGRATED SERVICE OFFERING:**

- Operate from the 'strengths' model
- Court support and/or liaison provided
- Implement 'preventions' model for those at risk of re-offending
- Develop comprehensive client-led support plans (risk assessments, safety and behaviour support plans)
- Individual Support Package (ISP) co-ordination, care team communication and financial co-ordination
- Debriefing, feedback, supervision and focused support for staff

- Assertive and intensive outreach where required
- Client advocacy and linkage into appropriate services
- Psycho social support through developing skills and building client capacity

Provide access for clients to program and services including:

- > Consumer advisory group
- Life Skills Program incorporating community garden crew & art therapy
- > Social education program
- 'Happy Hours' monthly social event
- Weekly food parcels via The Pantry

### **OUR IMPACT**

John is a charismatic 63 year old Indigenous man. ACSO's role with John is to provide community access to meaningful activities. John is an artist and with ACSO's support has been able to attend two art programs. John went ahead to produce an outstanding body of work.

With the support of ACSO's Case Management and Outreach Program and NEAMI's Splash Art Program, John held a solo exhibition where he displayed over 30 of his best works.

John sold 10 paintings at the opening of his exhibition and has since been referred to Arts Project Australia where he is working towards his next exhibition.

John and his ACSO support worker are currently making regular visits to a supported accommodation service to assist John with his transition to his new home.

### **OUR VALUE**

"Displayed very impressive client centred work with a number of our very difficult clients." DHS North Region

"Such a great example of dedication, perseverance, professionalism, care and support." DHS West Region

"The support provided has been creative and innovative." DHS East Region

### WHAT WE DO

### **Employment Services**

### EMPLOYMENT SERVICES BACKGROUND

ACSO has a proud history of providing employment services since 1996. ACSO is a Job Services Australia (JSA) and Disability Employment Services (DES) provider in the North West Metropolitan and Inner East Region of Victoria. ACSO is also one of five specialist homeless JSA providers in Australia. Our JSA and DES Contracts are funded by the Department of Employment, Education and Workplace Relations (DEEWR). In 2012, ACSO joined the Job Futures Consortium, a national membership organisation of not for profit employment providers. This alliance provides ACSO with increased capacity and capability to deliver Employment Services across a much wider geographic area.

### DISABILITY EMPLOYMENT SERVICES (DES)

The DES program specialises in providing individual assistance to clients with a psychiatric, intellectual or physical disability and aims to help them overcome the employment barriers faced, and place them into open employment. Eligibility for this program is determined via an assessment by ACSO and Centrelink.

### **JOB SERVICES AUSTRALIA (JSA)**

The JSA programs deliver individualised support and employment assistance to job seekers including recently unemployed, long-term unemployed, ex-offenders, as well as supporting job seekers with multiple non-vocational barriers to employment such as drug and alcohol abuse, homelessness and domestic violence issues. ACSO case managers meet with job seekers to create action plans and implement strategies to overcome their barriers to employment.

### **WEX ACTIVITIES**

In 2012, ACSO developed a suite of Work Experience (WEX) programs to provide pre-employment training and work experience opportunities leading to paid employment. 'The Pantry' provides participants with food handling training and experience, and 'Pass It On' provides participants with retail clothing experience. Both programs have won numerous awards for their social inclusiveness and positive community impact.

IN 2012 / 2013 ACSO EMPLOYMENT SERVICES SUPPORTED IN EXCESS OF 700 JOB SEEKERS AND HAS SUCCESSFULLY PLACED 466 OF THEM INTO ONGOING PAID EMPLOYMENT.

### **EMPLOYMENT SERVICES MODEL**

ACSO Employment Services is a 'provider of choice' in the delivery of a range of services and programs that respond to the pre-employment and post-placement needs of highly disadvantaged job seekers with an offending history, who present with a range of complex needs.

ACSO's Employment Services play a pivotal role in supporting jobseekers to overcome barriers into work by:

- **>** actively engaging participants with complex issues and offering individual support and assistance,
- **>** working with participants and their care teams (i.e. support workers, family members, practitioners) to identify barriers and address these, where possible,
- > preparing individualised employment plans that focus on the jobseekers core areas of strength, interest and/or experience,
- > providing employment advocacy and mentoring, coupled with knowledge of the local labour market,
- > creating opportunities and pathways to sustainable employment by working closely with jobseekers and employers,
- providing post-placement support for up to 26 weeks.

"ACSO HELPED ME GET A FULL-TIME **JOB AS A WAREHOUSE WORKER AFTER** 2 YEARS OF BEING UNEMPLOYED. I CAN **NOW AFFORD TO PROPERLY SUPPORT** MY FAMILY" JOHN D

### **JOBSEEKER**

INITIAL ASSESSMENT Identification of barriers and needs

PRE-EMPLOYMENT PREPARATION Resume' development, interview, job search skills

> **EMPLOYMENT ACTIVITY** Focus on training, WEX activity or job placement

POST PLACEMENT SUPPORT Liaising with job-seeker and employer to track progress

### **CASE STUDY**

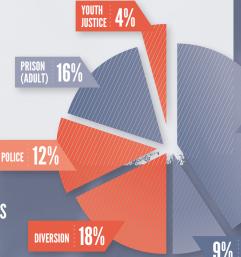
John is 34 years of age and lives in public housing with his wife and three children in Richmond. John has a mental illness, has a history of poly-substance abuse and has a number of prior offences for violent assaults in the community. John commenced with ACSO Employment Services in January 2013, after having being with several employment services providers in the last two years. His diagnosis, life experience, limited education and his contact with the criminal justice system made it incredibly difficult for him to secure stable and long term employment. By working together with his ACSO Employment Consultant to address his barriers. John was able to successfully secure employment with a large retail employer in their warehousing division. John secured employment in June 2013 and has continued to work full time in the warehousing role ever since.

### LEADING SECTOR REFORM

# BREAKING THE CYCLE STRENGTHENING COMMUNITY YEARS

Established in 1997 The Community Offenders Advice and Treatment **Service** (COATS) is a state-wide program that administers both State funded and Commonwealth funded (NIDS) treatment pathways. COATS provides specialist drug and alcohol assessments, treatment planning and brokerage (including the purchase) of treatment for clients referred from the criminal justice system, thus providing a link between Justice and Drug Treatment services.

COATS currently facilitates over 25.000 referrals and assessments each year. Without COATS these clients would not receive the timely and targeted treatment response which is vital to breaking the cycle of re-offending. It provides expert assessment and recommendation to a range of services and authorities including the Adult Parole Board, courts, community corrections, youth justice and drug treatment providers.



**SOURCE OF REFERRALS** 

41% CCOs & OTHER ORDERS



ACSO has been a key contributor to ensuring community safety and adequate treatment services for forensic clients is front and centre to the AOD reform process. Our CEO has been a member of the Forensic Advisory Group which has guided the way the new service system will respond to meet the needs of forensic clients in a changing and challenging landscape.

As the only independent centralised intake, assessment and referral point between justice and drug treatment we have been able to provide the Department with trend analysis and treatment efficacy information which will assist with modeling the new catchment based response.

### **RAPIDS**

### "RAPIDS CLIENTS USED TO BE THE CLIENTS NO ONE WANTED, NOW THEY ARE THE CLIENTS EVERYONE WANTS." AN AOD TREATMENT PROVIDER, 2012

Responsive Assessment, Planning, Intervention, and Diversion Service (RAPIDS) provides a timely and effective link between all Victorian courts and the treatment sector for the highest risk offenders with alcohol and/or substance abuse issues. We facilitate an immediate, seamless and supported transition from ACSO's initial assessment to brokered treatment with other providers.

This is an innovative solution to the identified risk of clients failing to attend assessment appointments and who pose a significant risk to themselves or the community. The goal of RAPIDS is to provide an effective assessment, referral and brief intervention service to clients that are considered high risk with complex needs, including significant alcohol and other drug issues. ACSO ensures each client is provided with intensive support to get them into a range of drug treatment programs as part of a Community Corrections Order.

RAPIDS referrals have tripled since June, and as the program has grown to meet demand we have also had the capacity to work with several high risk parolees on a case by case basis. Community Corrections Officers have reported the RAPIDS program ensures that clients with high risk issues get the immediate support they require and treatment agencies have reported that RAPIDS clients are often more prepared for treatment due to the brief intervention bridging work undertaken prior to referral.

### Forensic Dual Diagnosis Clinical Coordinator

Sentencing reform funding through the Department of Health has enabled us to appoint a Forensic Dual Diagnosis Clinical Coordinator who will ensure that clients referred through COATS with dual diagnosis needs receive comprehensive screening, assessment and coordinated treatment planning. This position will continue to identify enhanced pathways between mental health and alcohol and other drug services.

### **DUETS**

Developing Understanding, Expertise, Treatment Systems (DUETS) was established in July 2012 and the project is overseen by a steering committee of leading experts in both Forensic Mental Health and AOD. The project aims to develop a specialist Forensic Dual Diagnosis screening and assessments tool to enhance clinical pathways and treatment outcomes for clients experiencing problematic drug and alcohol and mental health issues. It has already provided training to 35 forensic AOD assessment clinicians across the state who are undertaking a pilot of the tool as developed, in collaboration with Turning Point and Caraniche.



### **Koori Diversion Coordinator**

ACSO's Koori Drug Diversion Forensic Coordinator has been working over the past six months with the Department of Health, Drug Treatment Providers, Koori Diversion Workers, Aboriginal Co-operatives and state and federal peak bodies to identify gaps in the justice and AOD service systems approach to working with Aboriginal clients. The aim of the role is to strengthen community, ensuring that COATS meets the needs of the Indigenous population and that initiatives to work with Aboriginal clients are culturally safe, inclusive and collaborative between Aboriginal and mainstream services in both AOD and justice areas.

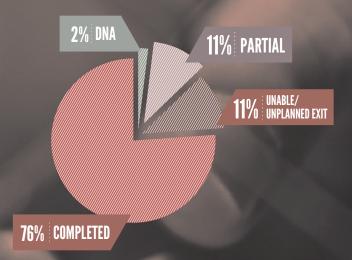
### **Outcomes**

88% of clients had an Individual Treatment Plan (ITP) developed, which identifies relevant goals, type of service to be provided, service intensity and progress indicators including a reduction in AOD fuelled crime. Client ITP's are tailored to their capacity and readiness for change.

Of those clients who worked to an ITP:

- **>** 89.4% of clients achieved significant treatment goals of their ITP.
- **>** 76.3% of clients completed their treatment.

### TREATMENT COMPLETION



### **PENELOPE**

### Innovating communication, coordination and continuity of care across the sector

ACSO has invested over \$500,000 in the design and build of a Client Relationship Management tool, 'Penelope' that allows a range of agencies to interface in the treatment and support of an individual. ACSO has built into Penelope tools to measure client outcomes across the state, including key outputs that are known to relate to positive client outcomes as well as achievement of targets. The Penelope system allows ACSO and our COATS partners to share real and live information about consumers in the service.

Penelope also allows us to provide care and co-ordination functions and record outcomes achieved. This is particularly important for consumers who make multiple presentations over time and who may access different services. Again, instead of starting a process from scratch, all previous treatment, support and interventions can be accessed by the ACSO Triage (assessment) and intake worker to inform the referral into the best service.

### **CLIENT-LED SYSTEMS & OUTCOMES**

### **Consumer Advisory Group**

The Consumer Advisory Group (CAG) is a group of up to 15 current and ex-consumers of ACSO services, who represent the interests of, and advocate for, all ACSO consumers by helping ACSO evaluate the accessibility of programs and services.

The CAG provides input into strategic planning, contributes knowledge and guidance into services and programs and participates in ACSO activities as required. They also produce a quarterly client magazine, Tides, which has informative articles, resources and details of support networks for our consumers. The CAG is pivotal in the redesign of ACSO's processes in relation to teaching our clients about their rights and responsibilities, and building their advocacy skills, which is a peer-delivered process.

CAG have met monthly over the last year and facilitated or contributed to various activities including:

- **>** focus groups to provide input into the development of the new ACSO & CAG websites.
- **>** ACSO's after-hours social events for clients and staff, especially as part of Drug Action Week,
- **>** peer-lead a feedback session for the Dandenong Magistrates' Court, where CAG hosted a focus group for clients/ ex-clients to provide structured feedback on how to improve the court system and their ideas on how appearing in court can be a more positive and helpful experience,
- **>** reviewed program brochures such as for StepOut, COATS and the VicRoads Safe Driving Program,
- > presented at new staff inductions,
- participated on interview panels for new staff,
- > attended forums including the Melbourne Drug and Health Alliance forum, "What role for the consumer? Consumer participation practices" and a Forensicare consumer forum at Thomas Embling Hospital,
- > ran a 'Peer Mentor and Wellness Course' for clients and ex-clients who are interested in learning about peer

A highlight of the year involved two CAG members attend focus groups to inform the Association of Participating Service Users (APSU) feedback to the Consultation Paper on the Victorian Alcohol and Other Drug Treatment Principles. CAG also secured ongoing participation in the seasonal SPROUT Market in Thornbury, organised by Darebin Council & Mind. Members baked sweets, using the kitchen at Francis House and were joined by clients on market day to serve on the stalls, sell product and interact with customers. They even made a small profit which was used to buy ingredients for the next market.





### Noel's pathway to success

This is the story of Noel, a valuable member of ACSO's Consumer Advisory Group and a regular participant in many of ACSO programs and events.

Noel had his first contact with ACSO in 2006 via the LINKOUT Program who was assisting Noel in finding suitable accommodation in his transition from prison. In 2008, Noel moved into Francis House with the goals of finding independent accommodation, improving his literacy skills and completing his maintenance program. Noel thrived at Francis House and within six months had completed his goals and found himself new accommodation.

In 2009, Noel moved into independent shared accommodation, where he stayed for 12 months. During this time Noel received outreach from ACSO's Complex Care Team. In 2010 Noel moved in to the one bedroom apartment that he is still happily living in today. During this transition, however, Noel's parole finished and so did his outreach support.

It was in 2012 When Noel again made contact with ACSO. Noel had reportedly been "having a downer." As Noel had spoken positively about ACSO with his psychologist, he was recommended to make contact with ACSO once more. Noel stated that "it took me a while [to make contact], but when I did everything fell into place." Noel phoned Stan who had been the manager of Francis House during Noel's time there. Noel told Stan; "I need some help", Stan responded; "Actually, we could use your help."

Noel was linked into the Life Skills 'Peer Mentor Group' where the skills he acquired in his successful transition into living independently could be used to assist and mentor others. Noel has now also joined ACSO's Consumer Advisory Group (CAG), and played a vital role in forming ACSO's 'Garden Crew'.

Noel is involved in our 'Happy Hours' client after-hours events and is always ready to lend a hand in the lead up and preparation for our stall at the Thornbury SPROUT Market. Suffice to say, Noel is now a very valuable and reliable asset to ACSO.

Today, with minimal support from ACSO, Noel is able to maintain his independent lifestyle. More than this, he has reported having an improved quality of life and a sense of belonging. Noel describes his current life as "100% Better, [I] haven't got the stress that I used to: When asked to describe his relationship with ACSO, Noel needed only one word - "Fantastic!."

# INFLUENCING SOCIAL JUSTICE









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**Bronze Sponsors** 



### 7th Criminal Justice Conference

For three decades ACSO has helped rehabilitate some of Victoria's most notorious prisoners, pioneering work with violent and sex offenders that has resulted in less crime and successful reintegration in the community. As a crime prevention organisation, we know that prison is not always the right solution and we are confident that high quality reintegration programs reduce re-offending, but this cannot be prioritised above community safety.

ACSO supports Corrections reform that calls for parole to be a privilege and not a right. However, we also know that Victorian prisons have many offenders with a mental illness, disability and history of homelessness. Our experience shows that community safety is increased when parole monitoring and supervision is closely integrated with housing, employment, behaviour change programs and community access and acceptance.

The true solution lies in genuine partnerships between the Offender, Corrections, Reintegration Agencies and the Community – employers, family and friends.

The Honourable Edward O'Donohue, Minister for Liquor & Gaming, Corrections and Crime Prevention, opened the 7th ACSO Criminal Justice Conference, which brought together leaders from Corrections, courts and the community, from across Australia and internationally, to debate the question "are we striking the balance between justice, support & safety and rights & risks?" Whilst past ACSO conferences focussed solely on

disabilities, this years' conference incorporated four streams: disability, drugs and alcohol, mental health and employment.

Thanks to funding from our sponsorship partners we successfully targeted a cross section of staff employed in the government, community services and justice sector. The iconic Melbourne Cricket Ground was where over 500 delegates, ranging from frontline staff, practitioners and professionals to- consumers, community leaders and policy makers, collaborated to explore solutions to making communities safe, more inclusive and freed of crime and prison.

"THE RESEARCH BASE THAT'S THE THREAD THROUGH ALL THE TALKS
THAT WE'VE SEEN SO FAR IS WHAT WE CAN USE TO ACTUALLY LOBBY
GOVERNMENT TO MAKE CHANGES BECAUSE IT'S ALL EVIDENCE BASED,

SO ACSO HAS ALWAYS PRODUCED A FANTASTIC CONFERENCE THAT DRAWS AGAINST RESEARCH ACROSS THE WHOLE WORLD"



"VERY WELL ORGANISED...ALLOWS ME TO GET UP TO SPEED WITH WHAT THE DEVELOPMENTS ARE IN THIS SPACE...THERE'S A LOT OF PEOPLE HERE FROM DIFFERENT SECTORS PROVIDING IMPORTANT VIEWS ABOUT VARIOUS TOPICS, SO I THINK THAT HAS BEEN THE OVERALL HIGHLIGHT."



#### Topics explored during the conference included:

- **>** what works (and doesn't) when reintegrating individuals from custody into the community,
- **>** developing a service delivery model for improving outcomes for offenders with complex diagnoses and support needs,
- **>** building and supporting cross-sector partnerships in disability, drugs and alcohol, mental health and employment,
- **>** presenting and discussing evidence-based assessment and treatment, and implications for policy decisions.

#### The conference began with six workshops conducted by experts in their field exploring:

- **)** legal and practice issues in mental health,
- > meeting need and managing risk in forensic disability clients.
- **>** forensic drug treatment,
- **>** people with intellectual disabilities in the criminal justice system,
- **>** social problem solving and offence related thinking,
- **>** the employment of ex-offenders.

Following the workshops, ACSO hosted the Inaugural Criminal Justice Community Forum: Call to end crime. Chaired by renowned radio presenter Jon Faine, an expert panel discussed issues such as justice reinvestment and human rights, debated the difference between an offender and a victim, and the role of the judiciary in promoting offender opportunities. Panellists represented the domains of victim's advocacy, human rights, judiciary, police, disability and criminal justice, allowing for a rich and diverse range of opinion and debate.

"I THINK WHAT THE INTERNATIONAL SPEAKERS BROUGHT WAS EVIDENCE THAT WAS NEWS TO ME AND I KNOW I'LL BE TAKING THAT BACK TO MY ORGANISATION AND TALKING TO THEM ABOUT THAT AND **FURTHER INVESTIGATING THOSE ISSUES."** 



"I'VE BEEN TO THE ACSO CONFERENCES OVER THE PAST FEW YEARS AND THIS IS PROBABLY THE BEST I'VE BEEN TO YET. I THINK ALL THE SPEAKERS HAVE BEEN REALLY GOOD, THE TOPICS HAVE **BEEN REALLY RELEVANT, PARTICULAR** TO DISABILITY. ALL THE WORKSHOPS HAVE BEEN GREAT."

#### "A MAJOR DRAWCARD OF THE CONFERENCE WERE THE **KEY NOTE SPEAKERS WHO SHARED THEIR EXPERTISE AND EXPERIENCE WITH DELEGATES ACROSS THE THREE DAYS."**



Another highlight was the artwork created by ACSO's clients, which were displayed and available for sale at the conference, allowing delegates to appreciate the potential of ACSO's clients when presented with opportunities to harness their strength and creativity.

Notably the discussion and networking between delegates over the two days added to the success of the conference.

#### Key themes which emerged throughout the conference included:

- > the need for and benefits of justice reinvestment,
- **>** the use of strength-based models to inform assessment, treatment and policy (such as the Good Lives Model),
- **>** the need for integrated service delivery, where disability, mental health, drug and alcohol and employment agencies work together to improve opportunities and outcomes for individuals in or at risk of entering the criminal justice system.

#### 2013 Keynote Speakers



Dr Astrid Birgden Consultant Forensic Psychologist and Adjunct Clinical Associate Professor, Deakin University, Australia



Darren Coppin Chief Executive Officer, Esher House, UK





Prof. John Petrila Chair and Professor in the Department of Health Policy and Management in the College of Public Health at the University of South Florida.



Prof. William Lindsay Consultant Forensic Clinical Psychologist, Clinical Director for Scotland and Head of Research for Castlebeck Care



Jenny Talbot OBE

## **Criminal Justice Community Forum: Call to End Crime**



Jon Faine

Facilitator

**Panellists** 

"IT'S NOT ABOUT SOFT ON CRIME; IT'S ABOUT TAKING ACTION TO STOP **MURDERS, TO STOP RAPE, TO STOP ASSAULT. TO STOP BURGLARIES. COURT** SENTENCING IS NOT OUT OF TOUCH WITH COMMUNITY EXPECTATION"

H DE KRETSER

"ONLY 10% OF OFFENDERS ARE EVER **BROUGHT TO THE ATTENTION OF THE JUSTICE SYSTEM AND ABOUT 1% OF THOSE** FINISH UP IN JAIL, SO THERE'S NOT A LOT OF SENSE OF JUSTICE FOR VICTIMS"



**Hetty Johnston** Brave hearts



**Emeritus Professor** Arie Freiberg Sentencing Advisory



Hugh De Kretser **Human Rights Law** 

"WE KID OURSELVES AS A **COMMUNITY IF WE THINK** THAT WE CAN PROSECUTE **AND INCARCERATE OUR WAY TO SAFETY"** 

**R HULLS** 



**Robert Hulls RMIT** 



**Christine Nixon** Ex Chief Commissioner Victoria Police



Judge David Parsons **County Court** 

"REHABILITATION AND REINVESTMENT OF JUSTICE MONEY IS NOT MUTUALLY **EXCLUSIVE TO INCARCERATION** DETERRENCE. THEY CAN WORK TOGETHER. IT'S ABOUT BALANCING RISKS"

**V WINTHER** 



Vaughan Winther Deputy CEO ACSO

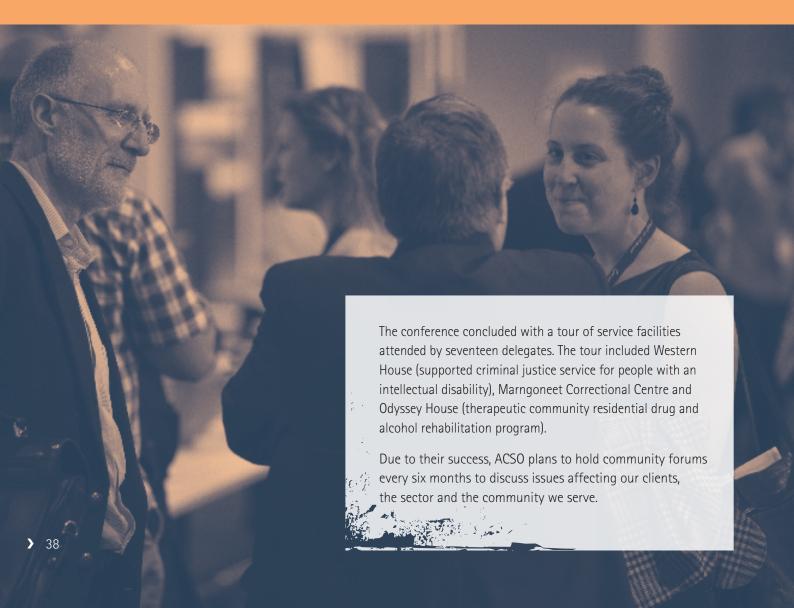


## **Client artwork**









## William Glaser In memoriam



William (Bill) Glaser was a highly regarded and well respected consultant forensic psychiatrist with some thirty years of clinical and research experience in the forensic field. He was the author of numerous articles in refereed journals and book chapters and consulted for courts and other bodies in the criminal, civil, family and children's court jurisdictions in Victoria and interstate.

For over 30 years, Bill demonstrated a commitment to people at the margins of society. Bill's extensive work with offenders with an intellectual disability, sex offenders and his strong focus on the ethics of offender rehabilitation, and mental illness in offenders has left a lasting impression with his colleagues in the sector.

Bill held a number of positions in the community, which included visiting Fellow in the Consulting and Custom Programs of Melbourne University, Psychiatrist Member of the Forensic Leave Panels and ACSO board member (from 2008-2013) where he made a lasting contribution to our work.

"The inaugural ACSO conference took place over 10 years ago. Bill was a moving force for its creation; he was intent on ensuring the sector shared knowledge and expertise and generously shared his own at that and subsequent conferences."

ACSO Patron, The Hon. Sally Brown AM

"I have been overwhelmed and touched by the very kind notes and cards that people have sent (including some of Bill's clients). He was clearly greatly loved. Bill was an exceptional person, eccentric in many ways but even more endearing for that. He didn't know how to say 'no' to a call for assistance, even when he was already quite ill. I remember remonstrating with him that he should take it easier and his response was, 'But if I don't see this person, there is no one else.' I think that the Conference (and his teaching) was a way of passing on what he knew so that there would be someone else... although there will never be someone quite like him. We miss him."

Kathy Laster, Wife

The ACSO council and staff would like to take this opportunity to acknowledge and pay respect to Bill's extensive commitment and contribution to the sector, to ACSO and to our clients whose lives he touched.

# WHAT WE STAND FOR

"As a community benefit organisation, our vision, mission and values will guide our ability to create the future we want for our community. Our work will reflect the values we want to see in our community. These three statements are not simply for hanging in our reception or for putting on our letterhead. We will set goals and measure whether or not we are indeed walking that talk."

ACSO has been passionate, brave and committed to drive change. These fundamental principles are the cornerstone of our vision and mission to impact change in our

# **OUR ETHOS** CREATE ANOTHER **CHANCE**

#### **Our Vision**

A safe and inclusive community freed of crime and prison.

#### **Our Mission**

We help people transition from prison, assist them in the community, stop them from re-offending and divert others from committing crime.

#### 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.



"ACSO WILL DO THESE ACTIVITIES IN A WAY WHICH SHAPES ITS FUTURE NOT REACTS TO OPPORTUNITIES OR TRENDS. IN DOING SO, ACSO WILL TAKE CONTROL OF ITS FUTURE BY WORKING FROM ITS STRENGTHS – WE WILL BE BOLD AND THINK BIG." ACSO BOARD STRATEGIC PLANNING DAY 2012

#### Our Operational Goals

#### Recover

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



# BUILDING THE FUTURE

#### **BREAKING THE CYCLE OF CRIME**

#### Our recipe for success:

- **>** Gather the best evidence based behaviour change programs,
- add building life skills for the client,
- > add building new positive pro-social relationships,
- **>** add some where safe, stable and affordable to live,
- **>** add education and economic participation, a job... a future.

#### BEHAVIOUR CHANGE ALONE IS NOT ENOUGH

Behaviour change programs + Life Skills + Safe Housing + Real Employment



If we are genuine about getting people out of prison, keeping them out, or helping to stop people getting there in the first place, then we need to do more. It's not enough to help someone with their substance abuse, if they end up living in the same boarding house, with the same circle of drug using friends (and family).

Building positive pro-social relationships is the foundation on which recovery and rehabilitation is built. Equally life skills play a significant role. Learning to manage money, self care, building and maintaining positive relationships and becoming part of a community makes change real.

A core ingredient is a safe and affordable place to live, a place that feels like home and is connected into the community. Finally, and yet in many ways most importantly, is the opportunity to gain and keep paid employment. That is, an opportunity to economically contribute to one's community and have access to the things an income can provide.

ACSO brings these ingredients together to achieve our vision of a safe and inclusive community freed of crime and prison.

### **CONTRIBUTION TO OUR SECTOR & COMMUNITY**

#### The Justice Innovation Lab

"Our JI-Lab is an environment that provides controlled conditions in which we use varied inputs to research, measure, trial and create possibilities to proactively impact change within and beyond our areas of influence."

In 2013, we have established our first Justice Innovation Lab (JI-Lab) built on our culture that supports dynamic thinking and continuous improvement – in other words INNOVATION.

The JI-Lab brings a forward way of thinking to our work. Through continuous dialogue and effective evaluation of our work and the systems that surround our work, we are able to celebrate every opportunity for learning, including those recognised as failures. We see that the function of failures and successes can present as new solutions.

We prioritise addressing current gaps and forecasting future needs, by considering alternative approaches to solving problems and creating the space for the application of these 'experiments' within a safe and controlled manner.

This innovative culture embraces new approaches to achieving our vision and mission and enables us to be leading the pathways of service delivery for our clients. By utilising leaders in the justice space and through effective collaboration with our funding partners, we are on our way to building a safer and more inclusive community.

# BUILDING THE FUTURE

#### **OUR 30TH YEAR BEQUEST**

"After 30 years in the sector, we accept that it is not enough to be a good service provider; we aim to leverage our experience to become a thought and social leader in this sector."

ACSO is committed to two significant investments to try and improve the future of those who come into contact with the Criminal Justice System. These investments are intended to encourage critical reflection on the current complex forensic system in Victoria, and to drive its transformation into a system which not only meets the need of our community's most vulnerable people to live a life free of imprisonment, but also provides safety and security for the wider community.

The investments from ACSO are designed to ignite this process through tackling key questions that our experience tells us the community, our co-providers and funders are grappling with:

# How can we innovate together to improve the criminal justice system?

- a) To help create a safer and more inclusive community?
- b) To reduce the likelihood of people, especially those known to be "at risk", choosing to offend?
- c) To create innovative and effective alternatives to prison?
- d) To reduce recidivism among current and past prisoners?

#### **STAGE 1**

ACSO will convene and fund a wide ranging dialogue to seek to address the questions posed. We will provide \$100,000 to support this dialogue and also seek co-funders to support the process. The dialogue process will involve engaging key parties identified with an interest in the criminal justice system and its interfaces.

We see this community of interests as wide ranging:

- **>** those directly involved (prisons, corrections, police, and the courts),
- **>** those funding the sector (governments, philanthropy, private sector),
- **>** those involved in providing services into the sector (health and community services providers),
- **>** those who have been through the experiences (current and ex prisoners/offenders),
- ➤ the community that must accept those with a prison/offending experience back into the community (including employers, prisoner families and the general community).

The process will be designed and facilitated in conjunction with Reos Partners. Reos Partners is a global social innovation consultancy that addresses complex, high-stakes challenges around the world. They are known for designing and facilitating processes that enable teams of stakeholders—even those who don't understand or trust one another—to work together to make progress on their toughest problems.

Their work has included employment, health, food, energy, the environment, security, and peace through partnering with governments, corporations and civil society organisations.

#### **STAGE 2**

ACSO will provide a total of \$250,000 over two years to support initiatives identified by the dialogue process. ACSO will seek co-funders to increase the funding available up to \$1 million. This investment will be provided to fund trial(s) or practical action(s) identified through this process.

## PRACTICE LEADER

"We have taken the opportunity to pioneer the innovative concept of a Practice Leader in the provision of criminal justice focused support and treatment services."

ACSO has embraced the awareness that sophistication and coordination in the services targeting offenders' rehabilitation requires the integration of practice, theory, ethical standards, science and operational governance<sup>1</sup>. To achieve this, ACSO has taken a front foot in leading practice by establishing an agency wide Practice Leader.

The role of Practice Leader has been established to:

- introduce systems and practices that increase the quality of services to ACSO clients,
- **>** embed mechanisms for continuous improvements at a systemic level, and
- > monitor the integrity in the application of current internationally recognised and empirically sound practice frameworks within direct practice and service delivery across the organisation.

The Practice Leader sits within ACSO's operational systems to enhance, monitor and evaluate programs and client outcomes, which can in turn influence societal change. The way in which ACSO clients receive services and the way it delivers services, sits within a wider vision to improve the lives of all persons who have come into contact with the justice system, whilst managing the risk that persons presents to our staff and the general community.

In order to achieve this balancing act, the Practice Leader oversees the risk management associated with service delivery and ensures there is a clinical awareness of clients' dynamic risks and holistic needs within our daily service provision. The Practice Leader facilitates the application of this 'funnel of knowledge' into practice to ensure the integrity of services provided by ACSO is considered 'best practice'.

ACSO not only understands the role of offenders' rehabilitation but also the role in crime prevention. The Practice Leader plays an integral role in ACSO's Justice Innovation Lab, as the vehicle to leading practice and thought in the provision of criminal justice focused support and treatment services. The Justice Innovation Lab and the Practice Leader represent the awareness that change in offender outcomes and community safety require a 'space' for innovation, critical and analytical thinking, and opportunities to continually improve practice within a safe and controlled manner.

In other words, it is anticipated that the Practice Leader will support the JI-Lab in producing outcomes and positive changes not only for the offender, their family, and the programs, but for the criminal justice system and larger community as well.

# BUILDING THE FUTURE

## **INNOVATING COMMUNICATION TECHNOLOGY**

"\$500,000 invested in ONE CMS resource for communication, coordination and continuity of care across the sector; accessed by 800 users... ensuring a client tells their story only once."

As a leading forensic body we operate at the complex intersections of prisons, the community, courts and government departments. The Penelope Portal provides an interface into client-centric information and critically supports the delivery of services for clients from community, courts, prison and drug treatment agencies back into the community.

The Portal is provided with the support of the Department of Health. It is being rolled out across Victoria in four phases. The initial pilot in May 2013 demonstrated significant value to the three core stakeholder groups and informed the practices and support required for a successful statewide deployment.

The four phases of the rollout are matched to local government areas and service catchment areas across the state. The rollout has a three pronged approach, utilising a communications plan for engagement, provision of training for capacity building and ongoing support for sustainability.

Through the Penelope Portal, community corrections services and treatment agencies have:

- ➤ All client information captured, tracked, and reportable in one user friendly system,
- ➤ Immediate access to assessment reports and appointment status,
- ➤ The ability to share and communicate client progress and keep track of multiple support processes,
- ➤ The ability to vary, extend and claim payment for treatment provided.

For our clients the Penelope Portal will enable smoother and more timely support and referrals to the services most needed.

Integrated mandatory and ad-hoc reporting provides statistics, data and intelligence to government departments to support key social policy decisions.

For the community, the Portal enhances risk management through timely communication on client attendance and progress between community court services, drug treatment agencies and ACSO's Community Offenders Advice and Treatment Service (COATS).

Looking ahead, the Portal will support a more integrated treatment and service delivery model, reporting and intelligence and has a core capacity to respond to changing requirements in the wider sector.



#### **OUR PEOPLE**

"Our environment of the future will provide a total employee experience – including remuneration, opportunity and connection – that is irresistible."

As we enter a range of sector reforms at both Federal and State level, the demands and accountability placed on ACSO will increase. This will require us to have a workforce that is adaptable, agile and able to be strategically and tactically deployed across the organisation.

Staff today connect to organisations in very different ways than they have in the past. We need an active social media presence and we also need to embed our vision and values into all our staff interactions. While we need to maintain connections, we also need to let our future leaders spread their wings and experience other organisations and sectors. This may be via secondments or other mechanisms such as them directly leaving ACSO. Whilst seemingly counter-intuitive, by giving them this exposure, they will gain skills, knowledge and experience that we can harvest later. The opportunity is to be so connected and so confident of our linkage to them that we know they will return.

- **>** We are investing in the future of the organisation by:
  - identifying talent within the organisation and giving them opportunities and experiences that will stretch them and assist their development,
  - succession planning and up-skilling to manage ACSO's risk and meet our growing business requirements for a highly flexible, resilient and motivated workforce.
- ➤ We are establishing an exciting and sustainable student program where the right candidates are given the opportunity to undertake internships within ACSO services and, subsequently, a student pathway into entry level roles within ACSO.
- ➤ We are rolling out the annual training and development calendar which will, as it evolves, take ACSO employees from a position of base level compliance to a point where we are setting the standard for the industry. Part of this is building skills that can be translated across the business.
- ➤ We are constantly reviewing our performance against both the technical aspects of our positions and, more critically, against the ACSO values and the associated behaviours required.



# THE SHAPE OF OUR FUTURE - BEYOND 2014

We will pursue opportunities to expand into other states where our expertise can add value and innovation.

ACSO is known as a leading service provider for our work with:

- 1. Male offenders
- 2. Serious sex offenders
- 3. Major offenders
- 4. Offenders with an intellectual disability
- 5. Offenders with serious substance misuse issues
- 6. Offenders with a dual diagnosis and dual Disability

ACSO will grow our behaviour change, re-integration and recovery work by increasing our commitment to:

- 1. Indigenous offenders
- 2. Female offenders
- 3. Young offenders
- 4. Offenders with mental health issues
- 5. The ageing offender population
- 6. New arrivals into the criminal justice system

We will expand our work in the prevention space diverting people from entering the criminal justice system.

# This will include a greater focus on:

- Developing alternatives to prison for people who would benefit better from treatment vs incarceration.
- **>** Diverting people into prevention programs whose substance misuse leads them to crime.
- ➤ Diverting young people at risk of "going off the rails" into early intervention programs.
- Developing early intervention therapeutic programs for people
  - who have problematic sexualised behaviours
  - whose mental health/ intellectual disability issues lead to high risk taking behaviours

# We will develop stronger housing pathways for our consumers and become a housing provider.

ACSO is increasing its work in the housing provider space. Our mission is to create pathways from prison into housing with 'step downs' into independent living. This direction sees us forging relationships with ministers and departmental heads who are looking for new solutions to the current suite of social housing across Victoria. These solutions will ensure that people exiting prison will have every opportunity to stay out and that diversion programs at court will give Magistrates alternatives to a prison sentence, giving people who do not need to be in prison every opportunity to live safely in the community.

- We will establish a new entity 'Housing with Conviction' that will enable us to operate as a housing provider. This will include systems and staffing supports to meet all legislative requirements in order to build 'step down' housing models for offenders and those at risk of entering the criminal justice system.
- > We will invest funds and partner with government, private business and community to develop a range of housing programs as an alternative to/diversion from prisons as well as support people exiting prison to re-settle successfully in the community.
- > We will develop a stock of public and private housing specifically for people in or at risk of entering the criminal justice system. We will increase our property portfolio and housing placements for our client group managed under the *Residential Tenancies Act* and, in doing so, will increase the likelihood of people living securely and remaining crime free in the community.

# We will build strong pathways into employment and economic participation.

ACSO will become a specialist employment service providing support to those in or at risk of entering the criminal justice system. This means access to paid employment and community inclusion for all marginalised groups. We will do this by collaborating and partnering with community, government and business groups to formulate a National Action Plan to achieve full social and economic participation for all Australians.

- ACSO will establish a one stop specialised employment service for ex-offenders. 'Employment with Conviction' will raise community awareness and acceptance of ex-offenders and their families as valuable members of our communities and will initiate action amongst employers to hire people in the criminal justice system.
- We will establish social enterprises supporting people to develop skills to gain work.
- We will become an RTO offering specialised training for people with a criminal record.
- We will establish a national employment network -'Jobs Change Lives'- listing vacancies from employers championing 'Employment with Conviction' to assist people with criminal records back into paid work.
- We will establish a national mentoring program "Jail to Job" Program utilising volunteers to provide structured mentoring in prison, through the gate, in the community and whilst in a job.
- Re-Entry Council Network that engages a range of community re-entry stakeholders, such as the Department of Justice, Corrections Victoria, the judiciary, Victoria Police, AOD and mental health specialists, training, education and employment providers and employers to formally meet and hold round table discussions to organise collaborative and innovative re-entry efforts/models, ensuring individuals will make a safe and successful transition back into their communities.

#### **HEAD OFFICE**

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P: 5443 9734

CRANBOURNE HUB 8A Codrington Street Cranbourne VIC 3977 P: 5990 1505

GLENROY HUB 80 Wheatsheaf Road Glenroy VIC 3046 P: 9304 0100

#### COMMUNITY OFFENDER ADVICE AND TREATMENT SERVICE (COATS)

**BALLARAT** 

15 Dawson Street South Ballarat 3350 Pt 53329800

MILDURA

RetireInvest Building 70 Lemon Avenue Mildura VIC 3505 P: 5021 3931 / 3935

WANGARATTA
Gordon Gibson Building
1st Floor 40–42
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Wangaratta VIC 3677
P: 57228000

WARRAGUL Quantum Community Service 36 Williams Street Warragul VIC 3820 Ph: 56220044

BENDIGO 29 Arthur Street Bendigo VIC 3550 P: 54439734

# EMPLOYMENT SERVICES

JSA Job Services Australia
DES Disability Employment Services
WEX Work Experience Programs

JSA & DES 1 Hoddle Street Richmond VIC 3121 P: 9413 7000

JSA & DES 656 Elizabeth Street Melbourne VIC 3000 P: 8379 3000 F: 8379 3099

WEX
2 Regent Street
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DES Suite 12 36 Macedon Street Sunbury VIC 3429 P: 0438 382 607

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