



Annual  
Report **07**

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# Our Organisation

## Purpose

To make a difference in the lives of disenfranchised people

### Values

**[ Respect ]** encouraging an environment that respects the situation and needs of our clients and that is respectful of the skills and abilities each staff member contributes to the organisation.

**[ Integrity ]** in our dealings with all our community of interest and in our use of government and other funding.

**[ Caring ]** providing a caring environment for our clients, staff and the community.

**[ Shared responsibility ]** recognising that to make a real difference in our clients lives both ACSO staff and clients must take responsibility for change.

**[ Outcomes ]** acknowledging that as well as providing a respectful and caring experience for our clients we must also strive for positive change and real outcomes through their contact with us.

**[ Innovation ]** striving to find news ways to more effectively meet the needs of our clients and/or to provide services to clients where no other service does.

### Vision

ACSO aims to contribute to individual and community wellbeing by increasing opportunities for disenfranchised people to positively engage with their communities and by reducing the impact of social disadvantage.

ACSO will build on our expertise to enhance services to individuals at critical points in their contact with the justice system.

Using our experience and knowledge we will inform the community about the issues facing our clients and our role in assisting individuals to lead more positive lives.

ACSO is one of Victoria's leading community support organisation with a reputation for helping some of the most disenfranchised members of our community: those not generally welcomed or able to be supported by other services due to their behaviour, presenting issues or offending history.

Through a diverse range of programs, provided throughout metropolitan and regional Victoria, and innovative service delivery we strive to achieve our purpose to make a difference in the lives of disenfranchised people.

Currently we provide programs in the areas of: transitional support to ex-prisoners, disability support services, employment services, alcohol and drug assessment and treatment planning, outreach and support to individuals with a forensic history, mental health issues, drug and alcohol problems, or a disability.

All services offered are planned on an individual basis, in collaboration with each client, to ensure that their needs are met.

Our commitment to our values and vision has seen ACSO become the provider of choice in the areas of forensic drug and alcohol assessment, community based forensic mental health, sex offender support and forensic disability outreach and residential support services.

# ACSO A brief history

The following timeline provides a brief history of ACSO and marks some of the most significant events in our 24 year history. It is indicative of the growth and subsequent consolidation that ACSO has experienced.

83 – 96

**The Epistle Centre  
(1983 – 1996)**

[ ACSO was established in Victoria in 1983 by Stan McCormack as the Epistle Centre

[ The Epistle Centre operated as a drop-in center, staffed largely by volunteers.

[ Epistle Centre received SAAP funding to establish McCormack House to provide supported accommodation for people just released from prison.

[ This allowed for post-release support to be planned, rather than the chaos and crisis driven activities often associated with the drop-in center.

[ Further program developments included the Disability Program and the Forensic Mental Health Program

96 – 00

**Victorian Offender  
Support Agency  
(VOSA) (1996 – 2000)**

[ Further funding was received to expand the services offered by ACSO.

[ New program developments included Employment Directions Australia (now Vitality Personnel) and COATS (Community Offenders Advice and Treatment Service)

# 2000 to now

Australian Community  
Support Organisation  
(ACSO) (2000 – current)

[ The change in name to ACSO recognised that our purpose and vision now extended beyond just providing support to ex-prisoners

[ Further program developments during this period include Bridging the Gap, Personal Support Program, Corrections Housing Pathways Initiative, Correctional Services Employment Pilot Program, Care Plan Assessment Victoria (with Forensicare), Sex Offender Transitional Outreach Program and Job Capacity Assessments service.

[ ACSO gained successive 3 year accreditations through the Quality Improvement Council

[ The development of fruitful partnerships with the Australian Vietnamese Women's Welfare Association and Ngwala Willumbong Aboriginal Cooperative to improve our service delivery to

clients from culturally and linguistically diverse backgrounds and with Active Housing to pilot a model of supported shared accommodation for people transitioning out of custody with drug and alcohol and/or mental health issues.

[ Successful re-tendering in employment sector for Disability Employment Network and Job Network and growth in Personal Support Program

[ Increasing involvement in supporting clients with specialised needs through case based funding under the Multiple and Complex Needs Initiative and those serving Extended Supervision Orders

## Our legislation

ACSO operations are guided by a number of legislative frameworks. These include:

Sentencing Act 1991  
Sentencing and Other Acts (Amendment) Act 1997  
Corrections Act 1986  
Alcohol and Drug Dependent Persons Act 2002  
Health Services Act 1988  
Drugs, Poisons and Controlled Substances Act 1981  
Intellectually Disabled Persons Act 1996  
Disability Service Act 1991 (State)  
Disability Act 1986 (Federal)  
Mental Health Act 1986  
Guardianship and Administrative Board Act 1986  
Information Privacy Act 2000  
Health Records Act 2001  
Human Services (Complex Needs) Act 2003 (State)  
Occupational Health and Safety Act 2004 (State)  
Disability Act 2006

## Our Operations

ACSO is a Victorian state-wide service. Our head office is based in West Melbourne, with other metropolitan offices being located in Geelong, Dandenong, Springvale and North Melbourne. Our regional offices are located in Morwell, Wangaratta, Bendigo, Ballarat and Mildura.

ACSO operates nine residential units within Victoria seven of which support clients with an intellectual disability, and two for clients with a mental illness.

Staff also provide outreach support to clients across the state and visit all Victorian prisons on a regular basis.

## ACSO LOCATIONS





**Highlights  
2006-2007**

# Highlights 2006-2007

## Organisational strengthening and internal processes

- [ Developing and implementing new constitution (pg 29)
- [ Successful launch of ACSO's 2006-2009 Strategic Plan. This event was attended by approximately 150 staff and stakeholders (pp 12-16)
- [ Achieving a solid operational financial surplus of \$491, 204 (pp 67-75)
- [ Saving of greenhouse gas emissions arising out of operations of 271 tonnes (pg 65)
- [ Decision to close Care Plan Assessments Victoria to accommodate a new model of providing assessments for the Multiple and Complex Needs Initiative (pg 22)

## Council and staff

- [ Celebrating 20 years of service to ACSO by CEO, Antony Calabrò (pp 22-23)
- [ Sr Clare McShee being awarded an Order of Australia and celebrating 20 years of service to ACSO (pg 6)

## Service Delivery and Enhancement

- [ Being asked by Department of Justice to provide specialist assistance to clients subject to extended supervision orders (pp 41-46)
- [ Achieving performance of 4 stars (out of a possible 5) in Job Network services provided by Vitality Personnel in Dandenong (pp 38-40)
- [ Securing funding and implementing Clinical Agency Liaison Officers within Justice Services (pp 41-46)
- [ Successful implementation of the new Disability Legislation (Victoria) and Disability Leasing Model (pp 34-37)

## Raising Community and Stakeholder Awareness

- [ Ministerial visits with Victorian Ministers of Corrections, Mental Health and Community Services (pp 12-15)
- [ Receiving an Australasian Annual Reporting Bronze Award for the 2005/06 Annual Report (pg 15)
- [ CEO radio interview on ABC radio highlighting the issues of prisoners with mental health issues (pp 12-15)

## Sister Clare McShee AM

One of the major highlights for ACSO this year was the recognition of the work of Sr Clare McShee, a much loved and respected ACSO staff and Council member, with an Order of Australia. The Medal was awarded for her tireless support of Victorian prisoners over the last 27 years.

Sr Clare, a member of the order of the Franciscan Missionaries of the Divine Motherhood, trained as a radiographer. In 1980, she commenced visiting HM Prison Bendigo, visiting individual prisoners, providing support for those with no family or friends. In performing prison work she made contacts with all the levels of the prison administration at Bendigo and received referrals from both custodial and welfare staff. This initial contact with the prison system showed to Sr Clare a need which was not being met by the correctional or prison support system.

It was at this time that Sr Clare made contact with ACSO. Sr Clare's ongoing commitment to support prisoners both in custody and after they left Bendigo prison was recognised by her order in 1986, when she was released from her radiography responsibilities to come to Melbourne and work for ACSO on a full time basis. Soon after arriving at ACSO, Sr Clare saw that there was a huge challenge in supporting sex offenders. She recognised that the group needed support, supervision and effective treatment to reduce the risk of them re-offending. She contributed significantly to the establishment of the sex offenders program in Pentridge Prison and supported both the prisoners and the staff in this difficult work.

In the 21 years that she has been with ACSO, Sr Clare has continued to work primarily in the area of prison visiting and supporting individuals with a history of sex offending. In 1990 and 1991 Clare was the first Manager of ACSO's Intellectually Disabled Offender Program. The model which Sr Clare created and its work in the area of dealing with intellectually disabled offenders (most of whom are sex offenders) set up the structure for the network of programs which ACSO operates to support this client group. In recognition of this work Sr Clare was awarded the Pascoe Vale Rotary Jack Davies Memorial Award for Correctional Services in 1996 (Jack Davies was a former Pentridge Prison Governor who used that branch of Rotary to support offenders on their release from prison).

As Manager of ACSO's Prison Outreach and Support program (POST), Sr Clare has continued her work in visiting prisoners who have very little or no support, assessing referrals to ACSO for accommodation upon their release, supporting families of prisoners and supporting persons after they have been released. With sex offenders she works with both correctional officers and the Parole Board in assisting them to find appropriate accommodation, meet parole conditions, and implement the relapse prevention strategies taught to them by the in-prison sex offender treatment programs. Much of ACSO's reputation as a service able to work successfully in this area has been founded on the strength of Sr Clare's work.

In working with this difficult group, Sr Clare tempers compassion with a realistic attitude to their offences and the risk of their re-offending. Her unique skills and perseverance are recognised and respected by prison authorities and staff, Community Correctional Services, Adult Parole Board, Department of Justice, treatment services and providers and, of course, the many individuals and their families that she has had contact with.

Sr Clare has assisted many hundreds of prisoners integrate into the community successfully. Given the serious nature of the client group's offences she has also been instrumental in them leading a non-offending lifestyle and therefore reducing the number of victims.

Sr Clare and her work are a true embodiment of ACSO's purpose and values and we are extremely proud and privileged that she has chosen to work with us for over 20 years.

**Sister Clare McShee AM receiving her award from the Governor of Victoria David De Kretzer AC . ACSO Council and staff congratulate her on this well deserved award.**



# Year in Review

performance  
strategic plan  
quality improvement

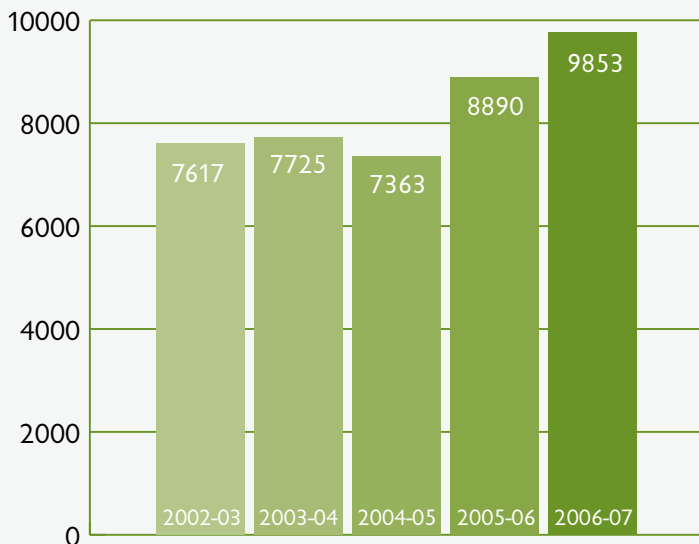
# Performance at a glance

## Service Delivery

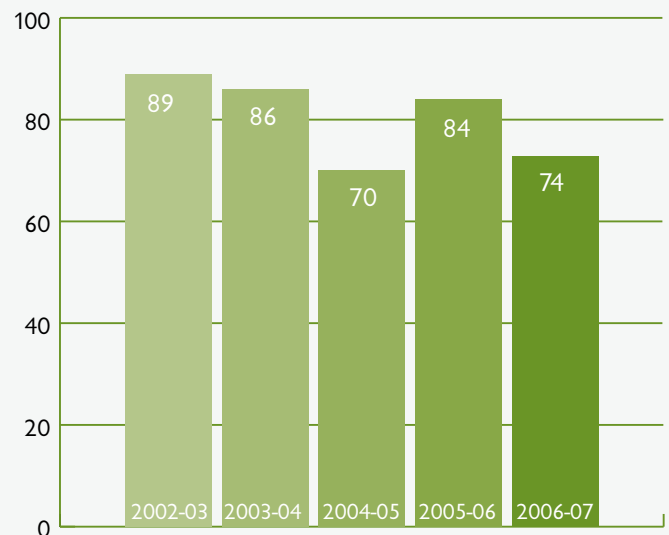
Total clients referred and accommodated

	2002-03	2003-04	2004-05	2005-06	2006-07	Movement 05/06 06/07 %
<b>CLIENTS</b>						
<b>REFERRALS</b>	7617	7725	7363	8890	9853	10.8%
<b>ACCOMMODATED</b>	89	86	70	84	74	-11.9%

Clients referred across all program  
5 year comparison



Clients Accommodated in ACSO Operated Housing  
5 year comparison



The increase in referrals across the organisation compared to last year is made up of an increase in referrals to the COATS program and also due to expansion in the PSP contracts operated in Geelong and West Melbourne. Referrals to other programs remained relatively stable. More information about individual program referrals and activity can be found in the program reports commencing on page 33.

# Financial Performance

	2002-03	2003-04	2004-05	2005-06	2006-07	MOVEMENT 05/06 06/07 %
<b>TOTAL INCOME</b>	20,884,517	16,100,019	20,291,496	20,640,268	22,117,702	7%
<b>DHS GRANTS</b>	15,546,267	12,952,178	17,119,496	17,396,770	18,587,181	6%
<b>TOTAL EXPENDITURE</b>	20,909,546	15,944,330	19,796,480	20,409,259	21,626,498	6%
<b>NET SURPLUS/DEFICIT</b>	-25,029	155,689	495,016	231,009	491,204	113%

Our total income for the year increased due to CPI and an increase in Department of Human Services funding for new program initiatives, primarily in the area of drugs and alcohol. Total expenditure increased in line with funding.

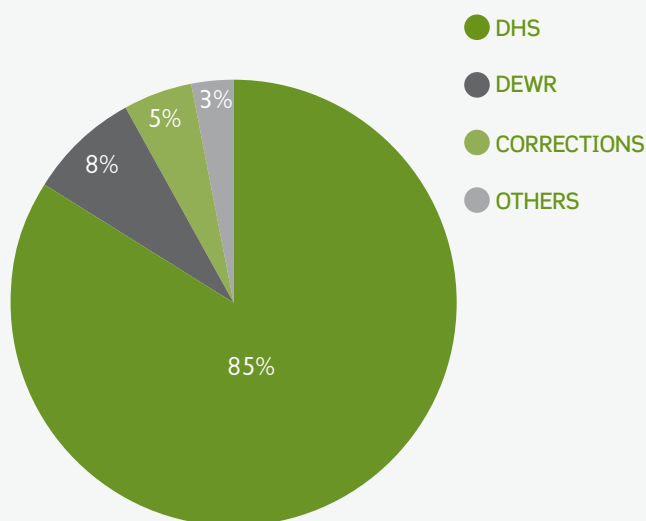
Our overall result surplus of \$491,204 represents a 113% increase on the previous year. During the 2006/07 year we benefited from an increase in interest income due to better investment of cash reserves and a small surplus from our operating results.

The Concise Financial Accounts and Finance Report appear on pages 67 to 77.

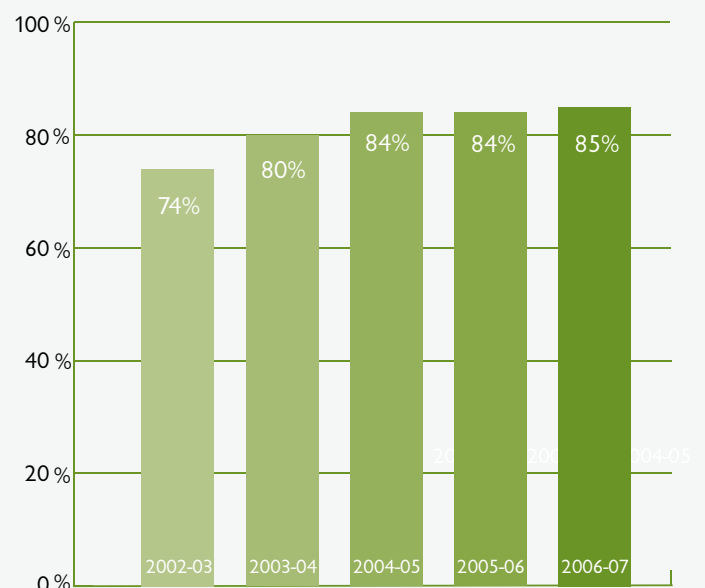
## Composition Of Funding

The graphs below indicate the main sources of funding received during the financial year. Our proportion of funding from major funding bodies remained in line with last year, with the majority of our funding, 85% coming from Department of Human Services. This is consistent with our two

% of Funding from major providers



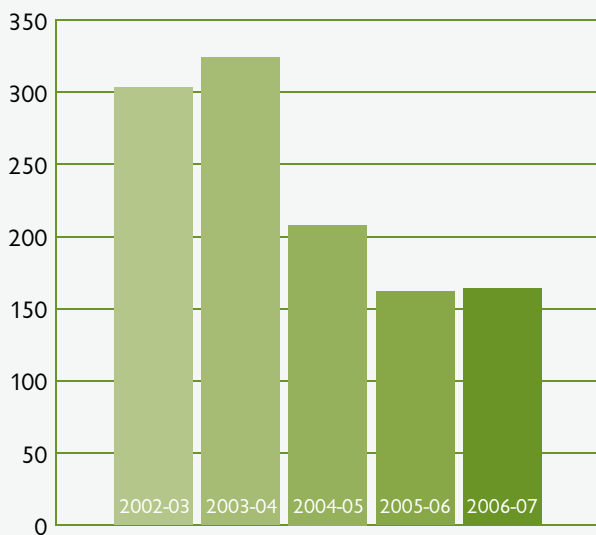
% of total funding received from DHS



## Staffing

Staffing numbers remained stable, with a very small increase on 2005/06 total staffing numbers. Additional information and analysis of our staffing profile appears on page 58.

	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	MOVEMENT 05/06 06/07%
TOTAL EMPLOYEES*	303	324	208	162	164	1.2



\* Prior to 2004/2005 staffing numbers were calculated based on the total number of staff employed at any time during the financial year. From the 2004/2005 year onward staff numbers have been calculated as at 30th June.

# Reporting Against our Strategic Objectives

The 2006-2009 ACSO Strategic Plan was adopted in June 2006 by the ACSO Council. The plan was developed through consultation with ACSO Council, staff and stakeholders and outlines ACSO's vision for the next three years. This vision and accompanying strategic objectives are underpinned by our purpose of making a difference in the lives of disenfranchised people and values of respect, integrity, caring, shared responsibility, outcomes and innovation.

ACSO's vision over the next three years centres on increasing opportunities for people to engage with their communities, enhancing the options and access of people to services that meet their needs and, importantly, raising our profile in the community by increasing awareness of the issues facing our current and future client groups.

## Launch

The Plan was launched in September 2006 and was attended by ACSO Council, staff and key stakeholders from Government departments and community service organisations. The Plan, presented on a calendar featuring artwork by ACSO clients was outlined to the audience and those staff involved in planning teams were introduced.

The launch was followed by a panel discussion, facilitated by Jon Faine from ABC 774, highlighting the issues for those with a mental health issues when they become involved with the criminal justice system.

## The panel represented a variety of views and included:

Mr. Noel McNamara OAM, President, Crime Victims Support Association;

Professor James Ogloff, Director of Psychological Services, Forensicare, Director, Centre for Forensic Behavioural Science, Monash University;

Mr. Robert Stary, Criminal Lawyer, Chair of the Criminal Law Section, Law Institute ;

Dr Heather Manning, Psychiatrist, ACSO Council Member;

The Hon Jim Kennan S.C, Former Deputy Premier, Attorney General and Minister for Corrections, Chair of the Victorian Institute of Forensic Mental Health (Forensicare), Member of ACSO Council,

The launch function and panel discussion was attended by over 150 people and provided an excellent opportunity for us to begin to realise our strategic vision.

## Strategic Objectives and Initiatives

ACSO's Strategic Plan identifies the following strategic objectives for 2006-2009.

### Strategic Objectives





- a. Improve the quality of services and options available to clients by providing detailed and reliable information to service providers and other decision makers to address the needs of disenfranchised people.
- b. Increase community awareness and understanding of the need for individuals to have opportunities to lead more positive lives.
- c. Influence policy makers and services aimed at crime prevention by using data, evidence and research to consider the issues facing our client group and those factors that lead to increased risk of marginalisation and offending.
- d. Reduce further the incidence of re-offending by providing tailored support services to recently released offenders.
- e. Improve options for those individuals whose mental health, cognitive functioning and circumstances are a significant factor in their risk of disenfranchisement.
- f. Reduce further the incidence of offending by providing tailored support services to people whose behaviour may place them at risk of entering the criminal justice system.

# Achievements and Future Directions

## Strategic Initiatives

Six key strategic initiatives have been developed to achieve the goals of the plan. Foundation setting, delivery and enhancement goals have been set for the short, medium and long term. The following table outlines the foundation setting goals for each initiative, the strategies developed to achieve these goals in 2006/2007 year; together with a summary of our achievements, a profile of future developments and a self assessment of our performance against these goals during the year.

### Key

-  Fully implemented
-   Good progress recorded against implementation
-  Implementation has commenced
-  Implementation has not commenced

Strategies	Outcomes	Performance	Future Directions/ Challenges
<b>Service Enhancement Initiative [ team leaders: Tracy Allen and Annie Trainor ]</b>			
Enhance services provided to current and future clients in the areas of accommodation and material needs by defining the needs of clients in these areas, identifying existing options for, and barriers to, our clients accessing these options.			
Research and implement an ACSO wide data base that enables up to date and relevant information on accessing accommodation and material needs to clients in a timely fashion.	An online service directory to assist staff to appropriately refer clients requiring crisis accommodation or material needs has been purchased with training and implementation scheduled for July 2007.		Implement online service directory across ACSO and evaluate effectiveness.
Develop relationships with accommodation and material needs services to explore future partnership opportunities.	We established a partnership with Active Housing to deliver an 18 month trial of semi supported share house residential program. This program is aimed at clients ready for independent living but who would benefit from a share house environment. Rental costs are likely to prevent this program continuing beyond the end of 2007; however we aim to build on this experience to explore and develop other accommodation options to meet our clients' needs.		Develop a sustainable model of share housing.  Explore possibilities of purchasing properties  Increase involvement in local Council and housing networks and committees.
Identify gaps in ACSO's current response to housing issues and barriers to clients accessing mainstream accommodation services.	17 clients with accommodation issues were surveyed regarding their current accommodation needs and experiences of accessing services (including ACSO) to meet these needs. These surveys were used to develop a funding proposal to Department of Justice for a service assisting clients transitioning from prison who face a crisis in their accommodation placements.		Develop policy and strategies for accessing and increasing material needs discretionary funding.  Conduct further analysis of client needs in the areas of accommodation and material needs and make this information available to policy makers when making relevant policy decisions.
<b>Focussed Research and Evaluation [ team leader: Brett Anderson]</b>			
Improve service delivery and increase reputation in our areas of expertise by developing a program outcome evaluation framework and research agenda.			
Establish and assist program managers to utilise an ACSO wide framework for program evaluation.	A logic model for program evaluation was developed and presented to program managers as a means of utilising existing data collected for better program evaluation. This model provides a framework to measure each ACSO program against stated aims and objectives, inputs and resources, activity and throughput, outputs and outcomes. It both allows for the diversity of ACSO's programs and establishes minimum data collection and evaluation criteria. This model was presented as part of our external quality accreditation process.		Implement the logic model of program evaluation and use this model to guide reporting to Council, funding bodies and stakeholders.
Establish a Research and Evaluation Committee to formulate a research agenda for ACSO.	The decision was made to implement an interim Research and Evaluation Committee to support the implementation of the evaluation framework. Terms of reference for this committee have been developed with the assistance of a consultant and have been approved by the Steering Committee.		Develop the framework to be used by Program Managers when undertaking research needs analyses.  Establish the interim Research and Evaluation Committee (REC) and develop procedures to be used by this committee to guide research and evaluation activity within ACSO.  Establish the Long term REC.

Strategies	Outcomes	Performance	Future Directions/ Challenges
<b>Increase Stakeholder Communication and Evaluation [ team leader: Bernard Hanson]</b> Identify current perceptions of ACSO amongst stakeholders and evaluate current influence strategies.			
Survey ACSO staff and Council to establish current perceptions of ACSO and to gain input from staff as to how ACSO could increase profile.	In order to survey current internal stakeholders regarding their current perception of ACSO, ACSO staff were asked to complete a survey in March 2007. 60 responses were received. The responses gathered were analysed by the group and results were fed back to the Executive Team and staff via team meetings. Relevant information was also gathered through this survey for other initiatives.  A survey was developed to gauge ACSO Council members' perceptions of ACSO.		Survey ACSO Council members.
Identify external stakeholders and apply a filtering mechanism to establish those stakeholders to be surveyed regarding their perception of ACSO.	Reflective of our size and diversity ACSO has a large number of stakeholders. Through consultation with staff and the Executive Team key stakeholders have been identified.  A marketing consultant has been approached to provide some advice to senior staff & the council regarding appropriate strategies to raise ACSO's profile		Conduct a series of stakeholder consultations regarding current perceptions of ACSO and utilise this information to evaluate the effectiveness of our current influence and marketing strategies.
	During the year, the Victorian Ministers for Corrections, Mental Health and Drugs and Alcohol visited ACSO and Senior staff and Council members met with the Minister for Community Services. This provided an opportunity for ACSO to both introduce our service to the new ministerial appointments and discuss issues relevant to our client group.		ACSO will continue to build on existing relationships with key Government Ministers and departments.
<b>Improve Partnering Capabilities [ team leader: Guy Cooper]</b> Develop a partnership and relationship planning and development framework.			
Research partnership frameworks and models.	Benchmarking and research was undertaken to identify suitable partnership development models and frameworks. This was used to formulate a checklist to guide the development of the model.		Evaluate and test the framework. The framework will be assessed by an external consultant to ensure that the assumptions underpinning the model are valid. It is also anticipated that the framework will be tested as the Service Enhancement initiative explores partnership opportunities.
Develop a partnership framework to evaluate current partnerships and to guide new partnership development.	A partnership and relationship planning booklet has been developed. This provides Senior Executive and program managers with a framework to use when evaluating existing partnership relationships, identifying new partnership opportunities and the type of partnership relationship that could be developed based on the needs of all involved.		
<b>Knowledge Management and Consolidation [ team leader: Simon Wardale]</b> Develop and implement basic knowledge management processes			
Identify how knowledge is currently managed within ACSO.	Through researching a number of knowledge management models, a model to describe how ACSO could better manage knowledge and intellectual property was developed. This model highlighted that an holistic approach was needed and that the original concept focussing on information technology in this early stage without appropriate supporting structures would not deliver a sustainable knowledge management system.		Develop and implement organisation training plan.  Identify and implement knowledge management information technology requirements including new intranet.
Evaluate current staff induction and knowledge sharing processes.	A review of ACSO's current system of staff induction process (in conjunction with communication strategy) was undertaken. As a result our current induction and orientation package was redeveloped.		Develop universal induction power point.  Develop induction CD Rom.
Investigate possibility of becoming Registered Training Organisation	The feasibility of offering accredited training packages was explored. It is anticipated that a recommendation regarding this will be made in September 2007.		Present recommendation to Steering Committee.
<b>Increase Discretionary Funding [ team leaders: Amanda Kelly and Vi Lotter]</b> Develop an income strategy and identify organisational policy positions to better utilise existing financial resources.			
Develop position paper to enable ACSO Council to develop policy position on income raising and use of existing funds for discretionary projects.	Position paper was presented to ACSO Council with policy and strategies recommended approved in August 2006.		Review policy and strategies on an annual basis.
Develop policy/strategies for Council approval.			
Obtain Council approval for income and expenditure strategies.			
Development of process to progress ideas for new projects or programs and identify possible sources of discretionary funding.	A business plan and case template has been developed for new ACSO initiated projects to assist in identifying and applying for external funding.		Continue to identify sources of and seek funding for projects arising out of strategic initiatives and emerging client needs.

# Achievements and Future Directions

## Implementation Goals

To facilitate the successful implementation of the Strategic Plan, 6 implementation goals were also developed to assist in measuring the overall progress of the plan. These goals, strategies, achievements and a self assessment of our performance against these goals in 2006/2007, along with challenges and future directions are detailed in the table below.

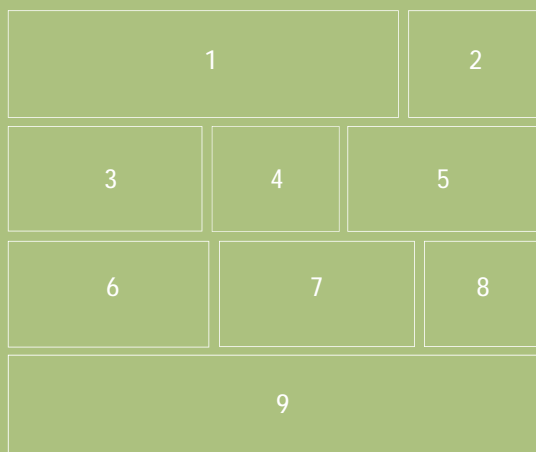
Strategies	Achievements	Performance	Challenges and Future Goals
<b>Organisational Integration</b>			
To integrate strategic objectives into future program planning and development and to link program and staff performance goals to the strategic objectives.			
2007- 2008 ACSO Operational plan and program operational plans to reflect strategic objectives and goals	ACSO 2007 -2008 Operational Plan developed and presented to Council in June 2007. Program Operational plan structure developed to reflect strategic objectives and goals. The goals of the strategic plan and the six initiatives assisted the organisation in achieving the goals of our Quality Work Plan and formed the basis of our quality accreditation process which will commence in July 2007.		Continue to incorporate strategic objectives and capacity building activities into organisational and operational planning activities.
<b>Appropriate Resourcing and Stakeholder Engagement</b>			
To ensure that appropriate resources are made available to implement the strategic plan and to utilise the expertise of stakeholders in various aspects of implementation.			
Develop consolidated budget. Develop financial forecast. Review budget. Secure budget for 2007-2008 initiatives.	2006/2007 Budget approved and monitored. Financial forecast developed and budget was reviewed in line with year to date spending and forecast spending. Budget developed for 2007-2008 Strategic Plan implementation. This budget took into account operational imperatives but still maintained a focus on strategic spending.		Maintaining adequate funding for the strategic plan against competing operational priorities. To date there has been limited expenditure against the strategic plan. In 2007/2008 expenditure will be closely monitored to ensure that performance against milestones is not compromised when forecasted spending does not occur.
<b>Staff Engagement</b>			
To empower staff to deliver initiative goals and develop ways to ensure sustained involvement and motivation over the life of the plan.			
Implement internal and external communication plan. Identify training needs and opportunities for team leader and team members.	Strategic Plan and Initiatives are a standing agenda item for all staff meetings. Implementation workshop held in August 2006. Training needs for teams yet to be identified.		Providing meaningful forums that engage staff in the strategic plan as opposed to providing information that may or may not be accessed is challenging. Establishing training needs for teams has proved difficult due to the variation of skill level and tasks both within and across teams. As a result a training plan has yet to be developed. Training needs for both teams and the organisation as a whole will be one of the areas to be considered in the implementation and progress review.
<b>Disciplined Project Management</b>			
To sustain an implementation structure over the three years of the plan that recognises and celebrates achievements and reviews and modifies initiatives based on outcomes.			
Recruit team leaders and establish teams. Recognise achievements of staff involved in strategic plan teams. Establish ongoing reporting and communication framework. Undertake planning for external strategic plan implementation review in late 2007.	Seven individual teams have been established. A total of 36 team meetings were held across all initiatives in 2006-2007.  Fortnightly status reports are completed by each team leader.  External review of strategic plan progress and implementation to commence in September 2007.		Maintaining team membership and momentum is difficult. Whilst ACSO does not have a high turnover; three members from one team left the organisation to pursue other employment opportunities. Ongoing strategies aimed at recruiting and engaging staff in strategic plan teams will be implemented.
<b>Leadership and Communication</b>			
To set an example in implementing ACSO's vision, values and strategic objectives through strong and visible leadership and effective communication to Council, staff and stakeholders.			
Establish steering committee Report to Council Strategic Plan Implementation Committee sub committee.	Steering committee terms of reference, membership established and fortnightly meeting schedule established. A total of 16 meetings were held in 2006-2007. Quarterly reports by each initiative and against the implementation goals have been submitted to the Strategic Plan Implementation Committee.		Maintaining appropriate focus at a senior leadership level on the strategic plan proved to be a challenge at various points throughout the 2006/2007 financial year: Whilst a calendar detailing critical organisational events was developed, unexpected developments in terms of delays in major tendering decisions and an unanticipated rise in rent and subsequent negotiations highlighted the difficulty of achieving this goal. A more detailed calendar will be developed for the 2007-2008 year to enable teams to establish a more accurate forward work plan.
<b>Supporting Culture</b>			
To develop a culture that supports the future strategic direction and implementation of the plan through fostering a whole of organisation view, outward pride and confidence about what ACSO does and a willingness to collaborate and share within ACSO and with external stakeholders.			
Establish cross program teams.  Identify opportunities to showcase ACSO's work and achievements.	44 staff representing all programs were involved in strategic planning teams in 2006/2007. This represents approximately 40% of available staff. Launch function held in September 2007. 2006 Annual Report recognised with a bronze award from the Australasian Reporting Awards.		Ensuring appropriate cross program collaboration can be problematic in a geographical dispersed organisation such as ACSO. It is also easier for staff in some programs to be replaced than in others. However allowing a budget for backfill of staff, flexible meeting arrangements and the use of technology such as phone conferencing has overcome this to some extent.

# ASCO Strategic Plan Launch



1	2	3
4		5
6	7	
8	9	

1. Sr Clare Mc Shee AM 2. Left to right; Margaret Thomson, Angelo Messina, Annette Colpoys. 3. Left to right; Viktoria Schumko, Petula Frantz, Amanda Kelly. 4. Panel from left to right; Mr Robert Stary, Mr Noel McNamara OAM, Professor James Ogloff, Dr Heather Manning, The Hon Jim Kennan SC, Mr Jon Faine (standing). 5 Anne Gelsie and Bev Fox. 6. Assoc. Professor Karen Nankervis and Robb Ritchens. 7. Left to right back row; Alastair Castle, Vicki Tannahill, Wayne Shultz, Des Carter, Jodie Larkins, Annette Dagleish, Marie Stringer. 8. Mr Rob Stary, Dr Heather Manning and Sr Clare Mc Shee AM. 9. Left to right; Jodie Armstrong; Jane Moreton; Paul Tomaszewski, Front; Irene Watkins.



1. Left to right; Niall Hewitt, Jasmin Ong, Denice Schoenpflug, Tracey Allen, Paul Tomaszewski. 2. Kathy Astrinakis and Soula Noutsis. 3. Graham Toohey, Assoc. Prof. Karen Nankervis, Simon Wardale. 4. Simon Wardale and Jeff Rose. 5. Rob Stagg and Stan Pappos. 6. Brett Anderson, Vi Lotter and Bernard Hanson. 7. Tony Calabrò and Assoc. Professor Karen Nankervis. 8. Karen Stace. 9. The Panel; Mr Robert Starry, Mr Noel McNamara OAM, Professor James Ogloff, Dr Heather Manning, The Hon Jim Kennan SC.

# Quality Improvement

## Overview

ACSO was reaccredited by the Quality Improvement Council via its licensed provider, Quality Improvement Community Services Accreditation (QICSA) in August 2004. Accreditation is three yearly and ACSO has been accredited since 2001. ACSO is due to apply for re-accreditation in July 2007.

To be accredited by QIC, ACSO must:

- Be assessed as having met all the CORE standards
- Complete any appropriate service specific modules.
- Demonstrate ongoing continuous quality improvement (CQI) through the implementation of a Quality Work Plan.
- Participate in, and complete a full review cycle.

## Future Directions and Goals Re-accreditation

Accreditation occurs in three- year cycles consisting of:

- An internal review during which organisations complete a quality journal that includes gathering evidence to support our review.
- External review by a team of QICSA external reviewers.
- Receiving feedback from the review team about the findings of the review.
- Developing and implementing a quality work plan, based on the recommendations from the external review findings and regularly reporting progress against this plan to QICSA.

ACSO's external review will take place from the 23rd to the 26th July 2007. During the last half of this financial year we have implemented a number of structures and processes in order to prepare for our external review, which involves a validation of our quality journal and supporting evidence of our quality systems. To do this an external review team visits ACSO and conducts:

- Site visits.
- Documentation review.
- Council, management, staff consumer and stakeholder interviews.

All organisations are accredited against a set of Health and Community Services CORE standards and we have set ourselves the challenge of being reviewed against three additional service specific standards:

1. Alcohol, Tobacco and Other Drugs National Service Standards.
2. Psychiatric Disability and Rehabilitation Victorian Service Standards.
3. Disability Services Victorian Service Standards.

We have also applied for leading practice against the Knowledge Management standard. This standard assesses that knowledge (including research and the collection, storage and sharing of information) is managed in a systematic, ethical and secure way, and the organisation uses it to inform service review and development. For leading practice to be awarded we must be able to demonstrate that we have engaged in benchmarking, internally or externally, and gained industry or sector recognition in relation to our performance of the standard.

A major part of the continuous quality improvement process and preparing for re-accreditation is the involvement of staff in assessing their program area and the organisation as a whole. Staff also have a role to play in identifying good quality improvement examples and in gathering evidence to support this assessment. This is no mean task and the enthusiasm and openness with which staff have approached this task has been very pleasing.

At this stage we are confident that we will meet all the standards and we are looking forward to reporting the results of the review and our progress toward implementing the recommendations of this review in the 2007-2008 Annual Report.

More information regarding QIC, QICSA and the accreditation process is available at <http://www.latrobe.edu.au/aipc/qicsa>.

## 2006/2007 Targets and Achievements

The following table indicates our progress against the goals identified in our Quality Work Plan, which was prepared based on the recommendations coming out of the 2004 review. Future actions for each area are also identified.

CQI Target	Achievement	Target met/ Not met	Future Directions
<p><b>Enhanced client participation</b> Consumer participation is an important aspect of providing quality services that meet clients' needs and there is growing evidence that the potential for clients to influence their own outcomes increases if they are involved actively in shared decision-making. This project aimed to increase client input into the services ACSO offers, and provide managers with information and feedback that is anticipated will lead to service improvement.</p>	<p>Client participation projects were trialed in Forensic Mental Health, Disability Program, Personal Support Program and Specialist Employment Program. All other program areas identified mechanisms such as utilising recognised consumer groups to increase client input into service planning and decision making. Recommendations were made to explore the viability of appointing an ACSO Feedback Officer and to develop a proposal and seek funding to employ a consumer consultant.</p>	Met	<p>Review positions within ACSO to incorporate the role of central Feedback Officer.</p> <p>Develop proposal to employ Consumer Consultant.</p>
<p><b>Better utilisation of data to inform program planning and development</b> Program evaluation is vital to both ensure that programs are meeting key performance indicators and objectives and to improve service delivery. This project aimed to utilise the data currently collected by ACSO programs to improve service planning and evaluation and to develop a system This project aimed to move from a data focus on client throughput, to focus on outcomes</p>	<p>Project leaders met with each Program Manager to collect information on exactly what type of data each program collects, and what it is then used for. As part of the research and evaluation strategic initiative a logic model of program evaluation was developed. The model focussed on not only measuring client throughput but also client outcomes.</p>	Met	<p>Implement program evaluation logic model in all program areas.</p>
<p><b>Enhanced opportunities for cross program communication.</b> ACSO has nearly twenty sites across Victoria, which can make communication with all staff sometimes problematic. This project aimed at improving our communication with all staff and at enhancing opportunities for intra program communication.</p>	<p>Staff were surveyed about how they believed existing communication mechanisms such as the staff newsletter, the Bugle, the ACSO intranet and internet could be improved. This feedback resulted in a now bi monthly production of The Bugle and a proposal to review ACSO's current intranet. This review has been conducted as part of the Knowledge Management strategic initiative. As a result a recommendation has been made to redevelop the Intranet. New software will be purchased that enables greater access to and ownership of the information on the intranet by staff.</p>	Met	<p>Purchase and implement a new ACSO wide intranet. This includes nominating Intranet administrators in each program and training staff in how to submit and post information. It is expected that this will be completed by March 2008.</p>
<p><b>Increased collaboration and knowledge sharing across program areas</b> In a diverse organisation such as ACSO, developing effective systems of knowledge management and sharing is a challenge. However failing to provide opportunities for this to occur results in loss of intellectual capital and potential service and organisation improvement. This project aimed to develop formal mechanisms for cross program collaboration particularly in key areas of service delivery where gaps had been identified, such as homelessness.</p>	<p>The following cross-program collaboration activities have taken place: Formation of joint strategic planning implementation teams</p> <p>Knowledge sharing on practice related issues in the areas of accommodation, and supporting clients with complex needs in the community</p> <p>Partnerships between Specialist Services and Disability Program and the Sex Offender Transitional Outreach Program and the Prison Outreach and Support Programs to enable the sharing of both funds and staff expertise</p>	Met	<p>Continue to utilise the strategic plan implementation and other projects to enhance cross program collaboration opportunities.</p>
<p><b>Program Guideline Project</b> During our accreditation review it was highlighted that although staff appeared to show a good understanding of program guidelines, these were not consistently documented and in all programs. The aim of this project was for each program area to produce a set of program guidelines that are cross-referenced to ACSO policy and procedure where appropriate.</p>	<p>In consultation with program management and based on benchmarking with like organisations a minimum standard for program guidelines within ACSO was developed. Each program has produced a set of written program guidelines, cross referenced with ACSO policy and document controlled. These are made available on the Intranet for all staff to access.</p>	Met	<p>Review program guidelines according to document control policy.</p>

# A Message from the Patron-in-Chief

The Honourable Alastair Nicholson, AO RFD QC



Last year I wrote of the work of Sr Clare McShee. The whole of ACSO was delighted to learn that Sr Clare was awarded an Order of Australia in the 2007 New Year's Honour List. It is a fitting reward for Sr Clare and a tribute to her work.

The year has been one of transition with His Honour Mr Justice Tony Pagone standing down as Chair. His Honour joined the Council in 2002 and, as Chair, has overseen its rejuvenation and establishment of strong governance and Council operational structures. He recruited Council members who have continued to enhance ACSO's already strong culture. I congratulate Michael Wright on his appointment as Chair and wish him well in the role.

During the year The Hon Jim Kennan SC retired from the Council. Mr Kennan also joined the Council in 2002 at a time when it was evolving and his insight and experience has been most important in that development. For the last two years he chaired the Council's Governance Committee and assisted in consolidating its policies and the development of a new constitution, which will shortly be implemented.

It is pleasing to see the launch of the new Strategic Plan and the strength with which Council and staff have gone about its implementation. My work with ACSO and other organisations confirms the importance of strategic planning in the life of an organisation to ensure its evolution and continued relevance in the community. With ACSO it is also a means of making sure that its work with the most disenfranchised continues and is effective.

In a period of evolution and transition for ACSO it is important to remember the work of the people at all levels in ACSO. The Council's continued spirit and dedication is crucial for its work and I thank the members for their effort. Finally, the staff's commitment to ACSO's purpose is pivotal to the organisation's achievements and they are to be congratulated.

A handwritten signature in black ink, appearing to read 'Alastair Nicholson'.

The Honourable Alastair Nicholson,  
AO RFD QC

# Chairman's Report

## Mr Michael Wright



In February this year I had the honour to be appointed Chair of the Council of ACSO. I succeeded His Honour Mr Justice Tony Pagone in that role. On behalf of the Council and staff of ACSO I express our thanks and appreciation to His Honour. His work in consolidating the Council membership and establishing strong policies and governance structures have ensured that the organisation has sound foundations to carry out its work.

The year also saw the election to the Council of Mr Malcolm Simister Chartered Accountant and Principle of LMN Consulting. Malcolm brings a depth of experience in working in the commercial and not for profit sector.

ACSO's second Strategic Plan was launched in October. The Plan has six powerful strategies which will see enhancement in the areas of accommodation and material needs, partnering, improving stakeholder communication and influence, knowledge management and focused research, and developing strategies to increase discretionary funding. The Council's Strategic Plan Implementation Committee, chaired by Associate Professor Karen Nankervis and with particular contribution by Dr Heather Manning, has supported and overseen the work of staff in implementing those strategies and regularly reports to Council on progress. The other members of this committee, Professor Alastair Nicholson and Mr Justice Tony Pagone have also had significant input into the Committee's work.

The year's last meeting of the Risk and Audit Committee saw Ms Judy Ward stand down as Chair. Judy has been in that role since 2003 and was instrumental in assisting the organisation to establish strong and transparent financial structures. This gives the Council and the community comfort that ACSO's use of public funds are spent in an appropriate and efficient manner and are reported accordingly. I express my sincere thanks to the other members Tony Cant and Malcolm Simister.

Until his retirement in February The Hon Jim Kennan SC chaired the Council Governance Committee whose main task for the year has been to prepare a new constitution which reflects ACSO's governance structures. The Committee, which also includes Mr Justice Tony Pagone and Ms Ersilia Barbone, has the appreciation and thanks of the Council for its work. Ms Ersilia Barbone has taken over as Chair of the Governance Committee and I wish her well in that role.

I also express my appreciation and thanks to Justices Robert Redlich and Sally Brown AM for their support in the work of the Council and the organisation in general. Sr Clare McShee AM is referred to elsewhere in this Annual Report and I join in the universal congratulations. Her support for the work of the Council continues and is deeply appreciated. Christine Cappello, as founding Secretary, continues with her sterling work and is a resource in the Council's work and its activities. Her work is, likewise, deeply appreciated.

ACSO's work continues because of the dedication of our staff to our client group and its purpose of making a difference in the lives of the disenfranchised. The Council views their dedication as an inspiration for its work and thanks them.

A handwritten signature in black ink, appearing to read 'Michael Wright', written in a cursive style.

Mr Michael Wright

# CEO Report

## Antony Calabrò



In a year of change in the Council the activities of ACSO continue to develop both in its range of activities and in quality. ACSO has a particular and crucial role to play in the Victorian community. It supports people who find it difficult to be properly supported and are quite often shunned. ACSO's staff provide these services in a compassionate and non-judgemental manner and serve as an example to the community of the need to support people with dignity. The year saw significant achievements in capacity building for ACSO in the areas anticipated by our Strategic Plan

of increasing our partnering capabilities and relationship building. I have also, from my position, observed stronger cross-program collaboration by staff in working on our strategic plan and QICSA quality certification processes. This is moving the spirit of the organisation to a new level of cohesion and skills.

### ACSO's Strategic Plan

ACSO's second Strategic Plan was launched in October and on pages 7-15 in this Annual report you will read of the detail of the strategies and the work to date. The launch of the Plan included external stakeholders and demonstrates the breadth of interest in ACSO's activities. The work on the Plan is well advanced and the structure of a committee of Council to oversee its implementation, a Project Manager and Steering Committee has provided a sound foundation for the achievement of the Plan's goals.

ACSO's staff have embraced the Strategic Plan with enthusiasm. All who are involved have been working diligently to achieve their strategy. This work is over and above their day to day work. I thank the members of the Steering Committee, the Team Leaders and Sponsors for their excellent work. I would like to pay particular thanks to the Deputy CEO, Karen Stace, who as Project Manager has been a powerful and inspirational leader. My thanks also go to the Council Strategic Plan Implementation Committee, Chaired by Associate Professor Karen Nankervis and comprising Dr Heather Manning, Professor Alastair Nicholson and Mr Justice Tony Pagone for their role on the Committee.

### Quality Improvement

Early in the new year we will be commencing a third certification process under QICSA. This process is central to effective service delivery as it provides a framework for policy and operational development. This process has seen staff across all programs work together and, together with the Strategic Plan has assisted in developing strong working relationships across the programs.

### Meetings with State Ministers

During the year we were pleased to welcome the Minister for Mental Health, Aged Care and Alcohol and Drugs (Hon Lisa Neville MP) and the Minister for Corrections and Police and Emergency Services (the

Hon Bob Cameron MP) when they visited ACSO. The Ministers were briefed on our work and the particular issues faced by our client group. We also had the opportunity to brief Minister for Community Care (the Hon. Gavin Jennings MP) on our Disability Program and the impact of the new Disability Act.

It is not my intention to detail all the activities of ACSO for the year, these are set out in each of the Program reports and the reports on the Strategic Plan, Quality Improvement, Sustainability and Financial Reports. With regard to the program reports it is pleasing to note that each program is either meeting or exceeding its contractual requirements. My purpose will be to highlight issues which have been of note to myself and the Council.

### Financial

The recording of a surplus of \$491,204 demonstrates each of ACSO's program responsible financial management. This overall surplus is made up of a surplus from operations of \$129,433 and income from interest of \$361,771. The significant impact of a proposed rent increase at our Spencer Street headquarters has been taken into account which affected each program.

### Closure of Care Plan Assessments Victoria

Late in 2006 ACSO and Forensicare decided to conclude its Care Plan Assessments Victoria (CPAV) contract with the Department of Human Services. This contract (which commenced in 2003) was originally intended to last for three years in 2003 and was extended by the Department. However, both ACSO and Forensicare considered that the issues being faced by the Department in the operation of the Multiple and Complex Needs Initiative, particularly at a regional level, meant the assessment component of the initiative conducted by CPAV should be operated by one of the other components of the initiative.

### Specialist Services

In previous reports I wrote of ACSO's concerns regarding persons with a mental illness who had contact with the criminal justice system. ACSO was initially pleased that the Council of Australian Governments (COAG) National Action Plan on Mental Health 2006-2011 came to fruition during the year. In particular Personal Helpers and Mentors Program showed great potential to help our client group. However, we were disappointed to learn that clients on any form of justice or forensic treatment order were specifically excluded from its purview. The reasoning of the Commonwealth is that persons on such orders are the responsibility of the states.

The impact of that response is that a significant proportion of our clients would not be eligible for that program because of their legal status and their exclusion totally ignores their health needs. It also ignores the nature of those various orders and portrays them as delivering "services" to clients rather than the supervision and mandatory nature of the various orders. Whilst it must be acknowledged that the Commonwealth is concerned with possible cost shifting, this situation creates a massive gap through which ACSO's client group falls and exacerbates the disadvantage which forensic clients requiring specialist support face in the present state funding structure. We have approached both governments to express our concern regarding this gap.

## Justice Services

The Department of Justice (Corrections Victoria) during the year informed stakeholders of its intention to bundle all its transition support programs into a single intensive case management service for men with the highest risk/need profile. This program, which will replace the current Bridging the Gap, Corrections Housing Pathways and Supported Employment programs, will be delivered by a single provider. ACSO is the lead agency of a consortium made up of itself, Jesuit Social Services (Brosnan Centre), Salvation Army (Adult Services) and the Victorian Association for the Care and Resettlement of Offenders (VACRO). At the year's end we are still awaiting the result of the application process for the new program. Can I express my appreciation and thanks to our partners for the work in formulating a new model and submitting the application.

In a previous report I wrote of the need for more support for sex offenders upon their release from prison. It is pleasing that the Victorian Government has made a commitment to this need by funding the establishment of a Sex Offender Support Program. Whilst this is difficult work it is at the core of disenfranchisement.

## Employment Services

The competitive nature of the Commonwealth Government's Job Network was experienced by ACSO's Employment Services program during the year. After experiencing the closure of our Geelong contract we were rewarded with a 133% increase in business at Dandenong. It is pleasing to note that all current sites under DEWR contracts are within high performance ranges and this bodes well for future growth.

## Disability Program

The commencement of the new Disability legislation has seen the program modify its operations to comply with the new requirements. Disability Program staff have been part of two steering committees charged to oversee the implementation of the legislation.

The move to enhancing the rights of clients, individualised funding and a greater client focus has provided a particular challenge for the program. The need to balance the rights of clients can compete with the need to ensure community safety and compliance with justice orders has been a challenge which has been met by the program.

## Retirements of Mr Justice Tony Pagone, Ms Judy Ward and the Hon Jim Kennan SC

The year saw Mr Justice Tony Pagone stepping down as Chair of the Council. From his taking on the position in 2002 he was able to reinvigorate the Council, bringing much needed skills with new members. During Tony's tenure ACSO has experienced significant advancements in its governance and operational structures. This has created a robustness in all of the organisation's activities, for which I am particularly grateful. Tony has been a support to me both personally and in my work as CEO for which I thank him. I welcome Mr Michael Wright to the position. Both I and senior management look forward to working with him.

At the June meeting of the Risk and Audit Committee Ms Judy Ward stepped down as its Chair. Judy has overseen the implementation of strong financial guidelines which can assure external stakeholders when dealing with ACSO. She has always been available to me and other senior staff for consultation and advice for which senior management expresses its deepest appreciation. I welcome Mr Malcolm Simister to the role of Chair of the Committee.

Also during the year the Hon Jim Kennan SC retired from the Council and as Chair of the Governance Committee. Jim's contact with ACSO began long before he joined our Council in 2003. As Minister for Corrections in 1987 he assured the organisation's future by increasing the Community Corrections Grant to the then named Epistle Centre ten-fold. This early vote of confidence in our work has been justified. In his latest role, as Chair of the Governance Committee, Jim has overseen a re-drafting of the Constitution which will be shortly implemented. Ms Ersilia Barbone takes over that role of Chair of the Committee and is welcomed.

## Sr Clare McShee AM

Elsewhere in this report you will read of the award of an Order of Australia to Sr Clare McShee AM for her work in supporting ACSO's client group. In May I had the pleasure to attend Sr Clare's investiture by the Governor of Victoria, Dr David DeKretzer AC. I express my deepest thanks and appreciation to Sr Clare for her work and, particularly, for her support for me in my work over the last twenty years.

As I have in previous reports I would like to express my grateful thanks to our Patron-in-Chief The Hon Alastair Nicholson AO RFD QC for his advice and support. The support and advice also of Mr Justice Tony Pagone and Michael Wright has been crucial to my work and I thank them.

The continued success of ACSO is based upon dedicated and high quality staff to whom I am grateful. In particular my thanks must go to the members ACSO Council for their continued support and encouragement.

Finally, my heartfelt thanks must go to the Deputy Chief Executive Officer, Karen Stace and Director of Business Management, Ed Holmes and to the program managers, Kathy Arentz (Disability), Robb Ritchens (Specialist Services), Jenny Johnston (Justice Services) and Renae MacNamara (Employment Services). Their commitment to our work and the needs of its client group are reflected in the organisation's growth, recognition in its sector, and continued high quality of service delivery.



**Antony Calabrò**  
Chief Executive Officer

# Corporate Governance

council and committees  
organisational chart  
management team

# Corporate Governance

- A. Australian Community Support Organisation Inc (Inc. Reg. No. AOOO1674X, ABN 43 037 816 628) is an association incorporated under the Associations Incorporation Act 1981 (Vic).
- B. The Rules of the association provide for the election of a Council by the members and that the affairs of the association are managed by the Council. Council members have been elected or appointed in accordance with the Rules.
- C. Being a not for profit association with public benevolent purposes the members of the Council do not receive remuneration.
- D. The Council meets in the months of February, April, June, August, October and November. The Annual General Meeting of the Association is held in November.
- E. The Council and its committees may seek advice from independent experts whenever it is considered appropriate.
- F. The Council has adopted the following Council policies which relate to the ethical responsibility practice and delegations of functions of the association:
1. Appointment to Senior Executive Positions
  2. Appointment of Program Managers
  3. The Governing Process
  4. Meeting Processes
  5. Code of Ethics and Proper Practice
  6. Conflict of Interests
  7. Council Member Induction
  8. Council Committees
  9. CEO Monitoring
  10. CEO Financial Management
  11. CEO Financial Reporting
  12. Fundraising
  13. Public Affairs / Media
  14. Delegation of Authority
- G. The following are standing committees of the Council:  
Risk and Audit Committee  
Governance Committee  
Strategic Planning Implementation Committee
- H. The day-to-day responsibilities for the operation of the association are delegated to the Chief Executive Officer. The Council Policies set out the terms of the delegation and processes for appointment to Senior Executive positions and for Program Managers.
- I. Determination of remuneration levels of Senior Executive Positions is delegated to an ad hoc committee of Council.
- J. Program activities and functions are supervised by program managers who are responsible to the Chief Executive Officer.

## Council Code of Ethics and Proper Practice

The Council is committed to the adoption of ethical conduct in all areas of its responsibilities and authority. In so doing it binds its members to the same principles and practices.

### Accordingly Council Members:

1. Shall act honestly and in good faith at all times in the interest of the organisation ensuring that all stakeholders, particularly those who are recipients of its services, are treated fairly according to their rights;
2. Shall carry out their duties in a lawful manner and ensure that the organisation carries out its business in accordance with the law;
3. Shall avoid conflicts of interests in as far as this is possible. Where such a conflict arises the member/s concerned must act within the terms of the Council's Conflicts of Interests Policy;
4. Shall be diligent, attend Council meetings and devote sufficient time to preparation for Council meetings to allow for full and appropriate participation in the Council's decision making;

# ACSO Council

## As at 30 June 2007

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### [ Council Code of Ethics continued

5. Shall observe the confidentiality of non-public information acquired by them in their role as Council members and not disclose to any other person such information that might be harmful to the organisation;
6. Shall act in accordance with their fiduciary duties, complying with the spirit as well as the letter of the law, recognising both the legal and moral duties of the role.
7. Shall be loyal to the Council, abiding by Council decisions once reached;
8. Individual Council members are encouraged to review their own performance with a view to ensuring a suitable contribution to Council deliberations and decision making and, if considered inadequate, should either pursue training to improve their performance or resign;

Furthermore, the Council:

9. Shall meet regularly to monitor the performance of management and the organisation as a whole. To do this the Council will ensure that appropriate monitoring and reporting systems are in place and that these are maintained and utilised to provide accurate and timely information to the Council;
10. Shall ensure that an appropriate separation of duties and responsibilities between itself and the CEO and that no one has unfettered powers of decision making;
11. Shall ensure that the organisation's assets are protected via a suitable risk management strategy;
12. Shall ensure that the views of all Council members are given due consideration and weight;
13. Carry out its meetings in such a manner as to ensure fair and full participation of all Council members;
14. Shall regularly review its own performance as the basis for its own development and quality assurance.

#### [1] Patron- In- Chief Prof The Hon Alastair Nicholson QC (Member, Strategic Planning Implementation Committee)

Honorary Professorial Fellow  
Criminology Department, University  
of Melbourne.

Formerly Chief Justice of the Family  
Court of Australia and Chairman  
of the Adult Parole Board.

Joined the Council in 1983.

#### [2] Chairman (to February 2007) Mr Justice Tony Pagone

Justice Supreme Court of Victoria  
Professorial Fellow, University of Melbourne.

Vice Chairman International Commission of Jurists Victoria.

President CO.AS.IT. Italian Assistance Association

Executive Member; Business Law Section, Law Council of Australia.

Joined the Council in 2002.

#### [3] Chairman (from February 2007) Mr Michael Wright

Managing Director Miller  
Consulting Group.

Former member of the Board of the Victorian  
Transport Accident Commission.

President Travancore School Council.

Board member Homeground.

Chair Advisory Committee McCaughey Centre,  
University of Melbourne.

Executive Director; Office for  
Workforce Development, Department  
of Premier and Cabinet.

Joined the Council in 2004.

#### [4] Secretary Christine Cappello

Joined the Council in 1983.

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## Members

### **[5] Ms Ersilia Barbone (Member, Governance Committee and Chair, Governance Committee from May 2007)**

Partner White Cleland Lawyers.  
Practicing in Insolvency and  
Commercial Law.  
Joined the Council in 1996.

### **[6] The Hon. Justice Sally Brown A.M**

Former Chief Magistrate.  
Justice of the Family Court.  
Joined the Council in 2004.

### **[7] Tony Cant (Member, Risk and Audit Committee)**

Chartered Accountant.  
Registered Insolvency Practitioner.  
Joined the Council in 1997.

### **[8] The Hon Jim Kennan SC (Resigned from Council May 2007, Chair, Governance Committee to May 2007)**

Formerly Deputy Premier, Attorney  
General and Minister for Corrections.  
Chair of the Victorian Institute of  
Forensic Mental Health (Forensicare).  
Joined the Council in 2002.

### **[9] Dr Heather Manning (Member, Strategic Plan Implementation Committee)**

Formerly Psychiatrist Superintendent  
with Children's Court Clinic and  
Consultant Psychiatrist with MH Sky.  
Joined the Council in 2000.

### **[10] Sr Clare McShee A.M FMDM**

Prison Outreach and Support.  
Joined the Council in 1986.

### **[11] Assoc. Professor Karen Nankervis PhD, B.Ed, RPN, RMRN (Chair, Strategic Plan Implementation Committee)**

Head of Division of Disability Studies, RMIT University.  
Research interests include sex offenders with disabilities,  
at risk adolescents and training parents of children with  
disabilities and difficult behaviours.  
Joined the Council in 2005.

### **[12] Mr Justice Robert Redlich**

Justice Court of Appeal, Supreme Court of Victoria.  
Formerly Chairman of the Victorian  
Bar Council.  
Joined the Council in 2002.

### **[13] Mr Malcolm Simister (Member, Risk and Audit Committee Assumed role as Chair of Risk Committee from May 2007 ratified by Council August 2007)**

Principal of LMN Consulting.  
Chair of the Victorian Regional Council of the Institute  
of Chartered Accountants in Australia.  
Previously with KPMG Consulting.  
Public presenter and author of CFO of the Future.  
Joined the Council in 2006.

### **[14] Ms Judy Ward (Chair, Risk and Audit Committee to May 2007 Member, Risk and Audit Committee)**

Chair Falls Creek Alpine Resort  
Management Board.  
Board member VicForests, DOXA Youth  
Foundation, Disability Housing Trust.  
Council Member Deakin University  
Former member of the Board of the  
Victorian Transport Accident Commission.  
Former partner Pricewaterhouse  
Coopers. Joined the Council in 2002.

# Standing Council Committees

## Risk and Audit Committee

### Members:

Judy Ward (Chair - resigned as Chair in May 2007)

Malcom Simister (assumed position as Chair in May 2007 appointment ratified by Council on 6th August 2007)

Tony Cant

Tony Pagone (ex - officio to February 2007)

Michael Wright (ex-officio from February 2007)

### Staff:

Ed Holmes- Director of Business Management

Antony Calabrò - Chief Executive Officer

Karen Stace - Deputy Chief Executive Officer

Petula Frantz - Justice Services Finance Manager

Nely Tanur - Management Accountant (from March 2007)

### [ The functions of the Risk and Audit Committee are:

- i. Overseeing and appraising the coverage and quality of external audits and maintaining open lines of communication between the Council and the auditors;
- ii. Reviewing the financial information to be presented by management to the regulators and the general public;
- iii. Make recommendations to Council regarding internal audit;
- iv. Reviewing and recommending the risk management practices adopted across all material aspects of the organisation's operations.
- v. Oversee the adequacy and effectiveness of the organisation's administrative operating and accounting policies and the adequacy of the organisation's management information and accounting control system.
- vi. Overseeing the adequacy of systems put in place by Management to limit the organisation's exposure to fraud;
- vii. Monitoring management's attention to ethical considerations and the standard of corporate conduct.

The Committee meets before each Council meeting and provides reports and recommendations to the Council.

### [ Key Activities of the Risk and Audit Committee

The Risk & Audit Committee oversighted a range of activities undertaken by ACSO management during the year; including:

- The signing of a new Funding and Service Agreement (FASA) with our main funding provider DHS to June 2009.
- Ongoing review of items identified under ACSO Risk Register and actions taken to mitigate risk.
- Review of insurance coverage for risks identified.
- Reviewed the implementation by management of the recommendations of the Internal Audit conducted in March 2006.
- Review of the Occupational Rehabilitation Policy which was conducted to reduce time taken for staff to return from work cover.
- Review of the progress to establish a financial model for the COATS Brokerage process.
- Reviewed the Delegations of Authority policy and minor changes that were recommended by management.
- Evaluated and commented on the first Operational Plan developed by management.

## Governance Committee

### Members:

Jim Kennan (Chair to May 2007)

Ersilia Barbone (Chair from May 2007)

Tony Pagone

Michael Wright (from February 2007)

### Staff:

Antony Calabrò - Chief Executive Officer

Karen Stace - Deputy Chief Executive Officer

### [ The functions of the Governance Committee are:

- i. Reviewing the annual schedule of meetings to ensure that governance tasks are met;
- ii. Monitoring and checking that regular reports have been submitted in accordance with Council policies.
- iii. Recommending an annual cycle of Council and committee meetings.
- iv. Recommending a framework for Council to evaluate itself on an annual basis.
- v. Reviewing on an annual basis and report to Council on positions on Council and determine possible vacancies.
- vi. Reviewing its terms of reference and recommend changes to Council from time to time.

The Governance Committee meets before each Council meeting and provides reports and recommendations to the Council.

### [ Key Activities of the Governance Committee

The key activities of the Governance Committee during the year included:

- Comprehensive review of Constitution and oversight of redevelopment.
- Completion of the first Council evaluation process. A report was prepared and distributed to Council. It was agreed that the Governance Committee will oversee an evaluation of the Board annually.

## Strategic Plan Implementation Committee

### Members:

Assoc. Professor Karen Nankervis (Chair)

Dr Heather Manning

Associate Professor Alastair Nicholson

Tony Pagone (ex – officio to February 2007)

Michael Wright (ex – officio to February 2007)

### Staff:

Antony Calabrò Chief Executive Officer

Karen Stace Deputy Chief Executive Officer

Amanda Kelly Organisational Development Officer (to June 2007)

### [ The functions of the Strategic Plan Implementation Committee are:

- a) Overseeing, monitoring and appraising the implementation of the strategic plan objectives.
- b) Overseeing, monitoring and appraising expenditure against budget.
- c) Overseeing, monitoring and appraising budget allocations.
- d) Supporting and advising the CEO and Strategic plan project manager in the implementation of the plan.
- e) Overseeing and considering any external review of the implementation of the plan.
- f) Formulating recommendations and resolutions for Council discussion and decisions based on progress, changes in environments, risks and opportunities as relevant to the strategic plan implementation.

The Strategic plan Implementation Committee meets quarterly and provides reports and recommendations to Council.

### [ Key Activities of the Strategic Plan Implementation Committee

As a new subcommittee of Council established to oversee and support the implementation of the 2006-2009 Strategic Plan, the Committee:

- Developed and recommended its terms of reference to Council. These were approved in June 2007.
- Developed and recommended a financial forecast to June 2007 for strategic initiatives. This was approved by Council in April 2007.
- Developed and recommended to Council a budget for Strategic Plan and Initiatives for the 2007-2008 Financial Year. This was approved by Council on 4th June 2007.

# ACSO Management Team

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**[1] Antony Calabrò**  
**Cheif Executive Officer (LL.B. Melb)**

Joined ACSO in 1987 as Administrator. In 1992 Antony was appointed Executive Director.

**[2] Ed Holmes**  
**Director of Business Management**

Ed commenced with ACSO in May 2002 after 23 years experience in the manufacturing and mining industries in senior financial roles. Ed has a Bachelor of Commerce from Newcastle University and is a CPA.

**[3] Karen Stace**  
**Deputy Cheif Executive Officer**

Karen took up the position of Deputy Executive Director in October 2004 after commencing working in the COATS program in 1997. She has a Bachelor of Social Science (Welfare Studies), a Post Graduate Diploma in Clinical Drug Dependence Studies. In 2002 she completed a Masters of Business Leadership in 2002 at RMIT University.

**[4] Kathy Arentz**  
**Manager Disability and Adolescent Program (DAP)**

Kathy has a Bachelor of Arts, and is a Registered Psychiatric Nurse, Mental Retardation Nurse and a Registered Family Therapist. She commenced with the Epistle Centre in 1993 as Manager of Francis House, and has overseen the development of the program into the current expanded service. Prior to employment with ACSO, Kathy worked at the Children's Court Clinic for 14 years. She has also worked in Juvenile Justice, Aged Care and Disability Services.

**[5] Christine Cappello**  
**Executive Assistant**

Christine joined the Epistle Centre in 1983 as a volunteer, after working in administration, secretarial and personal assistant positions within the public services and travel industry. She commenced with ACSO as a volunteer, assisting with administration tasks and taking the role of secretary to the Council. In 1990, she accepted the position of manager of McCormack House. In April 2004 she took on a new role of Executive Assistant, incorporating the role of secretary to the Executive Team.

**[6] Jenny Johnston**  
**Manager Justice Services**

Jenny commenced with ACSO in September 2004 after working in the drug and alcohol field for sixteen years. She has a Bachelor of Arts in Psychology and Philosophy, a Post Graduate Diploma in Child and Adolescent Psychology, and a Diploma in Gestalt Studies. She has experience in youth, drug withdrawal, long term residential treatment and community integration programs. Jenny has worked from both a clinical and management perspective.

**[7] Renae MacNamara**  
**Manager Employment Services**

Renae commenced working with ACSO in 2003 after 5 years experience in the employment services field in rural Victoria. In 2003 she was appointed to the role of site manager for the Dandenong office of Vitality Personnel. In 2006 Renae accepted the position of manager of the newly created Employment Services area within ACSO. Renae has a Bachelor of Arts in Literature and a Diploma in Education.

**[8] Sr. Clare McShee A.M FMDM**  
**Manager Prison Outreach, Support and Transition Program (POST)**

Sr. Clare is qualified as a radiographer. She volunteered at the Epistle Centre in 1986 for six-month period, and started full-time as a volunteer in 1987, where she worked as an outreach worker from McCormack House, and managed Francis House. In 1994, she began to specialise in supporting and accommodating sex offenders, as Pentridge Prison commenced their sex offender program. She currently manages the Prison Outreach and Support Program.

**[9] Robb Ritchens**  
**Manager Specialist Services**

Robb has been a qualified General Nurse and Psychiatric Nurse since 1987. In 1996, he began with ACSO as outreach worker with Forensic Mental Health Team. He then joined the Disability Employment Program in 2000. In 2002 he accepted position of Manager of Transitional Services. In 2004 he assumed a management role in Specialist Services and became program manager in August 2005.

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### [10] Claire Vissenga Manager Care Plan Assessments Victoria (CPAV) (resigned in January 2007)

Claire first worked for ACSO in the nineties in the disability program. Whilst completing post graduate studies in psychology, Claire worked as a DAP residential worker. In 2002, Claire was promoted to co-coordinator of the Dual Disability outreach and residential program. Claire has a Master of Psychology in human development. In June 2004, Claire was appointed Manager of Care Plan Assessments Victoria.

## ACSO Executive Team

The ACSO Executive Team is an important feature of ACSO's overall governance framework. The Executive Team meets fortnightly between February and December. The purpose of the Executive Team is to provide direction to ACSO for the good of the broader agency rather than any particular area or program.

### Terms of Reference

The Terms of Reference of the Executive were reviewed in July 2007 to ensure that they were still relevant to the operation of ACSO. The addition of a number of agreed standing items for the agenda was made.

The terms of reference identify the key functions of the Executive Team as:

- i. Implementation of ACSO's strategic plan.
- ii. Identification of issues likely to affect the strategic direction of the agency, or present a risk to the agency, for reporting to the ACSO Council.
- iii. Dealing with broad operational issues including:
  - Management reports from each program following Council meetings.
  - Policies/procedures that have an organisation-wide impact.
  - Policy or operational issues concerning a particular area where the Chief Executive Officer (CEO) and applicable manager require input from the wider Executive Team.

- iv. Act as a conduit for feedback and information from and to staff.
- v. Review the Terms of Reference for the Executive Team annually (at the first meeting after the end of each financial year).

Issues concerning day-to-day program operations, accountability, meeting of KPI's, performance against budget will normally be dealt with by the applicable manager(s) and the Senior Executive in regular Program, Budget, Policy and Planning meetings. Individual program issues will only be referred to the Executive Team if there are broader policy issues.

### Members:

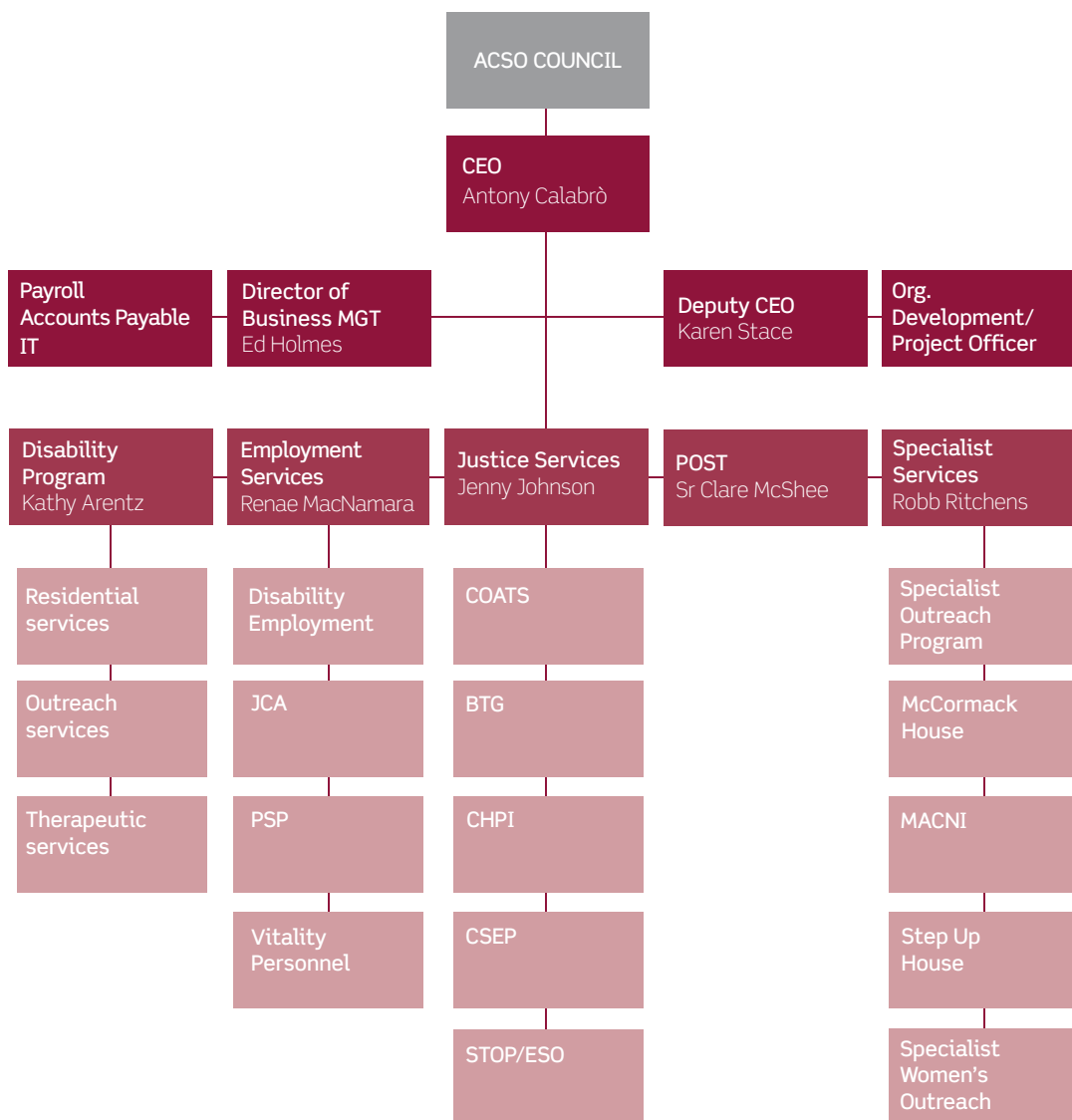
Antony Calabrò	Chief Executive Officer and Chair
Karen Stace	Deputy Chief Executive Officer and Deputy Chair
Ed Holmes	Director of Business Management
Kathy Arentz	Manager of the Disability Program
Christine Cappello	Office Manager and Executive Support
Jenny Johnston	Manager of Justice Services
Renaë MacNamara	Manager Employment Services
Sr Clare McShee	Manager Prison Outreach Support and Transition
Robb Ritchens	Manager Specialist Services
Claire Vissenga	General Manager CPAV (resigned January 2007)

In addition up to two of the following senior staff from each program attend to contribute but cannot vote:

Brett Anderson	Assistant Manager- Disability Program
Guy Cooper	Co-Coordinator- Disability Program
Petula Frantz	Management Accountant (to January 2007) and Justice Services Finance Manager (from January 2007)
Bernard Hanson	Assistant Manager- Justice Services COATS
Vi Lotter	Assistant Manager- Justice Services COATS
Annie Trainor	Assistant Manager- Justice Services Transition Programs

# Organisational Structure

As at 30 June 2007





# Our Programs

disability program

employment services

justice services

post

specialist services

# Disability Program

## Kathy Arentz – Program Manager

### Overview

The Disability Program (DAP) has three separate service streams:

1. Residential Services,
2. Outreach Services, and
3. Therapeutic Services.

All DAP services are reliant upon Department of Human Services (Disability Services Division and Mental Health Branch) for their ongoing funding.

### Program Activity and Performance

The performance of all program areas/locations against key performance indicators as identified for each service type in our funding and service agreements with DHS, is summarised in the table on page 37.

As illustrated in the table, the program continues to meet or exceed these indicators in 71% (10 out of 14) of services. Where performance is below expectation this is due to:

1. DAP awaiting accepted referrals to enter the service – this has been for a variety of reasons such as awaiting release from prisons, hospitals, remand, etc.
2. In the case of Francis House, we have experienced a reduction in the number of appropriate referrals.
3. It should also be noted that for the first time this year we have reported the actual occupancy rate within our residential services (this figure is seen within brackets). All DAP 'Residential-DHS' service beds are filled via the DHS vacancy co-ordination system, which often takes some time to fill a vacancy. Therefore, whilst we meet our KPI of having 100% of bed days available to DHS clients, our occupancy rate may be much lower.

This year has seen a continued increase in the number of support hours provided by ACSO to individual clients within their own environment. In the reporting year a total of 11,074 hours of support were provided. The table below provides the details of the hours provided by both quarter and by funding category. Points of interest from the data include;

1. A reduction in Home first and Day Program funding,
2. An increase in Futures for Young Adults and Individualised Support Packages funding, and
3. A gradual increase in requests for ACSO to provide 1:1 support to clients.

### Support hours provided

FUNDING CATEGORY	Q1	Q2	Q3	Q4	Total
HOME FIRST	661	650	648	468	2427
FUTURES FOR YOUNG ADULTS	235	324	375	345	1279
INDIVIDUALISED SUPPORT PACKAGES	1251	1513	1964	2497	7225
DAY PROGRAMS	49	48	0	46	143
<b>TOTAL</b>	<b>2196</b>	<b>2535</b>	<b>2987</b>	<b>3356</b>	<b>11,074</b>

The program and staff were also involved in the following key areas of activity during the year:

### Strategic Planning

DAP have had a strong involvement in the current ACSO Strategic Plan with 80% of our Management team being Strategic Planning Team Leaders. Whilst this has added to the programs work load and the schedules of our managers it has also provided learning for the service and strengthened the links between DAP and other ACSO program areas.

### MACNI Client

Our Dual Disability Service has provided extensive supports to one client who is currently in receipt of service coordination through the Multiple and Complex Needs Initiative (MACNI). This client had spent a number of years in a locked psychiatric ward environment and has progressed to living in our specialist community based residential facility. This has resulted in massive improvements in both her quality of life and future options. This case is unusual, as the outcomes have far exceeded the expectations of all professionals involved in her care and support.

### External Review of Francis House

This year DAP self funded an external review of our specialist criminal justice/disability residential service. The purpose of the review was to ascertain the strengths and weaknesses of the service as identified by residents, our external key stakeholders and ourselves. Whilst the review found that the service was operating in line with best practice

principles and in a philosophically appropriate manner; there were some areas for improvement, including:

1. Developing a clearer service evaluation strategy.
2. Increasing the involvement of others involved in residents lives, and
3. Developing a stronger relationship with those who provide psychological interventions services to our residents.

These areas for improvement have been included in our 2007/2008 Program Plan thus making us accountable to the ACSO council for their implementation.

### Working with External Agencies

As in past years DAP have had extensive connections with other organisations working with persons who have disabilities that have been involved in the criminal justice system. This year the organisations we have worked with include, among others the Community Restorative Centre in Sydney, The Department of Community Services in Tasmania, the Department of Justice in New South Wales and the Department of Community Services in New South Wales. We continue to learn from these connections and these relationships have resulted in service improvements.

### Implementation of the Service Provision Planning Package

Last year we reported the development of a new service provision-planning package. This year saw the implementation of the package that included the training of staff in positive behaviour support and the use of the package in general as well as ongoing mentoring of staff employing the package. Throughout this process several improvements have been made to the system.

### Higher Level Involvement in Legislation Implementation

A number of DAP management staff were involved in high-level consultative committees charged with developing new policies and procedures that will be used to operationalise the Disability Act (2006) on behalf for the Department of Human Services. In particular we were involved in the Criminal Justice Planning Committee and the Restrictive Practices Committee.

## Achievements

At the end of 2005/2006 the program identified key areas for future direction and development for the service for the coming year. Our progress against these is summarised below.

### New Disability Act

In 2005 DAP developed an implementation plan with the aim of ensuring we were able to meet all of the operational requirements contained within the new Disability Act which comes into effect in July 2007. DAP have completed all tasks on the implementation plan, however recently the Department of Human Services has begun releasing new policies and regulations associated with various aspects of the new legislation, this has resulted in additional compliance issues for the program and necessitates ongoing attention to implementation and compliance.

### Disability Leasing Model

The Department of Human Services introduced the new Disability Leasing Model in 2006. This model requires that accommodation providers begin to collect a surcharge from residents that will be used for repairs and maintenance to the properties that they reside in. Whilst ACSO does have a philosophical opposition to the model as much of the financial burden is transferred to clients, we have a contractual obligation to implement it. DAP have managed to introduce the model with very little impact upon the rental amounts that residents pay – most rents have increased by a maximum of \$5.00 per fortnight, whilst those living in houses with smaller numbers of residents, will need to pay up to \$20.00 per fortnight more than they currently do. These increases compare favourably to other disability service providers.

### Accommodation options into the future

Last year we reported that specialist accommodation for persons who have disabilities in Victoria was very limited, especially for those who have come into contact with the criminal justice system. Whilst we have placed a number of proposals with Disability Housing Trust these have not proven fruitful. However, we have worked with the Loddon Mallee region of Disability Services and funding has been approved to place a permanent one bedroom relocatable onto the grounds of one of our accommodation facilities in Bendigo, thus creating a more independent accommodation opportunity for residents of that higher support service.

## [ Disability Program continued

### Focussing on Sustainability of Individualised Service Provision

In the 05/06 year DAP introduced a number of important improvements to support the introduction of individualised service provision, including a new financial management and reporting system that allows client expenditure to be tracked at the individual level and a system in which clients are able to have some choice over which staff member will work with them, thus creating a degree of self determination. Whilst these improvements have proven beneficial they have not helped us overcome the difficulties associated with staffing availability. Further strategies have been identified that will assist us to overcome the issues associated with fluctuating demands on staffing hours generated by the individualised service provision model.

### A Focus on Outreach Service Promotion

Given many of our outreach services have experienced a lack of appropriate referrals this year, we intend to increase the amount of promotion we provide to the general health and welfare sector of the services we operate. We predict this strategy will result in an increase in the number of appropriate referrals received and a greater spread in the number of agencies that refer clients to our outreach services.

## Challenges and Future Directions

### A New Management Structure

The reconfiguration and regulation of the disability sector has resulted in an increase in the administrative and bureaucratic demands on DAP management. Additionally increases in costs associated with service provision has resulted in a need to reduce the size of the DAP management team. These demands have resulted in the planned redevelopment of the DAP management structure. The changes associated with the restructure will take place early in the 07/08 year. It is expected that this change will bring the DAP Management and Administration cost centre into surplus and result in a more streamlined work process from DAP Managers.

### Research and Evaluation Focus

In line with ACSO's Strategic Plan, DAP will develop program logic models for each of its services to improve evaluation; these models will express the objectives of the service, the resources and processes used to meet those objectives and the measurable outcomes expected of the service. From these a system incorporating both ongoing process and outcome evaluation will be developed so that we can begin to measure the impact and effectiveness of our services. It is expected that this will in turn lead to service improvements and a better quality of care to our service users.

## Performance Against Targets: Key Performance Indicators

PROGRAM	STREAM	KPI Attained					MOVEMENT 06/07 05/06%
		02/03	03/04	04/05	05/06	06/07	
FRANCIS	RESIDENTIAL-NON DHS	95	105	82	100	100(58)	0
SOUTHERN	RESIDENTIAL-DHS	100	100	95	100	100(90)	0
WESTERN	RESIDENTIAL-DHS	100	100	100	100	100(73)	0
TK	RESIDENTIAL-DHS	100	100	90	100	100(92)	0
ASPIN	RESIDENTIAL-DHS	100	100	100	100	100(94)	0
GULLY	RESIDENTIAL-DHS	100	100	100	100	100(96)	0
DUAL DISABILITY	RESIDENTIAL-DHS	84	100	100	92	100(82)	-8%
	OUTREACH	100	100	100	100	91	-7%
SOS	OUTREACH	95	100	95	97	90	-7%
SLAP	OUTREACH	100	95	100	100	90	-10%
GAP	THERAPEUTIC	100	100	100	100	0*	0
PSBS	THERAPEUTIC	100	100	100	100	100	0
	STAFF TRAINING	100	120	100	120	100	-20%
	CONSULTATION	100	100	100	89	100	+11%

\* GAP was closed for redevelopment by DAP and DHS in 2006/2007 year and will reopen in October 2007.

# Employment Services

## Renae MacNamara – Program Manager

### Overview

It has been a challenging year in Employment Services with significant changes in many of the service areas. We were advised in April 2007 that as a result of the DEWR's rolling business reallocation process that our Job Network contract in Geelong would cease as of August. A more pleasing outcome of this process was the advice that our contract Dandenong would be increased. There has also been growth in Personal Support Program numbers in both locations throughout the year with the total PSP contracts increasing by 43.5% and staffing numbers doubling. Significant changes have occurred in the contracts for Disability Employment and the Personal Support Program. Both programs have also undergone a change in the IT system they operate the programs through.

### 2006/2007 Performance and Achievements

Employment Services has set about to achieve strong performance in the sector with the ultimate goal for 2006/2007 and beyond, being increased business and market shares in all of the Employment Services Areas that it covers. This goal has been achieved in both Job Network in Dandenong and Disability Employment Network in West Melbourne.

For a market share re-allocation to take effect, there must be a two and a half star differential between the highest performer and the lowest in an area. With additional places having now been allocated to PSP and Job Network, the future goal is an additional market share re-allocation in December.

This year has been an outstanding year of performance for most of Employment Services as summarised below.

### Job Network

ACSO has been contracted by DEWR to provide Job Network Services since 2003. The service aims to support individuals referred by Centrelink to find and maintain employment. Support includes job search training, interview skills and pre and post employment placement support.

The Job Network contract in Dandenong has achieved not only a consistent 4.5 star performance, but was also recognised by the department for outstanding service and was rewarded by a business share increase. This will increase the contract by 133% more than previous years.

As indicated by the table below, Vitality Personnel has had 345 clients maintain employment for greater than 13 weeks over the past 12 months. A total of 1074 vacancies have now been filled across all sites for the total of the contract.

FINANCIAL YEAR	03/04	04/05	05/06	06/07	MOVEMENT 2005/06 2006/07%
NO. OF CLIENTS MAINTAINED IN EMPLOYMENT FOR GREATER THAN 13 WEEKS	150	260	330	345	4.5%
NO. OF EMPLOYER VACANCIES FILLED	260	460	727	1074*	47.7%

\*This is a cumulative figure and represents an additional 374 placements consistent with previous years.

### Disability Employment Network

ACSO is funded by DEWR to deliver Disability Employment Network (DEN) services to job seekers with significant psychiatric and intellectual impediments that have inhibited access to the open labour market. The program provides ongoing case management that encourages participants to engage, connect and interact with their community. The program also runs a very successful Pre Employment Program that enables participants to develop the skills and confidence to engage in with the workforce.

In recognition of the success of this program, ACSO's DEN program achieved 4.5 stars for its first ever star rating and is now only 2 percentile rankings off 5 stars.

Our performance in DEN is summarised in the table below.

ACTIVITY	05/06	06/07	MOVEMENT 2005/06 2006/07%
CLIENTS SERVICED	107	67	- 37.3%
PLACEMENTS	15	20	33.3%
13 WEEK EMPLOYMENT OUTCOME	13	16	23%
26 WEEK EMPLOYMENT OUTCOME	10	16	60%

The decrease in the number of clients serviced by the program compared to last year reflects the change in focus by DEWR from general support and the achievement of social outcomes to that of a work first focus across all of its programs. The subsequent increase in placements and outcomes is indicative of greater emphasis on employment outcomes.

### Personal Support Program

ACSO has been providing Personal Support Program since 2002. The program is designed to assist people receiving income support to address those non vocational barriers to accessing the work force.

The Personal Support Program has seen an increase in contracted places across both sites. The Geelong site has had to increase its staff to two full time staff, and West Melbourne now has four full time staff. This reward was in recognition of excellent performance and sustained commitment to the program. This increase in both contract capacity and referral is reflected in the tables below.

### Personal Support Program West Melbourne

ACTIVITY	05/06	06/07	DIFFERENCE 2005/06 2006/07%
CONTRACT CAPACITY	127	196	54.3%
REFERRALS*	106	307	189.6%
%AGE OF REFERRAL TO COMMENCEMENT	76%	63%	- 13%

### Personal Support Program Geelong

ACTIVITY	05/06	06/07	% DIFFERENCE 2005/06 2006/07
CONTRACT CAPACITY	68	84	23.5%
REFERRALS*	46	99	115.2%
%AGE OF REFERRAL TO COMMENCEMENT	65%	72%	7%

\* Please note that these are not cumulative totals across the contract (as reported in previous years) but reflect referrals in the 12 month period. Prior to the move of PSP to EA3000 yearly data, cumulative data was more reliable.

### Job Capacity Assessments

The Job Capacity Assessment is funded through the Commonwealth Department of Human Services and provides assessments for individuals applying for a Disability Support Program or with limited capacity to work. The program is the gateway for referral to employment services such as PSP, DEN and Vocational Rehabilitation.

ACSO has a small contract to provide assessments in Geelong and West Melbourne and employs two part time staff. The program celebrated its first full year of operation in 2007 and will now continue until June 2009 before a decision will be made on how the business will be distributed in the future.

[ Employment Services continued

## Challenges and Future Directions

### Closure of Geelong Site

In April DEWR announced they were imposing an extremely tough set of sanctions at the Geelong site that meant the closure of the Job Network contract. The program was given three months to finalise the contract and close, which meant the loss of twelve staff.

### Welfare to Work Reforms

At the end of June the final changes to the welfare to work reforms commenced which has meant a large number of Parenting Payment recipients are expected to commence in all employment programs. This has meant additional training needs and a review of staffing arrangements to meet the additional caseloads.

The changes to the welfare system resulted in a change in access to the Disability Employment Network. All referrals to this system must go through the Job Capacity Assessor. As this process is voluntary, and results in an automatic review of an individual's Disability Support Pension, take up and therefore subsequent referrals to DEN through this process has been low. This has meant that the program has needed to develop and implement proactive recruitment processes to attract participants to the program.

### Change in Contract Management

The tying in together of all employment programs under the DEWR banner (previously PSP and DEN were funded under the Department of Family and Community Services) has meant a great deal of change in the delivery of all employment services. It has been a big year of learning and adapting to new systems and programs. As with any new process there have been teething issues to sort out along the way.

## Future Goals

The overall future goals of the Employment Service area centres on improving and sustaining high level of performance (both in quality of service provided and outcomes) across all sites. This includes maintaining and improving on our current 4.5 star rating in Job Network, and maintaining achieving high levels of performance in DEN and PSP.

# Justice Services

Jenny Johnston - Program Manager

## Overview

The programs in Justice Services provide a range of services and treatment options for those individuals coming before the criminal justice system and who are often disenfranchised because of their offending behaviour. The services that are provided include assessment, treatment planning and brokerage of drug and alcohol treatment for those experiencing problematic substance use. The pre and post release programs provide assistance with support in addressing drug and alcohol problems, chronic homelessness, employment and re-offending.

The Community Offenders Advice and Treatment Service (COATS), is funded by the State and Commonwealth governments through the Department of Human Services (DHS) and the Department of Justice through DHS. COATS is a state wide service providing assessment and treatment for those individuals who have come before the criminal justice system and who experience problematic substance use. Treatment can also be brokered for individuals who are in the pre sentence stage, diverting them away from the criminal justice system. Treatment is brokered by COATS to DHS accredited drug and alcohol treatment agencies.

The Transitional programs are funded through the Department of Justice. Bridging the Gap (BTG) provides support to clients who have experienced drug and alcohol abuse. Support in addressing their substance misuse and the issues that arise as a consequence of that misuse is given prior to the clients release from prison and maintained for up to six months post release. Corrections Housing Pathways Initiative (CHPI) has the nomination rights to 24 Transitional Housing Management housing properties. The program provides housing opportunities for clients who have experienced long term homelessness after their release from prison, by supporting them through transitional housing into long term housing. Correctional Services Employment Program (CSEP) provides both custodial and community based clients with skills and support that will assist in their chances of obtaining employment. Sex Offender Transitional Outreach Program (STOP/ESO) provides support both pre and post release via outreach to those individuals who have completed the sex offender program or are eligible to participate in the program. STOP funding was increased this year in order to provide support to those who are on Extended Supervision Orders.

[ Justice Services continued

## 2006/2007 Activity and Performance

The following table summarises key activity across all programs.

### Referrals And Support Provided By Justice Services Programs

PROGRAM	2002/03	2003/04	2004/05	2005/06	2006/07	MOVEMENT 2005/06 2006/07%
COATS*	6839	6927	6767	7160	8128	13.5%
BTG*	96	84	89	69	67	-2.8%
CHPI*	20	24	27	30	25	-2.7
CSEPP*	177	263	113	149	158	6.0%
STOP*	0	3	3	13	15	15.3%
<b>TOTAL</b>	<b>7105</b>	<b>7301</b>	<b>6999</b>	<b>7421</b>	<b>8393</b>	<b>13.0%</b>

\* COATS statistics reflect the number of referrals to COATS State funded program.

\* BTG, CHPI, CSEP and STOP statistics reflect the number of clients accepted into the program for support

Across all program areas there has been a small increase in referrals/client supported. There has been a 13% increase in referrals received by the COATS program and this is reflective of new processes aimed at ensuring clients in custody awaiting parole determinations are seen prior to their release. This increase placed significant operational pressure on the program during the year.

The following table compare performance for the 2006/2007 year with key performance indicators.

### Transitional Programs Service provision against KPIs 2006/07

	KPI	ACHIEVED	% OF KPI ACHIEVED
BTG	63 clients engaged for up to 6 months	67 engaged	106.3%
CHPI	24 properties occupied	24 properties occupied and 61 clients supported	100%
CSEP	130 registrations 60 employed 30 outcomes (employed 13 weeks)	158 75 31	121.5%
STOP/ESO	Non ESOs -12 clients engaged up to 6 (12) months ESOs - 12 clients engaged up to 12 months	7 8	100% * 66.6%

\* During the reporting period the support time was changed from the original six months to twelve months.

In the past BTG reporting period began in October and finished in September the following year. This year the reporting period was from October 2006 to June 2007, a 9 month period therefore the KPI was adjusted from 80 to 63, the KPI was achieved and a bonus awarded by Corrections for achieving the KPI.

CHPI program has nomination rights to 24 properties, these properties have all been occupied and 8 clients achieved permanent housing as a result of successful Segment 1 housing applications. 61 clients were supported over the last twelve months prior to their being given accommodation.

CSEP exceeded their KPIs, unfortunately this successful program ceased operations at the end of June

STOP achieved its KPI for clients not serving ESOs. As noted the support period was extended during the year due to difficulty in finding accommodation for the clients post release. 7 of these clients have now been accommodated in the community.

The KPIs for clients serving ESOs were not met this year. Due to changes in the way these offenders are managed by Corrections Victoria, and increasingly stringent conditions placed on the location and type of accommodation able to be accessed for this group, many of these clients have remained in Extended Supervision Order Temporary Accommodation Centre (ESOTAC) at Ararat. This has meant that their support time extended beyond what was originally envisaged, impacting on the ability of the program to meet the original key performance indicators set. The clients residing in ESOTAC have continued to be supported by STOP staff and searches for appropriate accommodation and the submission of properties for consideration by Corrections Victoria staff have continued for these clients.

## COATS

The time taken between referral to a treatment agency and the first appointment obtained is one of the major key performance indicators for COATS. This indicator relates to the overall objective of the service which is to provide clients with timely access to drug and alcohol treatment aimed at assisting them to address their problematic drug use.

The following table identifies the number of days between referral to the main types of treatment purchased and the first available appointment.

### Booking days from assessment to treatment by treatment type 2006/2007

TREATMENT TYPE	0 - 5 DAYS	6 - 10 DAYS	11 - 15 DAYS	16 +	TOTAL REFERRALS
ADULT CCCC	41.88	42.04	10.69	5.38	4,992
YOUTH CCCC	38.71	48.39	6.45	6.45	99
SPEC. PHARMACO.	80.00	20.00	-	-	22
KADW	66.67	30.95	2.38	-	126
RESI REHAB	62.50	16.67	13.50	8.33	177
CRDW	32.08	52.83	9.43	5.66	325

As indicated by the table above, over 80% of treatment appointments (with the exception of residential rehabilitation 79.1%) have been obtained within 6-10 days of referral. However it should also be noted that for high volume treatment types such as Adult Counselling Consultancy and Continuing Care, and Community Residential Drug Withdrawal we are unable to obtain an appointment within 5 days more than 40-50% of the time. The ability to broker treatment within the KPI of 5 days has become difficult due to treatment agencies having insufficient capacity to meet the request for treatment. Treatment agencies have found it difficult to recruit staff and to replace staff when on leave. There has been some increase in capacity at the beginning of the year but this has not been able to address adequately the shortfall in treatment demand. COATS has had discussions with DHS and treatment agencies, and it is envisaged that treatment agencies will attempt to address the issue in innovative ways such as offering group treatment where appropriate to the clients needs. Clients may also be willing to wait to attend a particular agency because they have a previous connection to that agency.

## [ Justice Services continued

### Achievements

In addition to the activity and achievements against key performance indicators above, the program has seen notable achievements in other areas.

Justice Services staff have presented to a range of external treatment providers and stakeholder forums. These presentations provide the opportunity to inform others of the work and services that are provided by the Justice Services programs. COATS in particular have been asked to present on a regular basis at Community Correctional Services (CCS) induction of new staff.

Justice Services staff were encouraged to participate in the original consultation process of the Strategic Plan in identifying the strategic vision and identify initiatives that have shaped the Strategic Plan. Staff were also encouraged to participate in the Strategic Plan initiatives and have taken on the responsibilities both as team leaders and members of various initiatives. This has allowed staff to take ownership of the Strategic Plan and to carry it outside of the organisation so that key stakeholders and clients are able to understand the vision that ACSO has in enhancing service provision to the disenfranchised.

#### COATS

COATS completed the electronic archiving of client files. After a thorough testing process of backup tapes containing client information to check the veracity of the backup system, a decision was then made to complete the project with the destruction of the hard copy clients' files. Systemically the method of electronic recording client files has proven to be successful and is contributing to the reduction of paper products.

In line with the funding changes in the drug and alcohol field, COATS believed that it was timely to review the Heads of Agreement contract with drug and alcohol treatment providers. A draft was developed, along with documents outlining processes for the varied referral pathways for clients and this was sent to five treatment agencies for feedback. Another outcome of this process will include a more streamlined approach to payments in the form of recipient created tax invoices, which will benefit both COATS and treatment agencies and be less cumbersome method of payment. The final document is now ready to be distributed to treatment agencies for signing.

As a result of a surplus in funding it was decided to put in place five new Community Agency Liaison Officer (CALO) positions. The aims of the CALO are to help develop stronger links between COATS and treatment agencies, to educate treatment agencies in completing and recording the paperwork that comes with a COATS client, to engage with the various referral sources and to provide training and information packages to assist in the promotion of COATS. These positions are state-wide and were placed in the Metropolitan, Loddon, Hume, Grampians and Gippsland regions.

COATS undertook a review of the Forensic Project Officer role. As a result of the review it was decided to restructure the Client Services Unit (CSU) and incorporated the Forensic Project Officer positions into CSU. The tasks of these two positions are now rotated through all CSU staff thus creating a spread of knowledge across a greater number of staff.

Included in this review was the treatment variations role that had previously been rotated through the clinical staff. It was decided to make the position a permanent one and to include coordination of the CSU and management of the ground floor.

#### Transitional Programs

STOP was able to obtain financial resources that allowed the employment of an Accommodations Options Worker (AOW). The AOW has developed a process that has enabled the search for accommodation for sex offenders to be streamlined and that more readily identifies properties that will meet the stringent guidelines set down by CCS. This process occurs before the accommodation recommendation is sent to Community Correctional Services for approval. In the past outreach staff have spent a great deal of time searching for accommodation, reducing the amount of time available to outreach with clients. This position has also allowed the opportunity for relationships to be developed with sympathetic real estate agents and the AOW; resulting in greater options within the housing market.

The STOP was invited to extend its program activities to include the provision of services to address the needs of clients on Extended Supervision Orders (ESO). Over the last twelve months the numbers of offenders being placed on ESOs has increased. While an excellent support service was provided to these offenders, it became apparent that most of the support was being offered prior

to the offender being released. It became difficult for these clients to be released from prison as most of them were unable to obtain suitable accommodation that would meet the criteria set down by Corrections. STOP has met with Corrections to identify the needs and develop a model of service that will address the multiple and complex issues that arise in the support of sex offenders on ESOs being released back into the community.

CESP ceased operating at the end of June 2007. This program had successfully provided an employment service for those individuals leaving Barwon prison and in the community through Geelong CCS. CHPI and BTG were also to have ceased operation at the end of June but the contract was extended to the end of November 2007. ACSO is the lead agency in a consortium, which has bid to provide the new Men's Intensive Bridging Support Program, which is still to be announced with the new service commencing in December. Staff from ACSO's transitional programs have continued to provide an excellent service to clients even though there is a risk they may not have their jobs at the end of the year. It is expected that an announcement will be made at the end of August indicating which consortium has won the contract to provide this service.

## Challenges

Justices Services programs have been preparing for reaccreditation by the Quality Improvement Community Services Award (QICSA), which will take place in July 2007. The Alcohol Tobacco and Other Drug Services component will be one of the areas of focus for this review. COATS has been reviewing its processes to meet the standards set down for the review.

## Future Directions

At the time of writing Justice Services is awaiting the announcement or implementation of three key program areas. The outcomes of these announcements will have a dramatic impact on the goals for the next 12 months.

### New Sex Offender Support Program

ACSO has been invited to submit a model of service that would extend the services currently provided. The model will address the multiple needs of high risk adult sex offenders. The program will have a strong focus on effective engagement with mainstream community services to assist in securing permanent housing and employment. The model was accepted and will allow for an additional full time outreach worker and secured the accommodation options worker position. This program will provide support to sex offenders who enter the program on a voluntary basis and who have completed the sex offender program while in prison or be eligible to complete the program in the community. The program will be known as the Sex Offender Support program (SOSP) and will include the sex offender support component of POST. SOSP will provide a program that aims to reduce the risk of re-offending by improving the availability of support services upon the offenders release from custody. An evaluation framework and data collection system will be developed in collaboration with the Department of Justice that will enable very valuable information regarding servicing this client group to be analysed. Funding for this program is provided by the Department of Justice through the Sexual Assault Reform Project.

### Crisis Accommodation Support for a Successful Transition (CASST)

ACSO has again applied to the Pip Wisdom Grants, through the Department of Justice, to expand the general support component of POST. The program has been renamed Crisis Accommodation Support for a Successful Transition (CASST) and will focus on those clients exiting custody whose accommodation placement is in jeopardy. The program will provide material support to persons who are not eligible for support under the existing transitional programs serving short sentences or are on bail. The grants are yet to be announced.

## [ Justice Services continued

### Men's Intensive Bridging Support Program

Should the ACSO consortium win the bid to provide the Men's Intensive Bridging Support Program, we will be required to implement a state wide transitional program providing a model of holistic intensive transitional case management for men assessed as at high risk upon release from prison.

### Blue Scope Steel Employment Project

The Department of Justice approached ACSO to participate in an employment project with Smorgon Steel, now Blue Scope. Justice Services Transitional Program has been working with the Department and Blue Scope to develop a process that will provide the opportunity for up to twelve participants to be employed by Blue Scope, for a period of six months with the option to apply for permanent work. This is a magnificent opportunity for clients to obtain employment and to receive support during the early months of their employment. This project is currently funded until the end of November 2007.

### COATS Financial Modelling and Service Evaluation

It is envisaged that the financial modelling project commenced in 2005 will be completed by the end of this year. This project should enhance the ability to better predict financial outcomes both from a COATS budget perspective and to predict any ramifications with regard to changing variables that may impact on treatment options for clients and the costs related to those changes.

This year will see COATS celebrate ten years of service. Over the years there have been changes both in the treatment options available to clients and an increase in the number of treatment agencies providing services and there are now two funding streams State and Commonwealth. COATS systems have evolved over time to address the multi faceted process of intake, assessment and brokerage of alcohol and drug treatment and it is envisaged that this ongoing evaluation of our systems will continue in order to provide the best possible service to COATS clients.

# Prison Outreach Support and Transition - POST

Sr Clare McShee AM - Program Manager

## Overview

POST is funded by the Victorian Department of Justice through the Pip Wisdom Grants to provide support to individuals in prison and upon release. Clients are referred to the program from a variety of sources including chaplains, prison staff, Community Corrections Officers and the Adult Parole Board. Due to the high level of recognition of the program in the prison system, many prisoners self refer to the program pre and post their release. All clients are assessed, either in prison or in the community and an individual plan of assistance is prepared with them to address their needs. Many of the clients have little or no sources of support in the community and have lost contact with their families for a variety of reasons.

The program provides support to two main target groups: males serving sentences for sex offences and people exiting prison or with a history of incarceration who are ineligible for assistance from other programs.

## 2006/2007 Activity and Performance

The key objective of the POST program is to support individuals transitioning from custody to successfully reengage with the community and to maintain this engagement. It is part of a suite of programs funded through the Department of Justice aimed at reducing recidivism and re-offending.

The objectives of the program are met through a variety of activity. Achievements against the key activities of the program for the 2005/06 and 2006/2007 year are reported in the table below.

ACTIVITY	2005/06	2006/07	MOVEMENT 2005/06 2006/07 %
<b>Number of Referrals</b>			
- self	48	31	10.1%
- prison staff/other professionals	92	81	11.9%
<b>Total referrals</b>	168	163	2.9%
<b>Number of contacts made with clients</b>			
- direct	871	679	22.0%
- telephone/written	1436	817	44.1%
<b>Total contacts</b>	2407	1722	28.4%
<b>Type of assistance provided</b>			
- accommodation assistance	204	140	31.3%
- practical/material support	205	110	46.3%
- referral to other services	171	104	39.1%
<b>Total episodes of assistance given</b>	2407	1722	28.4%
<b>Number of clients in supported accommodation</b>	5	5	0%

There has been a slight decrease in referrals to the program in 2006/2007 compared to last year. Individual contacts are considerably lower than previous years. This is due to staff taking extended periods of leave, less contacts being required per referral to meet presenting needs and the fact that many clients with a sex offending history were not released into the community, necessitating less intensive support.

[ POST continued

## Achievements

Last year POST identified key area of future directions for the program. Our progress against these is summarised below.

### External Relationships

The program has continued to develop and foster very positive relationships with the Adult Parole Board and Community Correctional Services.

### Increasing Community Awareness

The program also utilised opportunities to increase community awareness of the issues facing offenders by presenting to community groups such as the North Balwyn Uniting Church Social Justice Group. These opportunities are valuable in that they enable us to present the contribution that services such as ACSO make to reducing re-offending and the number of victims of crime.

### Order of Australia

As the manager of the program I was honoured to receive an Order of Australia, announced on Australia Day. I could not have achieved the many years of service and accomplishments recognised by the order without the support of my colleagues at ACSO and in the wider Correctional field. As such I appreciate the opportunity that receiving the award provides to gain public recognition of the hard work and dedication of all involved in this challenging area of work.

## Challenges

### Improving Accommodation Options

As in previous years our key challenge remains improving accommodation options for clients. Many of the people supported by POST have little income or rental history and are not considered desirable tenants by many landlords or real estate agents. Increasing concerns regarding the security risk posed by clients with sex offending histories has also resulted in further restrictions being placed on where these clients can live on their release from prison. These factors combined, make finding accommodation for clients on their release particularly challenging.

Similarly the tightening of the private rental market, the buoyant real estate market and lack of public housing stock mean that temporary accommodation options for people experiencing accommodation crisis is less available, with demand far outstripping supply. The result

of this is that from time to time we are forced to place people in less than desirable situations that could place them at risk of returning to some of their problematic behaviours such as substance abuse.

## Future Directions

### Sex Offender Support

During the year ACSO was approached by the Department of Justice to enhance the services it provides to individuals with a sex offending history. This request resulted in a proposal from ACSO to amalgamate and increase the services provided by ACSO's Sex Offender Transition Program (STOP) and the sex offender support component of POST, whose three year grant expired in June 2007. We are pleased to report that the proposed service model was accepted and it is anticipated that the new service will commence in early August 2007.

The service will incorporate a tiered model of support to this client group where clients will be able to access both intensive and less intensive outreach support. In response to the challenges presented by finding appropriate accommodation for this client group, the new service model clearly articulates the support able to be provided to those clients who are unable to be released until appropriate accommodation becomes available.

### General Support

During the first half of 2007, ACSO submitted a proposal under Corrections Victoria Pip Wisdom Grants to expand this aspect of POST. The submission proposed to focus the service on those clients, transitioning from custody experiencing crisis in their accommodation placement. The service renamed Crisis Accommodation Support for a Successful Transition (CASST) will provide support to assist clients find low cost appropriate accommodation, obtain material aid, develop budgeting and other living skills and to establish links to other services and family where this is appropriate. Information and referral will still be a key aspect of the new service. If successful CASST will sit within ACSO's Justice Services Transitional Programs area. An announcement on the outcomes of this grant process is expected in early July 2007.

These two new programs will integrate the services currently provided by POST with other services provided by ACSO. In doing so, the ability of ACSO to service those individuals transitioning from the custodial system whose needs are not being met by other services and programs will be strengthened and enhanced.

# Specialist Services

## Robb Ritchens – Program Manager

### Overview

Specialist Services suite of programs targets men and women with substantial psychiatric, psychological, neurological and physical health issues that serve as barriers to social participation, resulting in marginalisation and generally incarceration.

Typically Specialist Services consumers experience homelessness, substance abuse and unstable mental health that all negatively influence their behaviour and bring them to the attention of the criminal justice system. Not surprisingly 92% of referrals during the 2006/07 financial year were generated from correctional facilities.

Specialist Services incorporates the Specialist Outreach Program (formerly known as the Forensic Mental Health Outreach Program), Specialist accommodation McCormack House and Step Up House, Specialist Women's Outreach, and Specialist Multiple and Complex Needs Initiative Support.

### 2006/2007 Activity and Performance

The key activity of the program is described in detail below.

#### Specialist Outreach Program

This program specialises in supporting forensic clients who experience problems accessing and maintaining services and stable housing. Program participation is voluntary and focuses on providing welfare support. The service delivery model is home-based outreach and targets men 18 to 64 who are diagnosed with a serious mental illness that have been in contact with the criminal justice system. The program has a small stock of accommodation including McCormack House, which for many, is the introduction to the program.

#### Specialist Women's Outreach

This program supports women with borderline personality disorder typically exiting the forensic and /or prison system. The model is intensive home-based outreach and assists those who often aren't eligible for clinical case-management.

The support model works closely with correctional, clinical and housing services to secure better outcomes for this vulnerable group who generally are unable to establish and maintain personal and professional relationships and as a consequence have difficulties

accessing those services that would best meet their complex needs. Much of the work focuses on dealing with the breakdowns in housing, family and services resulting from the client's disorder.

Tragically many of these women have lost contact with their families including children therefore providing advocacy in family courts and with child protection services constitutes a large proportion of the work done by the Specialist Services workers.

Both of these programs are funded to support a minimum of 36 clients.

#### Specialist Outreach No. clients supported

FINANCIAL YEAR	02/03	03/04	04/05	05/06	06/07	MOVEMENT 2005/06 2006/07 %
CLIENTS REFERRED	39	41	33	58	49	- 15.5%
CLIENTS SUPPORTED	93	81	68	72	67	- 6.9%

Whilst there has been a decrease in both referrals and clients supported this year compared to last year, the program continues to well exceed its targets (by 36.1% in 2006/2007). During the year the program has reviewed its exiting procedures to ensure that clients most in need of the program are provided with support. Once clients have stabilised and been successfully linked to community support agencies they are now exited from the program. Staffing numbers were also reduced from 3 staff to 2.5 staff in this area to bring the program in line with funding levels and targets.

The program simplified its on-line referral system during the year. This has resulted in 92% of 06/07 financial year referrals being electronically generated. The system also places much of the information procurement with the ACSO worker rather, as was done previously, with the referrer, resulting in more comprehensive referral information useful for both assessing any possible risks posed by the client but also in developing an individual treatment plan.

## [ Specialist Services continued

### Specialist Accommodation McCormack House:

McCormack House is a halfway house that provides short-term accommodation for male clients of the Specialist Outreach Program who are often in transition from institutions and correctional facilities.

McCormack House has six semi-supported beds. The support model consists of day and evening staff support and outreach follow-up that continues after residents leave McCormack House for as long as is needed.

McCormack House is a much sought after resource for clients of the Specialist outreach program and is complemented by the more independent living Step Up house and ten other Specialist services nominated transitional and long term flats.

### McCormack House occupancy rate over last 5 years

FINANCIAL YEAR	02/03	03/04	04/05	05/06	06/07	MOVEMENT 2005/06 2006/07%
NUMBER OF RESIDENTS	33	21	24	36	25	- 30.5
% OF FULL OCCUPANCY	92	58	66	100	69.5	- 30.5

As indicated by the above table both number of residents and annual occupancy rates are considerably lower this year compared to last. This reduction in clients moving through the program reflects the increasing difficulty of establishing suitable housing options for our clients when they are due to leave McCormack House resulting in longer stays for our McCormack House residents. However the program is of the firm belief that it is more important to support clients to achieve good health outcomes than to move them on to accommodation that may compromise their safety and ongoing recovery.

## Achievements

At the end of 2005/2006 the program identified key areas for future direction and development for the coming year. We have summarised our progress toward these goals below.

### Specialist Step Up House

Last year we reported that we would be implementing a new model of supporting housing in partnership with Active Property Services as part of ACSO's Strategic Plan initiatives. In July 2006 this property option came into fruition as the Step Up House. This housing option provides communal transitional accommodation for up to 5 residents, who have been identified during their stay at McCormack House as having the necessary skills to live in a more independent option to McCormack House. To date we are proud to report that the Step Up House has provided an affordable safe stable housing option for 4 residents. As a pilot initiative no minimum occupancy rate has been set.

This initiative is the culmination of a vision by the two agencies involved to provide a different model of service to disenfranchised men and has led to better housing outcomes for not only Specialist Services clients but for clients of other ACSO programs.

### Specialist Multiple and Complex Needs Support initiative

This new addition to ACSO Specialist Services provides time limited support packages to highly disadvantaged individuals who have been identified to Victorian Department of Human Services, as those whose needs are not being sufficiently met by current service systems. This therefore requires an intervention to develop a care plan that will have additional resources made available to help build sustainable stability into the lives of these very complex people. These contracts provide Specialist Services with the opportunity to service a new group of individuals with primary diagnosis and issues previously outside our core business such as acquired brain injury.

Involvement in the initiative has meant additional administrative workload as ACSO were also given the care plan coordinator role for one of the contracts as well as the service delivery role. Recruiting staff for a new initiative with the right set of skills and experience was initially problematic and I would like to acknowledge the Disability Adolescent Program management for their willingness to make available experienced staff.

There has been a steep learning curve for Specialist Services with a wealth of experience and knowledge being gained. The MACNI experience has also fostered a more vigorous relationship between ACSO Specialist Services and Department of Human Services Southern and Northwest regions and has provided a useful vehicle for ACSO to promote its services and develop new networks.

### Mental Health Week

As part of our goal to raise the profile of our client group and their needs, ACSO Specialist Services manned a stall at the North West Regions Mental Health Week annual services expo and celebration day at Broadmeadows leisure centre. The event provided an opportunity for Specialist services to engage consumers of mental health services and other agencies and services.

ACSO staff prepared show bags with promotional items and information packs. The exercise was identified as a positive experience for the staff and the interactions between consumers and other agencies has led to new coalition memberships resulting in access to subsidised recreational activities for our clients. This will be a regular event for ACSO Specialist Services.

### ACSO/Forensicare/North West Area Mental Health Services Working party

Specialist Services has been active participant with Forensicare and North West area mental health services working party aimed at improving services for forensic clients. The relationship has resulted in access to a group of services that are committed to provide secondary consultations to the members of the group. As a result of this involvement Specialist Services staff are now included in Forensicare professional development sessions.

### Consumer Participation and Advocacy

In line with preparing for quality accreditation against psychiatric disability standards the program has established new consumer rights driven processes. This has resulted in the delivery of more transparent services with built in ongoing feedback opportunities for clients. This feedback is regularly reviewed ensuring the service best meets the service recipients identified needs.

## Challenges and Future Directions

### Program Funding

During the year the program made representation to DHS regarding increasing funding to reflect the level of service being provided by the Specialist Outreach Service. This was in response to the disappointing result from the Psychiatric Services Pricing Review. Unfortunately no additional funding was forthcoming and as a result the decision was made to bring the level of service provided by the program to one more in line with the funding received and the targets set by DHS. The impact of this change can be seen in the activity figures presented in the table above.

It also became apparent that the program would need to address rising fuel costs. A new approach to vehicle allocation and changes in established practises was required. Open dialogue at all levels was crucial to finding an acceptable outcome that was not overly onerous to staff and did not erode quality of service. The new model has delivered a more efficient and flexible service that also allows staff to shift between program areas thus fostering a broader skill set and giving clients more choices as well as reducing potential staff "burn out" when working with highly challenging individuals.

### McCormack House

McCormack House has been ACSO's most readily identifiable asset to reducing homelessness. The model has provided a safe landing for up to 1,034 ex-offenders since its inception in 1987. Whilst the model has served ACSO and its clients well, it is timely to explore alternate models that are more in tune with the housing sector of today. It has been necessary to house people for longer and provide more intensive support as the homeless problem has grown at a much faster rate than the amount of resources aimed at addressing the problem. Therefore Specialist services feel that to provide a responsive service that can best meet the needs of our clients it is necessary to balance our traditional ethos at McCormack house against the economic realities of today's housing crisis.

Our goal is to evaluate the current service and enhance that model, keeping those highly valued elements, whilst building in new components of support that will ensure a relevant and responsive accommodation model that is in keeping with expectations of the government and our target group.

This includes sourcing a new physical location for McCormack House.

## [ Specialist Services continued

### Working with the Housing Sector to Enhance Accommodation Opportunities for Clients

In addition to the focus on McCormack House, the program aims to establish collaborative and formal relationships with the housing sector through proactive effort participation in the homeless sector and transitional housing networks to establish greater access to nominated properties and build the confidence of property services in our ability to support and remain engaged with high-risk tenants. There is much evidence to support that stable housing paired with assertive support are the most influential components to successful social re-integration for the ACSO target group. Whilst most of referrals to the service are accommodation initiated, the value of support is often not identified until it has been experienced. This strategy is not only consistent with ACSO's strategic direction but also the direction of the DHS Office of Housing to identify and support at risk tenant of public housing.

### Identifying Opportunities for Growth

The program also aims to develop opportunities for growth and diversity that compliment our current areas of expertise. One example includes continuing to service MACNI care plans. Being part of MACNI has provided exposure for the work of the program and currently we are in discussions regarding several new clients that have been identified as potential Specialist Services clients under MACNI funding.

### Consumer Advisory Group

As reported above Specialist Services has been reviewing how consumers are involved in service planning and delivery and has begun to engage consumer representational groups and leaders. The challenge has been to develop a Consumer Advisory Group (CAG) that will best represent our target group and ensure that our services are transparent, accessible and responsive to consumers and meet their identified needs. It is our goal to have established a CAG by early 2008.



**People**  
health and safety report  
staffing

# Health and Safety Report

Karen Stace - Deputy Chief Executive Officer  
and Chris Cappello - Secretary of the Health and Safety Committee

## Overview

ACSO's Health and Safety system is composed of a Health and Safety Committee which meets bi monthly, a comprehensive Health and Safety Policy, quarterly hazard inspections, training and professional development on health and safety related issues and an incident reporting system. Staff are consulted regarding occupational health and safety issues through regular staff meetings and bulletins. ACSO is divided into seven Designated Work Groups with a health and safety representative elected by staff for each group. ACSO has trained first aiders and fire wardens. The goal of ACSO's health and safety system is to provide, as far as practicable, a working environment that is safe and minimises risk to the health of all staff, clients, contractors and visitors.

## 2006/2007 Activity and Achievements

During 2006/2007 the Committee promoted health and safety at ACSO through the following activities.

### Outreach Workers Forum

Organising the fifth Outreach Workers' Forum in September 2006. This forum focussed on Working in Uncontrolled Environments and recognised occupational health and safety issues that working with clients in satellite locations, home and other environments presents can pose for staff.

### Worksafe Week

In recognition of the issue of workplace stress ACSO conducted a series of activities as part of Worksafe Victoria's Worksafe week. This followed on from a very successful program of activities in 2005. During Worksafe week held from 23rd to 27th October 2006 activities such as yoga, meditation, tai chi, seated massage, healthy breakfasts, a walking group and an OH&S quiz with appropriately stress relieving prizes such as an organic food voucher, tai chi lesson and massage voucher; provided participants with opportunities to experience a variety of ways of managing stress. These activities have proved so successful that the Health and Safety committee have agreed that an annual program will be planned.

## Community Services - Information & Support Project

The Secretary of the Committee, representatives from the appropriate Designated Work Groups and management from the Disability and Adolescent Program continued their involvement in the Community Services – Information and Support project conducted through Worksafe Victoria. This is aimed at providing proactive intervention and guidance in relation to specific health and safety issues in residential care environments. As a result of the project recommended actions in relation to ACSO's systems in the areas of manual handling, hazardous substances and tagging and testing of electronic equipment were detailed in a Risk Action Plan. This plan, approved by a Worksafe Inspector was completed and signed off by WorkSafe in April 2007.

## Review of Occupational Rehabilitation Policy

ACSO's Occupational Rehabilitation Policy was substantially reviewed with the aid of a consultant to ensure that it meets all legislative requirements and provides clear guidance to staff of what actions to take should they be injured at work.

## Health and Safety Committee

During the year the Health and Safety Committee saw a large degree of movement in its membership. This was mainly due to the resignation of some long term committee members, and our particular thanks go to Cris Curulli, Jane House, Christopher Smith, Rinke Slotegraffe, and Irene Watkins, some of whom were foundation members of the Committee, for their hard work. The remaining resignations occurred due to staff leaving ACSO to pursue new opportunities. This resulted in additional movement and we experienced some difficulties in filling vacancies on the Committee during the year. ACSO would like to welcome all new members and thank all members, past and current for their ongoing support of health and safety at ACSO.

## Health and Safety Committee Members:

Nenita Baticia (elected February 2007)  
Antony Calabrò (ex-officio)  
Christine Cappello  
Annette Colpoys  
Cris Curulli (resigned July 2006)  
Dennis Hajrulahovic (elected September 2006)  
Mark Jordan (elected August 2006, resigned January 2007)  
Jane House (resigned February 2007)  
Helen Kalpakoff (resigned December 2006)  
Jan Kraina (resigned December 2007)  
Angelo Messina  
Leanne Nedelkovski (elected August 2006, resigned September 2006)  
Stan Pappos  
Noel Runnals (elected April 2007)  
Rinke Slotegraaf (resigned August 2006)  
Christopher Smith (resigned August 2006)  
Karen Stace  
Rob Telfer (elected January 2007)  
Irene Watkins (resigned July 2006)  
Geoff Williamson (elected March 2007)  
Denise Zammit (elected October 2006; resigned May 2007)

## Future Directions

ACSO seeks opportunities to improve and review its Health and Safety systems on an ongoing basis. Over the next 12 months the following key activities are planned:

- Implement and provide training to all staff on the newly reviewed Occupational Rehabilitation Policy.
- Undertake more detailed review of incidents by Health and Safety Committee with aim of reducing the number of preventable incidents and improving our management of these.
- Hold Outreach and Lone Workers forum on long distance driving.
- Provide Mental Health First Aid Training in the Workplace/Stress Management training for management staff and health and safety representatives.

# Incidents reported across all ACSO programs in the past five years

The following table summarises the major clusters of incidents recorded in ACSO over the past 5 years. As can be seen by year on year comparisons whilst incidents increased in 2003/2004 compared to the previous year; this increase was less than in the previous year. From 2004/2005 on there has been a consistent decrease in total incidents across the organisation. This has been due in some part to changes in organisational operations and size but also due to changes in practice.

Of note is the significant and sustained (over the past 4 years) drop in the number of overall incidents in DAP which experiences the highest number of incidents. Particularly pleasing is the sustained decrease in the number of assaults recorded. This reflects a change in way that aggressive clients have been managed in the program, whereby

strategies are implemented as soon as clients become aggressive. The reduction over the four years since 2002/2003 year period also reflects the closure of two residential programs in 2003/2004 and 2004/2005 where it was considered that the health and safety risk posed to staff was unacceptably high.

A reduction in minor motor vehicle accidents (from 18 in 2005/2006 to 7 in 2006/2007) has also been recorded despite the size ACSO's motor vehicle fleet remaining consistent with last year. Due to the fluctuation of this figure it is not possible to attribute this to any one factor, however it is a pleasing result.

FINANCIAL YEAR	ADMIN					DISABILITY PROGRAM					JUSTICE SERVICES			
	02-03	03-04	04-05	05-06	06-07	02-03	03-04	04-05	05-06	06-07	02-03	03-04	04-05	05-06
AGGRESSION	0	0	0	1	1	28	56	48	36	50	1	2	2	1
ASSAULT – CLIENT-CLIENT, STAFF OR OTHER	0	0	0	0	0	70	109	90	52	18	0	0	0	0
INJURY/ ILLNESS	1	2	1	0	2	5	44	23	14	17	2	3	1	0
MINOR MOTOR VEHICLE ACCIDENT (WITHOUT INJURY)	1	0	1	3	3	5	9	9	9	2	2	4	4	5
PROPERTY DAMAGE	0	0	0	1	0	80	50	22	18	19	0	1	5	1
THREATS	0	0	0	0	1	63	47	69	35	21	4	2	4	2
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>251</b>	<b>315</b>	<b>261</b>	<b>164</b>	<b>127</b>	<b>9</b>	<b>12</b>	<b>16</b>	<b>9</b>

	SPECIALIST SERVICES					VITALITY PERSONNEL					TOTAL				
06-07	02-03	03-04	04-05	05-06	06-07	02-03	03-04	04-05	05-06	06-07	02-03	03-04	04-05	05-06	06-07
0	2	8	1	1	1	0	0	0	1	0	31	66	51	40	52
0	0	0	0	0	2	0	0	0	0	0	70	109	90	52	18
2	0	1	1	0	3	2	2	0	1	2	10	52	26	15	26
1	0	0	4	1	1	0	2	2	0	0	8	15	20	18	7
1	2	0	1	1	0	0	0	0	0	0	82	51	28	20	20
1	1	0	1	0	0	0	0	0	1	0	68	49	74	38	23
5	5	9	8	3	7	2	4	2	3	2	269	342	289	184	146

# Staffing

## Overview

As indicated by the table below our staffing profile remained stable compared to the previous year. There was a slight decrease in full time staffing, with a small increase in part time staff. It is pleasing to note in a time of well publicised skill shortages that ACSO's turnover remains low. The small difference between this year and last year was the result of the closing of CPAV and staff leaving in DAP.

	2005/06	2006/07	% age movement
number of staff employed	162	164	1.2%
permanent full-time staff	94	96	2.1%
permanent part-time staff	53	49	-7.5%
casual staff	15	19	26.6%
% female staff	55%	55%	0%
% male staff	45%	45%	0%
% turnover	1.1%	3.5%	2.4%

## Staff Qualification Profile

Staff are the key mechanism by which ACSO provides quality services and as such ACSO employs staff from a variety of professional backgrounds. The table below summarises the main qualifications of staff by program area. It should also be noted that within the COATS program all staff have either completed the four alcohol and drug competency units required by DHS or have gained a Graduate Diploma in Addiction Studies.

QUALIFICATION	ADMIN	DAP	EMP. SERV	JUST. SERV	SPEC. SERV
Advanced Diploma in Disabilities		2			
Bachelor Applied Science (Psych)		3	3	6	
Bachelor of Accounting	1		1		
Bachelor Arts		12	1		
Bachelor Education/ Law/ Science	2	1			
Bachelor Social Work		2	3	8	1
Bachelor Comm. Development/ Youth Work/ Welfare	1	2		6	
Certificate IV Counselling		1			
Certificate IV Disabilities		26	1		
Certificate IV Workplace Assessment and Training			6		
Certified Practising Accountant	3				
Diploma Welfare		2			1
Grad. Dip Addiction Studies	1			5	
Grad. Dip Counselling/ Psychology				2	
Masters of Criminology/ Management/ Health Policy	1	4			
Masters Psychology/ Clinical Psychology		4			
Registered Nurse/ Psychiatric Nurse		1	1	6	3

\* Staff may have more than one qualification

## Employee Relations

In response to the changes to the industrial relations system brought about by the introduction of WorkChoices legislation, ACSO undertook a series of staff information initiatives. In June 2006 we issued a bulletin to all staff regarding Work Choices and possible changes to staff conditions. The bulletin outlined present award conditions and compared the award conditions to Work Choices conditions.

In line with the legislation, ACSO evaluated any differences between the current employment awards applying to staff and the conditions set out under Work Choices. Where the conditions under Work Choices were more favourable for the employee, these conditions have been applied, otherwise the award conditions remained.

Information was also provided to staff on the role of the fair pay commission, protected award conditions, dispute and resolution processes for employees. Feedback sessions were also held for staff to raise any queries or questions about the new system.

During the year the Executive Team and a group of staff volunteers assisted in a comprehensive review of ACSO's Staff Code of Ethics and Human Resources Manual. The revised manual was circulated to all staff and endorsed by Council in June 2007.

## Staff Training and Professional Development

ACSO provides a comprehensive package of professional development activities ranging from a program of ongoing clinical supervision and "in house" delivery of professional development activities, to support for staff via study leave and financial contributions to course fees.

### Internal Development Activities

Secondments within and across programs continue to be encouraged as these provide opportunities for staff to enhance and expand their skills in other areas. During the year, 6 staff took advantage of secondment opportunities ranging in time from one month to twelve months. These opportunities allowed for a greater understanding of other programs and a sharing of knowledge and expertise.

A diverse range of topics have been covered in program specific and organisation wide professional development sessions. These include Forensic Drug and Alcohol Report Writing, Understanding Vicarious Trauma, Effects of Drug Use, Cultural Awareness, Duty of Care and Case Noting.

## External Training and Conferences

We have also been very active in attending and presenting at conferences and providing information and training sessions to funding bodies, stakeholders, and the community. Some examples of this activity are:

- Delivering training in disabilities in formal collaboration with RMIT University.
- Presentations to Regional DHS Drug and Alcohol Co-ordinators and Service providers' conferences.
- Presentations at the Direct Support Workers Conference
- Presentations at the 3rd Reintegration Puzzle Conference and Winter School in the Sun
- Presenting at Community Correctional Service staff training
- Attending ACE Disability Employment Conference, Jobs Australia National Conference, Job Capacity Assessments Conference, and Conference and National Employment Services Association Conference
- Attendance at Building Better Boards and CPA conference
- Attendance at the International Conference on Psychology and Law and annual ANZATSA conference.

## Formal Courses of Study

During the year the following formal courses of study were commenced, continued or completed:

Masters of Criminology; Forensic Psychology; Psychology; Law Post Graduate in Psychology  
Grad. Dip Disability Studies  
Advanced Dip. Disability Studies; Drug and Alcohol Dip Counselling; Accountancy and Business;  
Bachelors of Social Work; Arts  
Certificate IV in Disabilities; Workplace Training

## Future Directions

ACSO will continue to aim to be an employer of choice across our program areas. Goals for 2007/2008 include:

- Formalise Employee Assistance and Family Policies
- Conduct a staff survey to determine staff recognition of and opportunities for involvement in organisational wide activities such as strategic planning
- Pending evaluation offer Mental Health First Aid training to staff

# 2006/2007 Staff List

## Administration and Finance

### Chief Executive Officer

Antony Calabrò

### Deputy Chief Executive Officer

Karen Stace

### Director of Business Management

Ed Holmes

Carlos Braz  
Christine Cappello  
Natalie Cassimatis  
Sophie Coghlan  
Angie Deegan  
Petula Frantz  
Louise Guest  
Amanda Kelly  
Brooke Pascoe  
Evelyn Ramsey  
Noel Roxas  
Tammy Rowe  
Natasha Salter  
Viktoria Shumko  
John Swinnerton  
Nely Tanur  
Yvonne Webster

### Care Plan Assessment Victoria (CPAV) (closed March 2007)

#### General Manager

Claire Vissenga

#### Practitioner Manager

Anne-Maree Thomas

Danielle Gold  
Naomi Gulliver  
Jan Kraina  
Danny Sullivan  
John Swinnerton  
Mark Tatti

## Disability and Adolescent Program (DAP)

### Program Manager

Kathy Arentz

### Assistant Manager

Brett Anderson

### Co-ordinators

Tracey Allen  
Brendan Arentz  
Guy Cooper  
Jeff Rose  
Simon Wardale

Stephen Abiuso  
Cidgem Akkaya  
Dean Alexander  
Aaron Allen  
Vin Allen  
Kathy Astrinakis  
Tony Astrinakis  
Troy Barras  
Elma Becirovic  
Tim Blanksby  
Steve Bone  
Morris Briones  
Gary Brook  
Michael Cadogan  
Peter Cushing  
Paul De Salvo  
Anneka De Wit  
Shaun Dibben  
Mieke Donald  
Jeff Douglas  
Mark Fleming  
Dip Gohil  
Deidre Goodman  
Ely Gul  
Denis Hajrulahovic  
John Haythorpe  
Niall Hewitt  
Jane Hingston  
Steven Hodges

Daniel Horvath  
Nicole Jones  
Simon Jones  
Peter Kennedy  
Lena Kiki  
John Kildea  
Michael Kofmansky  
Josephine Ledden  
Haydn Mathers  
Don McAlpine  
Daniel McCoy  
George McCranor  
Radomir Medic  
Sarah Meyers  
Joseph Miles  
John Moore  
Tim Morrissey  
Frank Muscara  
Kirsten Naus  
Chrisoula Noutsis  
Derek O'Donnel  
Marcela Olivo  
Jasmin Ong  
Stan Pappos  
Annerleigh Parkinson  
Ian Power  
Amanda Ralley  
Barbara Renou  
Michael Roche  
Noel Runnalls  
Leon Scadden  
Denice Schoenpflug  
Yamine Sevim  
Despina Sidiropoulos  
Doug Skate  
Rinke Slotegraaf  
Anthony Smith  
Christine Smith  
Christopher Smith  
Denise Smith  
Peter Stanislawski  
Anthony Stratford  
Andrew Taylor

Cara Thomson  
Paul Tomaszewski  
Tuba Topal  
Darren Warren  
Nathan Wilson  
Neil Young

## Employment Services

### Manager

Renae MacNamara

### Job Capacity Assessments

David Ashley  
Linda Millard  
Irene Watkins

### Personal Support Program (PSP)

#### Co-ordinator

Jerry Diner

Teresa Facer  
Alastair Castle  
Leanne Nedelkovski  
Hung Nguyen  
Melissa Scicluna  
Fiona Terrill  
Irene Watkins  
Denise Zammitt

### Specialist Employment Program

#### Co-ordinator

Terry Roberts

Lucia De Lorenzo  
Paula Pecchiari  
Susan Walsh

## [Staff List continued]

### Vitality Personnel

#### Dandenong

##### Co-ordinator

Margaret Thompson

Natalie Beardon  
Sarah Collinson  
Annette Colpoys  
Mariane Hart  
Nicole Skorlich  
Manal Zeini

#### Geelong

##### Co-ordinator

Angelo Messina

Gail Allemand  
Lynette Beard  
Robyn Bitmead  
Des Carter  
Rachel Clark  
Annette Dalgleish  
Ben Foster  
Sarah Graham  
Sharon Jones  
Hayley Maloney  
Jodi Larkins  
Linda Shaw  
Maree Stringer  
Allison Swayn  
Vicki Tannahill  
Rodney West

### Justice Services

#### Program Manager

Jenny Johnston

#### Assistant Managers – COATS

Bernard Hanson  
Vi Lotter

#### Allocations Co-ordinator

Jodie Armstrong

#### Clinical Variations and Client Services Co-ordinator

Nick Garofalo

#### Co-ordinator Aboriginal Diversion Unit (seconded to Ngwala Willumbong Aboriginal Co-operative)

Michael Moran

#### Assistant Manager – BTG, CHPI, CSEP, STOP

Annie Trainor

#### COATS Finance Manager

Amanda Kelly  
Petula Franz

#### Bridging the Gap (BTG)

Jason Gowlett  
Bev Fox  
Nain Philp  
Kate Wyatt

#### Community Offender Advice and Treatment Service (COATS)

#### Client Services Unit

Nenita Baticia  
Natalie Cassimatis  
Stacey Chick  
Diane Evans  
Brooke Goble  
Helga Hornig  
Shelley Marano  
Jodi Redman  
Brett Richards  
Tammy Rowe  
Kerry Scambler  
Georgina Vakouftis

### Clinical Agency Liaison Officers

Neil Fresle  
Sue Hill  
Lisa Leo  
George Kiridis  
Sue Nelson  
Patricia Read  
Jan Rowsell

### Clinicians

Brien Baxter  
Shane Brasier  
Darron Burt  
Karren Chapple  
Michelle Cohen  
Jane Fiscaro  
Sally Fountas  
Nick Garofalo  
Marlyn Gavaghan  
Shawn Goldberg  
Jason Gowlett  
Sue Hill  
Ann Hinton  
Jane House  
Michael Inglis  
Jo Jackson  
Lisa Jackson  
Eric Jenney  
Carly Katz  
Maria Korras  
Robyn Lipcsey  
Sheridan Manley  
James McIntyre  
Elizabeth Meagre  
Jane Moreton  
Chris Morrison  
Nita Quick

Brad Roberg  
Jan Rowsell  
Kirsten Seymour  
Warren Simmons  
Jacinta Smith  
Prue Stevens-Jones  
John Tasca  
Graham Toohey  
Julie Walters  
Geoff Williamson  
Ina Woitassek

### Project Officers

Kate Bischof  
Helen Kalpakoff  
Georgina Vakouftis

### Corrections Housing Pathways Initiative (CHPI)

Emma Bell  
Cris Curulli  
Brenton Hales  
Annerleigh Parkinson  
Robert Stagg

### Correctional Services Employment Pilot Program (CSEPP)

Lisa Dwyer  
Michelle Jokic  
Wayne Schulz  
Paul Wilson

### Sex Offenders Outreach and Transition Program (STOP)

Kate Bischof  
Brenton Hales  
Rob Telfer

## [Staff List continued]

### Students

#### COATS

Mary Brindley      Monash University  
Lynda Giddings      Deakin University  
Stjepan Kulundzic      La Trobe University

### Transitional Programs

Emma Bell      Swinburne University  
Laura Baxter      Holmesglen TAFE  
Jacinta MacLeod      Australian Institute of Public Safety  
Bianca Van Griefken      Australian Institute of Public Safety  
Kate Watson      Holmesglen TAFE

### Prison Outreach and Support (POST)

#### Program Manager

Sr. Clare McShee

Bev Fox  
Moiria Murphy (volunteer)

### Specialist Services

#### Program Manager

Robb Ritchens

### Specialist Outreach Program

Allison Falzon  
Mark Flemming  
Bern Haggardorn  
Mark Jordan  
Kristin Naus  
Roger Singaravelu

### McCormack House

Aiden Fahey  
Len Reynolds  
Roger Singaravelu

# Sustainability Report

## Overview

In our 2005/2006 Annual Report we included a preliminary report aimed at communicating our contribution to a sustainable future. This report was written with reference to those elements of the Global Reporting Initiative Sustainability Reporting guidelines that were recorded in the report. This year we have modified our reporting to concentrate on our achievements in contributing to environmental sustainability and reducing ACSO's impact on the environment.

The Global Reporting Index identifies key indicators for Environmental performance.

These include:

- total materials used,
- energy use by source,
- renewable energy use,
- water use,
- greenhouse gas emissions,
- ozone depleting substances air emissions and
- total waste by type and destination.

## 2006/2007 Achievements

### Energy Use and Greenhouse Gas Emissions

In late 2005, ACSO initiated a conversion of all electricity usage in our residential houses and offices in Melbourne (with the exception of Head Office) and Dandenong to the GreenEarth initiative.

We are pleased to report our savings over the 2006/2007 year in Greenhouse Gas Emissions are 271.44 tonnes of greenhouse gases. This is an increased saving of 34% over 2006. This saving is equivalent to taking 63 cars off the road for a full year or planting 1,073 new trees.

We also engaged consultants to review our lighting systems and use in Head Office. The implementation of the recommendations made will be delayed due to the uncertainty of our tenancy at our current premises.

In 2006/2007 we converted our entire motor vehicle fleet from predominately 4 litre vehicles to vehicles with less than 2 litre capacity. This will yield an estimated saving of 27% in petrol consumption. We have also purchased one hybrid car as a trial pool car.

## Waste and Materials

We continue to use 100% post consumer recycled paper throughout all our locations and to recycle used toner cartridges. In 2006 we recycled over 20 pieces of obsolete computer equipment. These were either reconfigured and made available to low income earners or recycled.

Recycling of bottles, cans, newspapers etc is well established at all locations.

## Water Use

In 2005 we installed grey water systems in our residential programs, and this has continued to provide savings in water use as well as enabling our clients to maintain their interest in gardening.

## Future Goals 2007/2008

We have set the following sustainability goals for the coming 12 months.

### Motor Vehicles

- Increase car pooling and other initiatives such as use of public transport where practical, to reduce overall petrol use and associated running costs and impacts.

### Energy

- Consider implementing recommendations from the lighting review (referred to above) at ACSO's head office, either in our current location or new location, to reduce electricity use.
- Seek funding for trial of solar energy hot water system for one of ACSO's residential programs to increase use of renewable energy and reduce energy costs to clients.

# Concise Financial Statements

# Financial Analysis & Commentary

A financial surplus of \$491,204 for the year which benefited from an increase in interest income due to better investment of cash reserves and a small surplus from our operating results. We experienced some cost pressures on the organisation late in the financial year with increases in head office rental and fuel costs. We significantly changed our motor vehicle fleet composition to all vehicles being less than 2 litre capacity by 30th June to address the issue of fuel prices in future years. We are currently evaluating our options in terms of office rental.

Total funding and other income was \$22.1m an increase of 7% on last year. This increase was mainly in DHS funding for new program initiatives and a CPI increase. Total employment costs rose in line with CPI and for new programs established.

Total other expenses of \$1.7m was 11% below last year due to the completion of the scanning project of client files and decreases in expenditure in a number of areas including consultancy, information technology, fuel and insurance.

Australian Community Support Organisation Inc.  
( Vic Inc. Reg No A 0001674x)  
Concise Financial Statements 2007  
**COUNCIL REPORT**

Your council members submit the financial report of the Australian Community Support Organisation Inc. for the financial year ended 30 June 2007.

### Council Members

The names of council members during the year are:

The Hon. Justice Alastair Nicholson AO RFD  
Ersilia Barbone  
Justice Sally Brown  
Anthony Cant  
Dr Charles Leigh Gassner APM (appointed 30/08/2007)  
The Hon. Jim Kennan S.C. (resigned 23/05/2007)  
Dr Heather Manning  
Assoc Prof Karen Nankervis  
The Hon. Justice Tony Pagone (resigned 12/08/2007)  
His Hon. Judge David Parsons (appointed 30/08/2007)  
The Hon. Justice Mr Robert Redlich  
Malcolm Simister (appointed 5/2/07)  
Judy Ward (resigned 12/08/2007)  
Michael Wright  
Antony Calabro (stood down due to Constitutional amendment 25/08/2006)  
Christine Cappello  
Sr Claire McShee AM F.M.D.M

### Principal Activities

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

To provide a wide range of services to clients in relation to drug and alcohol, intellectual disability, and mental health issues within Victoria and employment services to clients in Victoria.

### Significant changes

During the year new programs for Justice Services NJC, CISP, CALO and VP JCA were started. We have also expanded our VP JN Dan-denong and Justice Services Sex Offender programs. CPAV, VP JN Geelong, Justice Services CSEP and DAP's SOS office were closed. We have been advised on the 14th September that we were successful in a tender bid with the Department of Justice for the IBSP program.

### Operating result

The surplus from ordinary activities amounted to \$491,204. Signed in accordance with a resolution of the Members of the Council.



ACTING CHAIR Karen Nankervis



CHIEF EXECUTIVE OFFICER Antony Calabro

Dated this 1st day of OCTOBER, 2007

[ INCOME STATEMENT FOR THE YEAR ENDED 30TH JUNE 2006

	CONSOLIDATED ENTITY	
	2007	2006
	\$	\$
REVENUE	22,117,702	20,640,268
EMPLOYEE BENEFIT EXPENSES	-8,480,421	-7,985,487
DEPRECIATION AND AMORTISATION EXPENSES	-696,224	-645,419
RENTAL EXPENSES	-517,254	-451,453
OTHER EXPENSES	-1,653,416	-1,865,614
COATS DRUG & ALCOHOL TREATMENT EXPENDITURE	-10,279,183	-9,461,286
PROFIT BEFORE INCOME TAX	491,204	231,009
INCOME TAX EXPENSE	0	0
SURPLUS FOR THE YEAR	491,204	231,009
TOTAL CHANGES IN EQUITY OF THE ASSOCIATION	491,204	231,009

[ BALANCE SHEET AS AT 30TH JUNE 2006

	CONSOLIDATED ENTITY	
	2007	2006
	\$	\$
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	13,101,426	11,820,151
Trade & Other Receivables	506,681	294,429
Prepayments	49,468	57,666
<b>TOTAL CURRENT ASSETS</b>	<b>13,657,585</b>	<b>12,172,246</b>
<b>NON-CURRENT ASSETS</b>		
Intangible Assets	24,789	16,603
Plant and Equipment	1,726,575	1,369,387
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,751,364</b>	<b>1,385,990</b>
<b>TOTAL ASSETS</b>	<b>15,408,949</b>	<b>13,558,236</b>
<b>CURRENT LIABILITIES</b>		
Trade & Other Payables	11,193,239	9,933,608
Interest bearing liabilities	0	2,121
Provisions	820,745	726,976
<b>TOTAL CURRENT LIABILITIES</b>	<b>12,103,984</b>	<b>10,662,705</b>
<b>NON-CURRENT LIABILITIES</b>		
Interest bearing liabilities	0	0
Provisions	87,358	79,128
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>87,358</b>	<b>79,128</b>
<b>TOTAL LIABILITIES</b>	<b>12,101,342</b>	<b>10,741,833</b>
<b>NET ASSETS</b>	<b>3,307,607</b>	<b>2,816,403</b>
<b>EQUITY</b>		
Retained profits	3,307,607	2,816,403
<b>TOTAL EQUITY</b>	<b>3,307,607</b>	<b>2,816,403</b>

The above Income Statements should be read in conjunction with the accompanying notes.

[ STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30TH JUNE 2007

EQUITY	CONSOLIDATED ENTITY	
	RETAINED PROFITS	TOTAL EQUITY
	\$	\$
BALANCE AS AT 1/07/05	2,585,394	2,585,394
Surplus for the Year	231,009	231,009
Balance as at 30/06/06	2,816,403	2,816,403
Surplus for the Year	491,204	491,204
<b>BALANCE AS AT 30/06/07</b>	<b>3,307,607</b>	<b>3,307,607</b>

[ CASH FLOW STATEMENT FOR THE YEAR ENDED 30TH JUNE 2006

CASH FLOWS FROM OPERATING ACTIVITIES	CONSOLIDATED ENTITY	
	2007	2006
	\$	\$
Funding – DHS	21,079,269	19,300,526
Funding – Other	969,255	1,229,303
Employment Program Fees	2,057,616	1,870,694
Court Awarded Payments/ Donations/ Miscellaneous	24,476	24,743
Interest received	458,929	255,331
Other receipts	303,219	357,886
Payments to suppliers and employees	-22,629,175	-21,156,424
<b>Net cash flows from (used in) operating activities</b>	<b>2,263,588</b>	<b>1,882,059</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchases of plant & equipment	-1,992,715	-629,506
Proceeds on sale of plant & equipment	1,012,735	274,121
Repayment of hire purchase liability	-2,333	-8,484
<b>Net cash flows from (used in) investing activities</b>	<b>-982,313</b>	<b>-363,869</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>1,281,275</b>	<b>1,518,190</b>
Cash and cash equivalents at beginning of year	11,820,151	10,301,961
<b>Cash and cash equivalents at end of year</b>	<b>13,101,426</b>	<b>11,820,151</b>

The above Income Statements should be read in conjunction with the accompanying notes.

# Notes To The Concise Financial Statements For The Year Ended 30 June 2007

The financial report of Australian Community Support Organisation Inc. for the year ended 30 June 2007 was authorised for issue in accordance with a resolution of the Members of the Council on 1st October 2007.

## NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

This financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards, Urgent Issues Group Consensus Views and other authoritative pronouncements of the Australian Accounting Standards Board and the requirements of the Associations Incorporations Act of Victoria.

The financial report covers Australian Community Support Organisation Inc. and its controlled entities. Australian Community Support Organisation Inc. is an association incorporated and domiciled in Australia under the Association Incorporation Act 1984.

The following is a summary of the significant accounting policies adopted by the Association in the preparation of the financial report.

### a. Basis of Preparation

The financial report has been prepared on a historical cost basis. The financial report is presented in Australian dollars and all values are rounded to the nearest dollar.

### b. Basis of Consolidation

The parent entity conducts all operations and as a result the financial statements represent those of the parent entity and the consolidated entity except where stated. ACSO comprises of two controlled entities, Vitality Personnel and Vitality Personnel Labour Hire. The investment held in each of the controlled entities is one share of \$100.

### c. Cash and Cash Equivalents

Cash on hand and in banks and short-term deposits are stated at nominal value with an original maturity of three months or less. For the purposes of the Statement of Cash Flows, cash includes cash on hand, at banks and on deposit which is readily convertible into cash.

### d. Statement of Compliance

The financial report complies with Australian Accounting Standards, which include Australian equivalents to International Financial Reporting Standards (AIFRS).

This is the second financial report prepared based on AIFRS. Australian Accounting Standards that have been issued recently but are not yet effective have not yet been adopted for the annual reporting period ending 30 June 2007.

[refer to table on page 72]

### e. Trade and Other Receivables

Trade receivables, which generally have 7-30 day terms, were recognised and carried at original invoice amount less a provision for any uncollectible debts. An estimate for doubtful debts was made when collection of the full amount was no longer probable. Bad debts were written off when incurred.

### f. Plant and Equipment

Plant and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses. Such cost includes the cost of replacing parts that are eligible for capitalisation when the cost of replacing the parts is incurred. Similarly, when each major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement only if it is eligible for capitalisation.

#### [Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful life of the assets as follows:

Class of Fixed Asset	Depreciation Rate
Motor Vehicles	25%
Leasehold Improvements	20%
Furniture & Equipment	20%
Office Equipment	20%
Computer Equipment	33.3%

Fixed assets with a cost of less than \$1,000 are expensed in the year of purchase.

## [ Statement of Compliance

REFERENCE	TITLE	SUMMARY	APPLICATION DATE OF STANDARD*	IMPACT ON GROUP FINANCIAL REPORT	APPLICATION DATE FOR GROUP*
AASB 2005-10	Amendments to Australian Accounting Standards [AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023 & AASB 1038]	Amendments arise from the release in August 2005 of AASB 7 Financial Instruments: Disclosures.	1 January 2007	AASB 7 is a disclosure standard so will have no direct impact on the amounts included in the Group's financial statements. However, the amendments will result in changes to the financial instrument disclosures included in the Group's financial report.	1 July 2007
AASB 2007-3	Amendments to Australian Accounting Standards arising from AASB 8 [AASB 5, AASB, AASB 6, AASB 102, AASB 107, AASB 119, AASB 127, AASB 134, AASB 136, AASB 1023 & AASB 1038]	Amending standard issued as a consequence of AASB 8 Operating Segments.	1 January 2009	AASB 8 is a disclosure standard so will have no direct impact on the amounts included in the Groups financial statements. However the new standard is expected to have an impact on the Group's segment disclosures as segment information based on management reports are more detailed than those currently reported under AASB 114.	1 July 2009
AASB 7	Financial Instruments: Disclosures	New standard replacing disclosure requirements of AASB 132.	1 January 2007	Refer to AASB 2005-10 above.	1 July 2007
AASB 8	Operating Segments	This new standard will replace AASB 114 Segment Reporting and adopts a management approach to segment reporting.	1 January 2009	Refer to AASB 2007-3 above.	1 July 2009

### [Impairment

The carrying values of plant and equipment are reviewed for impairment at each reporting date, with recoverable amount being estimated when events or changes in circumstances indicate that the carrying value may be impaired.

The recoverable amount of plant and equipment is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

For an asset that does not generate largely independent cash inflows, recoverable amount is determined for the cash-generating unit to which the asset belongs, unless the asset's value in use can be estimated to be close to its fair value.

An impairment exists when the carrying value of an asset or cash-generating unit exceeds its estimated recoverable amount. The asset or cash-generating unit is then written down to its recoverable amount.

For plant and equipment, impairment losses are recognised in the income statement in the revenue line item.

### g. Leases

The determination of whether an arrangement is or contains a lease is based on the substance of the arrangement and requires an assessment of whether the fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset.

Finance leases, which transfer to the Association substantially all the risks and benefits incidental to ownership of the leased item, are capitalised at the inception of the lease at the fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are recognised as an expense in profit or loss. Capitalised leased assets are depreciated over the shorter of the estimated useful life of the asset and the lease term if there is no reasonable certainty that the Association will obtain ownership by the end of the lease term.

Operating lease payments are recognised as an expense in the income statement on a straight-line basis over the lease term.

Lease incentives are recognised in the income statement as an integral part of the total lease expense.

### h. Trade and Other Payables

Liabilities for trade creditors are carried at cost which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the consolidated entity.

The Association also recognises creditors in relation to the COATS Brokerage Program. Under this Program, Brokerage income received in advance is accounted for as unearned revenue (Income received in advance COATS). When the income is assigned to a specific service for a client, the relevant Brokerage expense is transferred to an accrual account (Accrued for COATS service).

Income in advance Other has been received from funding bodies by the Association prior to the dispensation of contract services.

### i. Provisions

Provisions are recognised when the Association has a present (legal or constructive) obligation to make a future sacrifice of economic benefits to other entities as a result of past transactions or other past events, it is probable that a future sacrifice of economic benefits will be required and a reliable estimate can be made of the amount of the obligation.

### j. Revenue Recognition

#### [Grant Income

Grant income is recognised when the Association obtains control of the grant or has the right to receive it. Deferral is only permitted when there is an express provision that the monies must be repaid if certain conditions are not met. A \$71,585 maintenance fund for our 7 Disability residential houses has had to be set up.

#### [Interest

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

#### [Rendering of Services

Revenue is recognised based on number of labour hire hours provided as a service.

## k. Taxes

### [Income Tax

The Association is endorsed as an income tax exempt charitable entity under Subdivision 50-B of the Income Tax Assessment Act 1997. ACSO is also classified as a public benevolent institution and endorsed as a deductible gift recipient under Subdivision 30-BA of the Income Tax Assessment Act 1997.

### [Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the Balance Sheet are shown inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Income Statement.

Cash flows are included in the Cash Flow Statement on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the taxation authority.

## l. Employee Leave Benefits

Provision is made for the Association's liability for employee benefits including on costs arising from services rendered by employees to balance date. Employee benefits expected to be settled within one year comprising wages and salaries, annual leave and long service leave which will be settled within one year, have been measured at their nominal amount based on remuneration rates which are expected to be paid when the liability is settled. Other employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those entitlements.

Shift workers in the DAP program who are regularly rostered to work on weekends and public holidays are now entitled to an additional 1 week annual leave per annum.

ACSO staff are entitled to take 3 months long service leave after 15 years completed service. From 1st Jan 2006, in the event of staff leaving, employees will be entitled to pro-rata payment of LSL, if they have completed 7 years of service. The provision has been calculated for all employees using a probability factor based on the number of years service.

## m. Impairment of Financial Assets

The Association assesses at each balance sheet date whether a financial asset or group of financial assets is impaired.

### [Financial Assets Carried at Amortised Cost

If there is objective evidence that an impairment loss on loans and receivables carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate (ie the effective interest rate computed at initial recognition). The carrying amount of the asset is reduced either directly or through use of an allowance account. The amount of the loss is recognised in profit or loss.

The Association first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, and individually or collectively for financial assets that are not individually significant. If it is determined that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, the asset is included in a group of financial assets with similar credit risk characteristics and that group of financial assets is collectively assessed for impairment. Assets that are individually assessed for impairment loss is or continues to be recognised are not included in a collective assessment of impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed. Any subsequent reversal of an impairment loss is recognised in profit or loss, to the extent that the carrying value of the asset does not exceed its amortised cost at the reversal date.

# Statement By Members Of The Council

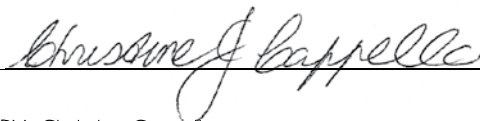
In the opinion of the Council the concise financial report as set out on page 68-74.

1. Presents fairly the financial position of Australian Community Support Organisation Inc. and the consolidated entity as at 30 June 2007 and their performance for the year ended on that date in accordance with Australian Accounting Standards, mandatory professional reporting requirements and other authoritative pronouncements of the Australian Accounting Standards Board.
2. At the date of this statement, there are reasonable grounds to believe that Australian Community Support Organisation Inc. will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Council and is signed for and on behalf of the Council by:



ACTING CHAIR Karen Nankervis



ASSOCIATION SECRETARY Christine Cappello

Dated this 1st day of OCTOBER, 2007

# Auditors Report



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## **Independent auditor's report to the members of Australian Community Support Organisation Inc.**

The accompanying concise financial report of Australian Community Support Organisation Inc. comprises the balance sheet as at 30 June 2007, the income statement, statement of changes in equity and cash flow statement for the year then ended and related notes, derived from the audited financial report of Australian Community Support Organisation Inc. for the year ended 30 June 2007. The concise financial report also includes discussion and analysis and the statement by the members of the Council. The concise financial report does not contain all the disclosures required by the Australian Accounting Standards.

### *Council's Responsibility for the Concise Financial Report*

The Council is responsible for the preparation and presentation of the concise financial report in accordance with Accounting Standard AASB 1039 *Concise Financial Reports*. This responsibility includes establishing and maintaining internal controls relevant to the preparation of the concise financial report; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on the concise financial report based on our audit procedures. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of Australian Community Support Organisation Inc. for the year ended 30 June 2007. Our audit report on the financial report for the year was signed on 4 October 2007 and was not subject to any modification. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

Our procedures in respect of the concise financial report included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Accounting Standard AASB 1039 *Concise Financial Reports*.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Independence*


In conducting our audit we have met the independence requirements of the Australian professional accounting bodies.

Liability limited by a scheme approved under  
Professional Standards Legislation

*Auditor's Opinion*

In our opinion, the concise financial report, including the discussion and analysis and the statement by the members of the Council of Australian Community Support Organisation Inc. for the year ended 30 June 2007 complies with Accounting Standard AASB 1039 *Concise Financial Reports*.

  
Ernst & Young

  
R. Bruce Dungey  
Partner  
Melbourne  
4 October 2007

# GLOSSARY

TERM	DEFINITION
<b>AVWWA</b>	Australian Vietnamese Womens' Welfare Association Partner with ACSO for delivery of BTG. Delivers support for Indo-Chinese clients released from Fulham Prison.
<b>BROKERAGE</b>	COATS Program, Commonwealth & State funding for provision of drug and alcohol treatment.
<b>BTG</b>	Bridging the Gap. A program of Corrections Victoria operated by 5 community agencies to provide support for various categories of persons leaving prison. ACSO's BTG program is for males over 25 with no family supports and also for males with mental health, disabilities and problematic behaviours.
<b>CPAV</b>	Care Plan Assessments Victoria. In conjunction with Forensicare ACSO operate this service which conducts bio-psycho-social assessments and develops Care Plans for persons with multiple and complex needs who are referred to it by the Multiple and Complex Needs Panel. ACSO is responsible for employment and line supervision of staff. Forensicare is responsible for operations and provides specialist clinical supervision. This program ceased operation in March 2007.
<b>CCCC</b>	Counselling Consulting and Continuing Care. A form of alcohol and drug treatment delivered by agencies in Victoria. CCCC is the majority of treatment prescribed by COATS.
<b>CCS</b>	Community Correctional Services the section of Corrections Victoria which administers community correctional orders and parole orders.
<b>CHPI</b>	Community Housing Pathways Initiative. A joint Corrections Victoria and Office of Housing pilot to provide transitional support and accommodation for persons leaving prison. ACSO delivers services for males leaving specific prisons and has nomination rights for 26 flats.
<b>CMS</b>	Client Management System, in-house database system to monitor clients, COATS Program.
<b>CALO</b>	Clinical Agency Liaison Officer. A worker in the COATS program who works with agencies to assist them in working within the COATS system.
<b>COATS</b>	Community Offenders Advice and Treatment Service. A program funded by DHS operated by ACSO to conduct assessment and broker treatment for various categories of offenders.
<b>CRDW</b>	Community Residential Drug Withdrawal a type of drug and alcohol treatment, purchased by COATS, which provides residential and supervised withdrawal from drugs and alcohol in a community setting.
<b>CSU</b>	Client Services Unit. COATS administrative staff, responsible for the booking of clinical assessments and initial treatment appointments for COATS clients.
<b>CV</b>	Corrections Victoria. The Division of the Victorian Department of Justice which administers prisons (both public and private) and Community Correctional Services. The division is administered by the Commissioner for Correctional Services and is responsible to the Minister for Corrections.
<b>CSEP</b>	Corrections Supported Employment Program. A Corrections Victoria operated by 2 non-government agencies to provide employment support for prisoners and clients of CCS. ACSO is contracted to deliver services in Barwon Prison and Margoneet Correctional Centre and in the Geelong area.
<b>DAP</b>	ACSO's Disability Program. Funded by Disability Services to provide services to persons eligible for services under the Victorian Intellectually Disabled Persons Services Act 1986. Consists of 6 Residential Programs, 5 Outreach Programs and 2 Therapeutic Programs.
<b>DEWR</b>	Commonwealth Department of Employment and Workplace Relations.
<b>DHS</b>	Victorian Department of Human Services.
<b>DEN</b>	Disability Employment Network. An ACSO program funded by DEWR which provides assistance to Job seekers with specialist needs that the Job Network providers are not able to accommodate these needs are largely mental health or intellectual disability. The service assists the clients in finding and maintaining long term open employment. The program is part of the Employment Services Program.
<b>EMPLOYMENT SERVICES</b>	An ACSO program comprising ACSO's Job Network (Vitality Personnel), PSP, DEN funded by DEWR and JCA funded by the Commonwealth Department of Human Services.
<b>ESO</b>	Extended Supervision Order. On order made under the Serious Sex Offenders Monitoring Act 2005 providing for orders placing condition upon serious sex offenders who live in the community. As part of the STOP Program ACSO has a contract with Justice to provide support for persons on ESOs. This contract replaced by the SOSF.
<b>FASA</b>	Funding and Service Agreement. The funding agreement entered into with DHS for the delivery of services funded by its various divisions.
<b>FORENSICARE</b>	Victorian Institute of Forensic Mental Health. Delivers Forensic Psychiatric Services in Victoria. Partnered with ACSO in the operation of Care Plan Assessments Victoria.
<b>GAP</b>	A program providing therapeutic support for clients who are difficult to engage in the DHS Northern and Western Metropolitan Region. Part of DAP.

<b>HEADS OF AGREEMENT</b>	Agreement between ACSO and drug and alcohol treatment agencies that governs the purchasing and provision of drug and alcohol treatment to COATS referred clients.
<b>INDIVIDUALISED FUNDING</b>	DAP- Funds allocated to a client who nominates which service type and provider they wish to use. These funds are not recurrent and may be increased or decreased at short notice by DHS through client choice. The Disability State Plan states that a vast majority of all funding by Disability Services will move to individualised funding by 2010.
<b>JCA</b>	Job Capacity Assessments. Part of ACSO's Employment Services Program funded by the Commonwealth Department of Human Services. It conducts employment capacity assessments of persons referred by Centrelink who have barriers to employment.
<b>JUSTICE</b>	Victorian Department of Justice.
<b>JUSTICE SERVICES</b>	An ACSO program delivering services to various categories of clients who have come into contact with the criminal justice system. It comprises: COATS (including NIDS) funded by DHS BTG funded by Justice CSEPP funded by Justice CHPI funded by Justice STOP funded by Justice
<b>KADW</b>	Koori Alcohol and Diversion Worker – a type of alcohol and drug treatment purchased by COATS and aimed at supporting indigenous clients referred by the Justice System.
<b>MCCORMACK HOUSE</b>	8 bed residential house for offenders with mental health issues. Funded by DHS Supported Accommodation Assistance Program (SAAP).
<b>MACNI</b>	Multiple and Complex Needs Initiative. The DHS funded initiative for clients with complex needs a component of which is CPAV.
<b>MULTIPLE AND COMPLEX NEEDS PANEL</b>	Established under the Human Services (Complex Needs) Act 2003 to facilitate delivery of services for people with multiple and complex needs and arranges the development and implementation of care plans. Refers cases to Care Plan Assessments Victoria.
<b>NIDS</b>	National Illicit Drug Strategy. Part of the Council of Australian Governments National Drug Strategy. The source of funds for the Commonwealth component of COATS brokerage funding.
<b>NW AMHS</b>	NW Area Mental Health Service.
<b>OFFICE OF HOUSING</b>	A branch of DHS to provide housing in various categories for disadvantaged people.
<b>SPECIALIST WOMENS' OUTREACH SERVICE</b>	Position funded by DHS providing support for female prisoners transitioning out of Dame Phyllis Frost Centre with a severe or borderline personality disorder.
<b>POST</b>	Prison Outreach Support and Transition. ACSO service which provides support and prison visiting transition support and accommodation for persons who do not qualify for other ACSO programs. Specialises in supporting sex offenders and works closely with STOP. This program is now replaced by SOS and CASST.
<b>PSBS</b>	Problematic Sexual Behaviours Service. A counselling and training program. Part of DAP.
<b>PSP</b>	Personal Support Programme. A program funded by DEWR for intensive case management.
<b>QICSA</b>	Quality Improvement Council of Australia quality accreditation for the social welfare sector.
<b>RESI. REHAB</b>	Residential Rehabilitation – a type of alcohol and drug treatment purchased by COATS, which provides intensive and holistic treatment for problematic drug and alcohol use in a residential therapeutic environment.
<b>SLAP</b>	Supported Living and Accommodation Program. Part of DAP.
<b>SOS</b>	Southern Outreach Service. Part of DAP.
<b>SS</b>	Specialist Services. An ACSO program delivering services to special categories of clients who have come into contact with the criminal justice system or are at risk of doing so. It comprises: Forensic Mental Health Program McCormack House Personality Disorder (Dame Phyllis Frost Centre) Worker
<b>STOP</b>	Sex Offender Transition and Support Program. A program of Justice. Services to provide outreach and transition support for sex offenders. Works closely with POST.
<b>SAAP</b>	Supported Accommodation Assistance Program. A joint Commonwealth/State homelessness program, administered in Victoria by DHS. McCormack House is funded by SAAP.
<b>THM</b>	Transitional Housing Manager. An agency contracted by DHS (Office of Housing) to manage transitional housing stock. Various THMs manage housing stock over which ACSO's CHPI program has nomination rights.
<b>VP</b>	Vitality Personnel Part of ACSO's Employment Services Program funded by DEWR for Job Network. Geelong and Dandenong sites.

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## [ about this report

This report reviews ACSO's operation and activity over the 2006/2007 year. It is designed to inform stakeholders about our performance as an organisation and provide a summary of achievements and future directions. Staff from all our programs have had input into the information provided in this report and we are grateful for their contributions..

Additional copies can be obtained from our website [www.acso.org.au](http://www.acso.org.au), from our head office, or by contacting us by e-mail, phone or post. All contact details are listed on the back cover:

We would welcome any feedback about this report or about any aspect of our operations.

## [ acknowledgements

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In2uition photography pgs 16-17

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