



acso

Australian Community Support Organisation

ACSO
STOPPED MY LONG WALK
OFF A SHORT PIER
GAVE ME
A HOME
GAVE ME
HOPE
TREATED ME
LIKE A
HUMAN
BEING

**ANNUAL
REPORT
2007/08**



The comment on the front cover was written by a client, and emerged from one of this year's strategic initiatives, being to gather information from ACSO stakeholders regarding their perceptions of ACSO.



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WHO WE ARE

ACSO is a community support organisation with a reputation for assisting some of the most highly disadvantaged 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.

We offer innovative service delivery within a diverse range of programs throughout the Melbourne metropolitan area and regional Victoria.

Our programs provide:

- Case management, crisis assistance, housing placements and intensive outreach support for people involved in the criminal justice system
- Residential, outreach and therapeutic support for people with an Intellectual Disability
- Employment support and Job Placement for people experiencing significant disadvantage
- Alcohol and Other Drug assessments for people involved in the criminal justice system
- Outreach and psycho-social support for people with a mental health diagnosis
- Intensive outreach support for people with multiple and complex needs

ACSO's service model ensures support is planned on an individual basis and in collaboration with each client, to ensure that their needs are met.

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 or 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 achieve outcomes through their contact with us.

Innovation

Striving to find new 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 LOCATIONS

ACSO is a Victorian state-wide service, with our head office in West Melbourne, with one other metropolitan office and six regional offices. ACSO operates eleven community 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.



OUR RELATIONSHIPS



OUR RELATIONSHIPS

- One of ACSO strategic initiatives is to identify opportunities for collaboration and partnerships in order to better meet the needs of existing clients and to diversify into service areas where we would be able to add value.
- ACSO has developed many positive working relationships within the community, which are critical to the success of delivering services to our client groups. These relationships include:

MEMBERS OF THE COMMUNITY:

- Clients and their families
- Members of the community who assist our clients
- Members of the community who are affected by our services
- Suppliers and business relationships.

NON-GOVERNMENT ORGANISATIONS THAT ACSO WORKS CLOSELY WITH:

- Yarra Community Housing
- Victorian Association for the Care and Resettlement of Offenders (VACRO)
- Jesuit Social Services
- Salvation Army Adult Services
- Australian Vietnamese Women's Association,
- Ngwala Willumbong
- Active Housing
- Plenty Valley Community Health Centre
- Mind Australia
- WISE Employment
- HomeGround Services
- South East Centre Against Sexual Assault
- Melbourne City Mission
- Mission Australia
- DEKRO
- King Personnel
- Arts Access
- VicPsych
- VicServe
- APM
- Wombat Housing
- Formal relationships with 100 Drug and Alcohol treatment agencies.

GOVERNMENT DEPARTMENTS THAT ACSO WORKS CLOSELY WITH:

- Department of Justice – Corrections Victoria, Courts, Police and Prisons
- Department of Human Services – Mental Health and Drugs Division, Housing and Homelessness Assistance and Disability Services
- Department of Employment, Education and Workplace Relations (DEEWR)
- Department of Human Services (DHS)
- Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)
- Forensicare
- Centrelink

EDUCATIONAL INSTITUTIONS THAT ACSO WORKS CLOSELY WITH:

- Royal Melbourne Institute of Technology (RMIT)
- Melbourne University
- Kangan Batman TAFE
- Monash University

BUILDING PARTNERSHIPS



LINK OUT

Link Out is a voluntary intensive transitional outreach support program. It is aimed at men exiting prison who are serving a sentence of more than three months, assessed as being moderate to high risk of re-offending, have significant transitional needs that are unlikely to be addressed without intensive case managed support and who are motivated and ready to make changes.

The Department of Justice (DoJ), Corrections Victoria has funded the Link Out Program until 2010.

Prior to the development of Link Out transitional services were provided by a variety of Department of Justice funded programs and service providers most specifically Bridging the Gap (BTG), Corrections Housing Pathway Initiative (CHPI) and the Correctional Services Employment Program CSEPP. The specific

criteria for each program meant that inclusion on one program resulted in exclusion on another therefore preventing a holistic approach to transitional support. Link Out, however, incorporates the three areas of support previously provided by BTG, CHPI and CSEPP as well as having designated Intake and Assessment Workers located at each male prison to ensure a smooth referral process for prisoners as well as state wide accessibility. A pre-release support phase of 8-10 weeks provides adequate time for the Link Out participant and Case Manager to establish a rapport and develop a Release Plan reflective of the needs and goals of the participant. Post release support is available for twelve months depending on the participant's ongoing needs and level of engagement.

The implementation phase of Link Out has provided us with an opportunity to bring

four well established agencies (ACSO, Jesuit Social Services, The Salvation Army and the Victorian Association for the Care and Resettlement of Offenders) together as a consortium to provide the one service. Notwithstanding the challenges of such a task, the spirit of cooperation and mutual support has ensured that we were able to become operational in a relatively short period of time. Although in its infancy the program has been well received at all 11 male prisons and prison programs staff have been very supportive of Link Out Intake and Assessment Workers as they become familiar with their new environs and the Link Out program processes. The referral numbers have been encouraging and we are confident of further refining our target group in the future to ensure we are assisting those with the greatest needs.



A MESSAGE FROM THE PATRON-IN-CHIEF

THE HONOURABLE ALASTAIR NICOLSON, AO RFD QC

Last year I wrote of the launch of ACSO's second Strategic Plan. I have been fortunate to observe the work of the Council's Strategic Positioning and Service Planning Committee through the Council, in providing strategic direction to management.

My work with other organisations confirms the importance of sound strategic planning and implementation as the cornerstone of good corporate governance.

This also works to ensure that ACSO's stewardship of community resources is responsible and relevant to the community's expectations.

I note that His Honour Mr Justice Robert Redlich will, at the end of the year, be standing down after being a member of the ACSO Council for five years. ACSO has been fortunate in having his Honour's support over that time and I express my appreciation to him for his contribution.

I also welcome His Honour Judge David Parsons and Dr Leigh Gassner APM to the Council whose knowledge and experience will be invaluable to ACSO's future work.

As ACSO draws close to 25 years of service to the most disadvantaged people, and we are preparing to move into new premises it is important to reflect on the foundations established in that time.

Staff continue to work to fulfil ACSO's mission in helping the most disadvantaged and disconnected people with optimism. In this work staff of all levels have adapted to changes in government policy to ensure that the organisation's work remains relevant to the community.



The Honourable Alastair Nicholson, AO RFD QC



COUNCIL CHAIR'S REPORT

MR MICHAEL WRIGHT

In this, my second year as Chair of ACSO, I am pleased to report that the Council has again actively undertaken its role of providing strategic direction and leadership to the organisation.

I begin, on the occasion of his retirement, by thanking His Honour Mr Justice Robert Redlich for his support for the organisation since he joined the Council in 2003.

In this year, I welcome His Honour Judge David Parsons and Dr Leigh Gassner APM as members of the Council. I also welcomed Mr Stewart Leslie to the Risk and Audit Committee who will commence in September 2008. Their experience will greatly benefit ACSO.

Karen Stace, Deputy CEO left ACSO to return to Maitland in New South Wales. Tony Calabrò will express ACSO's appreciation for Karen's work over her ten years with the organisation. I worked with Karen during my time as Chair and express my and the Council's appreciation for her work with the Council and especially during the formulation and implementation of the current Strategic Plan. Karen was replaced by Vaughan Winther as Deputy CEO.

The Strategic Plan Implementation Committee evolved and became the Strategic Positioning and Service Planning Committee. This reflects Council's desire to work with staff to take a forward look at the organisation's work. The Committee,

Chaired by Associate Professor Karen Nankervis, and comprising The Honourable Alastair Nicholson, Dr Heather Manning, Justice Sally Brown AM and Dr Leigh Gassner APM meets with staff from each program to consider specific policy implications for their programs. This assists in giving the Council a greater depth of understanding of the environment within which each program works. Elsewhere on this report you will read of the evolution of the Strategic Plan making it more relevant to ACSO's position in the sector. This has been overseen and supported by the Committee.

The Council Risk and Audit Committee, Chaired by Mr Malcolm Simister and with Mr Tony Cant, has played a crucial role in ensuring that ACSO's financial and risk issues are properly managed and reflect best practice. With growing accountability and scrutiny of the Not-for-Profit sector such oversight is crucial for assuring funders that they can have confidence in the efficacy and effectiveness of service provider organisations. In this context it is important to note that ACSO's 2007 Annual Report received a Silver Award from the Australasian Reporting Association and was runner-up in the inaugural Price Waterhouse Coopers Foundation and Institute of Chartered Accountants Not-for-Profit Transparency Awards. These awards are a direct result of the work of the staff and the Committee, for which I express my appreciation.

For its part, the Council's Governance Committee played a key role during the year by overseeing and implementing a modernised constitution for ACSO.

I express my appreciation to Mr Tony Lang of Counsel for his work and advice during this implementation phase. The constitution now better reflects the composition and work of the Council and its relationship with ACSO's staff. The Committee, chaired by Ms Ersilia Barbone and with His Honour Judge David Parsons, also plays a part in the review of the Council's role and reports on governance issues. Both the Governance and Risk and Audit Committees also contribute to an annual review cycle which was implemented during the year.

ACSO's work is based upon a sound structure with leadership being given by program and senior managers. Forming as an Executive they are responsible for implementation of both Council and operational policies. I have had the opportunity through Tony Calabrò, Vaughan Winther and Ed Holmes to observe their work and the confidence they have for their staff. The Council also expresses its appreciation and indebtedness for the staff and their dedication.



Mr. Michael Wright
Chairman

CHIEF EXECUTIVE OFFICERS REPORT



ANTONY CALABRÒ

The last financial year has been one of consolidation and development. It has also seen ACSO receiving recognition for its quality reporting and for transparency in its activities.

During the year Karen Stace left ACSO after ten years to return to Maitland in New South Wales. Karen began as a clinician in the COATS program in 1997 to become program manager. In 2004 Karen was appointed Deputy CEO and has been a great support for me and other senior managers. Her work also involved assisting Council in the development and implementation of the current Strategic Plan and our third QICSA quality accreditation round.

Vaughan Winther took over the role of Deputy CEO in February. Vaughan was previously the Manager of the Brosnan Centre operated by Jesuit Social Services. He brings to the position a depth of experience with each of our client groups and a strong interest in policy development. I welcome Vaughan and look forward to working with him.

Significant issues for the year

Change of premises

At the beginning of this financial year it became obvious that rents in the Spencer Street/Docklands precinct would rise significantly over the next few years. With this in mind Council approved the negotiation with the owners of our head office to fix our rent in return for our moving by the end of August 2008. A building at No 1 Hoddle Street was found on very favourable terms and we will take possession on the 1st August. The considerable investment in refurbishment has been partially offset by a rent free period and other favourable terms.

New Constitution

The Council Governance Committee, after a review of the Constitution, recommended to Council a wholesale re-writing of the constitution. This was based upon ACSO's membership structure and Council membership and composition. Council adopted this recommendation and Mr Tony Lang, of Counsel was retained to complete the task. The new constitution took effect on the 1st January 2008.

Policy issues

Mental Health - "prisons are the new asylums"

Mental illness continues to be a major issue for the community. We have seen the Council of Australian Governments (COAG) announce new Commonwealth initiatives for various categories of person who suffer mental illness. It is regrettable that these initiatives have failed to include our particular client group. If persons are on any justice order they have been specifically excluded from these programs. This is because justice and forensic issues are seen as being the responsibility of the states, and the Commonwealth has refused to provide funding to avoid cost shifting from the states to the Commonwealth.

The number of people in prisons with a significant mental illness has been estimated as high as 80%. Whilst they receive adequate treatment in prison they are usually discharged without preparation and planning. As with issues of homelessness organisations such as ACSO receives low levels of funding and competes with generalist providers. This situation must be described as deplorable. ACSO calls for COAG to address this situation and overcome the supposed constitutional barriers.

Accommodation and Homelessness

Another area where our clients have been victims of a constitutional demarcation is in the area of homelessness. For the life of the Supported Accommodation Assistance Program (SAAP) the Commonwealth has refused to provide growth funding for our program. Our funding is at the real levels of the funding we received in 1985 and has not increased since then. We again exhort both Commonwealth and State governments to recognise that our client group is in need of direct funding to help them find safe and affordable accommodation. Our clients face multiple disadvantages of a criminal record, fear of public and private landlords letting properties. At a time when affordable housing is shrinking at an alarming rate our clients are facing significant issues in being able to compete for housing. All governments should seriously consider the consequences of not addressing this issue.

ACSO, through the accommodation strategy within its Strategic Plan is looking at different accommodation and housing options. Part of this work is involving lobbying government and looking at different supportive accommodation models.

Financial

The significant surplus detailed in the audited accounts has been generated by high interest income and a lag between receiving funding and commencement of programs. During the year there was also funding received for the purchase of capital items which international accounting standards require that they be brought in as income in the year of receipt. It is not anticipated that this will occur in following years because of the commitment to the move to new premises.

Quality Certification

During the year ACSO received its QICSA quality certification after its third triennial review. At the time that ACSO embarked on this process nine years ago it was one of the first agencies in our sector to follow the process. As previously reported this process involved a review of our policies and processes by external assessors and meeting continuous quality improvement. The process was a great commitment by staff and managers. Over recent years we have seen QICSA modules becoming a requirement of Department of Human Services (DHS) funding.

ACSO's Strategic Positioning and Service Planning Committee

This new Council Committee has been overseeing the implementation of our Strategic Plan, details of which are set out elsewhere in the Annual Report. The important item to note about this process is the fact that our Plan is not a fixed process, but it has been allowed to evolve with the work of each of the strategy working groups. This has allowed the each of strategies to adapt to policy and practice changes as they occur. At the same time the Committee can ensure that the Plan's evolution remains relevant to Council's strategic directions.

Part of the Committee's process includes meetings with program managers and senior staff to survey developments in each program's sector. This program has been useful for Council as it gives a greater depth of understanding as to the environment within which each program operates. As an example the presentation by the Specialist Services program enabled members to understand the particular systemic issues which persons with a mental illness face upon leaving prison.

Disability Program

During the year Kathy Arentz retired after more than 16 years as manager of the program. Kathy oversaw the development of the program and established effective working relationships with the DHS and other stakeholders. I express my thanks and appreciation for her work with ACSO. Brett Anderson has been appointed Manager of the program and there has been an effective transition to a new management structure. I wish Brett well in his new role.

The implementation of the Disability Act is now complete and the program has experienced an increase in the administrative requirements associated with the new Act including Supervised Treatment Orders. These orders

are required due to the nature of the restrictions required on clients' independence because of the risks they pose to staff, other clients and the community. This is requiring program management seeking orders through the Victorian Civil and Administrative Tribunal.

During the year there was the death of an Armadale House client. The circumstances are still under investigation and it has been a difficult time for all staff and the client's family.

Link Out Program

The year saw ACSO, as lead agency/ contract holder, and part of a consortium including Jesuit Social Services (Brosna Centre), Salvation Army (Adult Services) and VACRO as the successful bidder with Corrections Victoria for the provision of male transition support services across Victorian prisons. The process was affirming in that, previous competitors worked together to enhance the qualities of each organisation. Strong and positive working relationships between the agencies have been developed which will inevitably lead to better outcomes for our clients. The Link Out program, managed by Annie Trainor, commenced in December.

Justice Services Program

ACSO's Link Out component is managed by the Justice Services Program and replaces the former Corrections Victoria funded transition programs. As well as the typical issues, clients are also facing major issues in securing safe and affordable accommodation and are being forced into housing of deteriorating standards.

The program continues to play its crucial role in forensic alcohol and drug treatment through COATS. It is experiencing clients presenting with more heroin use as more heroin is becoming available on the streets. The increased risk of overdose and death is of grave concern.

The Sex Offender Support Program has seen an increased number of offenders receiving Extended Supervision Orders.

This creates greater issues for them in terms of accommodation, and the increased difficulty in achieving discharge from prison.

Specialist Services Program

Concerns regarding the growing proportion of persons in prison have already been expressed. We are likewise experiencing that our clients are becoming younger. It is notable that few youth services are willing or able to take

young people with serious mental illness. This concern is being compounded by the fact that new drugs such as Ice are creating more of this client profile.

The housing crisis is particularly affecting persons with a mental illness who have come into contact with the criminal justice system. These clients could be said to be triply disadvantaged in an environment of less affordable housing and access to supported accommodation. This is creating immense pressure on McCormack House and the small number of beds available to clients.

Employment Program

Very low unemployment rates have meant that clients have a greater representation of extreme barriers to employment and so are harder to place. The level of support required for persons with extreme barriers and the support for employers who commit to employing them has required enhanced strategies and skills.

The Rudd government has informed the sector that the forthcoming employment tender will see an integration of all the existing services into a continuum of support required to assist the long term unemployed into sustainable employment. This new approach is welcomed as it will assist our severely disadvantaged client group.

A strong and effective working relationship between staff and Council continues to be the cornerstone of the organisation. I particularly express my personal appreciation to Chair Michael Wright and Deputy Chair Associate Professor Karen Nankervis who are available to provide input and support for myself and senior management.

Finally, I express my great appreciation to the Deputy Chief Executive Officer, Vaughan Winther, Director of Business Management, Ed Holmes and to the program managers, Robb Ritchens (Specialist Services), Jenny Johnston (Justice Services), Renae MacNamara (Employment Services), Brett Anderson (Disability), and Annie Trainor (Link Out). Their level of expertise and their commitment to our clients is reflected in the quality of service and the outcomes achieved. I also express my admiration and thanks for all the ACSO staff for their commitment to our mission and to their clients.



Antony Calabrò
Chief Executive Officer

We again exhort both Commonwealth and State governments to recognise that our client group is in need of direct funding to help them find safe and affordable accommodation. ... All governments should seriously consider the consequences of not addressing this issue.

"prisons are the new asylums"... The number of people in prisons with a significant mental illness has been estimated as high as 80%.

CHRIS'S STORY

ACSO was started by a man called Stan McCormack (1983) who served a number of years in Pentridge prison for armed robbery.

While Stan was in prison, he underwent a spiritual conversion. There were always people in his cell wanting to talk or needing advice. He was also operating the Salvation Army's "Epistle" magazine. When he was released, he created "the Epistle Centre, a support service for people making the transition out of prison."

Stan received some money from a volunteer to buy a property in Fitzroy. (1983) He used this as a drop- in centre and he lived there. He was a charismatic person, and soon gathered a group of about 30 volunteers.

In 1983, I was working in the travel industry, and feeling a bit disenchanted with it. I was introduced to Stan and was so taken with his vision that I offered my services in administration and helped him develop a Council.

Alistair Nicholson, who was then, Justice of the Supreme Court and Head of the Adult Parole Board, was approached and he agreed to become our Chairman and the Council was established in 1983. He believed in us and has been a wonderful support over the years. He was later appointed to the Family Court and has now retired and is our Patron.

Fortunately I'd sold a house and was a bit flush with money so I could afford to work for a few months without being paid.

On one occasion Stan said to me: "What are you like with risk taking?" and then said "If I offered you a job and said I could only pay you expenses but that I knew we'd get funding to pay you in the next few months, what would you say?"

I'd said "I'll start next Monday," which I did.

1986

Shortly after that Tony Calabrò came on board as the Administrator to give a bit of structure to the place, which he was very good at.

At that stage, we were living entirely on donations but as volunteers we were so enthusiastic and so hopeful. Our hope was reinforced, in that so often, Stan would say "we'd better say our prayers, the mortgage is due but we have no money to pay it." Yet time and time again the day before it was due we'd receive a cheque that would just cover it.

That reinforced our sense that we were on the right path and we were being protected in a way - that it was all meant to be. That's how it was in the early days.

Finally that day came when we got some funding, \$3000 from Pauline Toner.

We felt we were on our way and we knew we could make it.

Stan McCormack left in 1986 as he got married and needed a break, so at that stage there was Tony, I and then Sr. Clare McShee came on board about 6 months later.

1987

Next we were approached by SAAP (Supported Accommodation and Assistance Programme) who funded us to establish what became known as McCormack House. That was a property made up of two houses separated by a wall, which we knocked out to provide office space also. We could then house 13 residents, and we took everyone who came out of prison, as there was little other housing, which accommodated people from prisons. We were taking people with psychiatric disorders, intellectual disabilities, sex offenders, general offenders and so on. There was such a big mix of different groups with different needs and this created tension between people.

1989

Then Tony heard funding was available for people with intellectual disabilities, and so we were able to start up a house with this special purpose, Francis House and gradually that programme got a good name and started to grow.

1996

Next, a person was being released from prison who had psychiatric problems and who was threatening to commit a massacre when he got out. This brought the issue to the fore of people being released from prison who presented a danger to the community yet there were no solutions available. So we approached government, again offering to provide help in this area, and ended up getting a worker and a car for a Mental Health Outreach Programme.

A concern developed under the Kennett government, about the numbers of people being released from prisons and psychiatric hospitals with drug and alcohol issues yet unable to get treatment.

1997

So for the first time, an agency would be set up that would assess the needs of clients with drug and alcohol issues and broker treatment for them. We tendered for this new programme and were successful. So the COATS programme (Community Offender Advice and Treatment Service) was established and currently assesses thousands of clients per year and gives them access to treatment.

1998

Soon after, ACSO's Employment Directions programme was established, which now comprises several components

including job Network, Personal Support Program, Disability Employment and Job Capacity Assessments, it is now called Vitality Personnel.

I remember the day Tony asked me if I'd like to be Manager of McCormack House and I'd said that I'd love to. There was another wonderful person at that time, Len Reynolds who had been in prison for a number of years. He had totally turned his life around and was a great example to others, and because he'd served 22 years and had made a success of his life since his release, there was great respect for him from all the clients.

Although the house was only staffed during the day, Len was good at picking up when problems were brewing. At these times he would sometimes go home and come back in the middle of the night. One night it was a resident's birthday so they'd brought in girls from the brothel down the road, along with plenty of grog, which was forbidden. Eventually neighbours complained about the noise, Len managed to locate a naked tattooed woman in the wardrobe and everyone was evicted.

Whilst there were very firm rules, it was quite casual and unstructured then. Sometimes when tea was ready I would just walk down to the local pub and yell out "tea's ready!" around the door. Then half the pub would walk out.

I miss the early days when ACSO was small, with all its excitement and simplicity. But I look at it this way: we can help so many more people now.

Whilst there have been so many changes, I know the original spirit of ACSO is still here.



Angela and Stan McCormack

CHRIS CAPPELLO

Chris began with ACSO in 1985 as a volunteer and then as a founding member of the staff team and of the Council.

She has served in Administration, as Manager of McCormack House, and now as Personal Assistant to Tony Calabrò.

As one staff member put it, she continues to be "the heart and soul of ACSO."

Her compassion, patience, wisdom and insight regarding people from difficult backgrounds continue to be highly valued.



Chris and Tony



22 years later

SPECIALIST SERVICES

The 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 often experience homelessness, substance abuse and unstable mental health conditions that all negatively influence their behaviour and bring them to the attention of the criminal justice system. The majority of referrals are generated from correctional facilities.



(From Left) Robb Ritchens, Mark Flemming, Len Reynolds, Ben Hagedorn, Alison Falzon, Denice Schoenflug & Bonny Grant.

JUSTICE SERVICES

The programs in Justice Services provide a range of support and assessment options for those individuals involved in the criminal justice system and who are often experiencing multiple and complex problems.

The services that are provided include assessment, planning and brokerage of drug and alcohol treatment for those experiencing problematic substance use. Also, pre and post release programs provide support in addressing chronic homelessness, unemployment and social isolation. The aim of transitional support is the successful re entry into the community and prevention of re-offending.



(From Left) Jenny Johnston, Petula Frantz, Bernard Hanson & Brendan Arentz

EMPLOYMENT SERVICES

The Employment Program provides assistance to a broad range of clients, all of whom are experiencing some form of social isolation.

The assistance provided is on an individual needs basis, aimed at finding meaningful and sustainable employment. This includes resume preparation, pre-employment training, training in job search skills such as interview techniques, and lobbying employers on behalf of our clients.



(From Left) Terry Diner, Renae MacNamara, Terry Roberts

DISABILITY PROGRAM

The Disability Program operates 15 distinct services to Victorians who have a disability. Services are managed according to three service streams; residential services, outreach services and therapeutic services.

Whilst the majority of our clients have an intellectual or other cognitive disability, most experience additional forms of disability or disadvantage, including psychiatric disability, substance misuse, social isolation, homelessness, poverty, and psychological disturbance.

Together these complex issues have contributed to our client group having a higher incidence of contact with the criminal justice system than other recipients in the general disability sector service.



(From Left) Paul Tomaszewski, Tracey Allen, Kathy Astrinakis, Guy Cooper, Stan Pappos, Jeff Rose, Brett Anderson & Louise Mason

HOW ACSO'S SERVICES ARE INTEGRATED: A STORY!



JOSEPH'S STORY



OUR WORK
CONTINUED

I came across ACSO when I was incarcerated in Port Phillip Prison. It was the last 7 months of my sentence, and while I was there, a worker came and gave a speech about how ACSO can help certain people. Now, to me that was just like a miracle because that's exactly what I needed, because my time was coming to be released, and I had nowhere to really go, so I was really worried about that.

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

So after about 3 weeks or so, I was transferred into another house with two other people. We were pretty glad to be there, but unfortunately drugs came into that house, and all of us started doing drugs in there. I was on injections at the time, and that particular medication had a really, really severe side effect for me and it gave me pain in my joints, especially my knees, 24/7 it would never go, not even at night I would have no rest whatsoever from it. So I never

did Heroin but then someone offered it to me, and I tried it and the pain went instantly. So after 3 days in a row of using Heroin, I found myself addicted to it. So after a few months of being there I had to get out.

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

So after about 8 months there, ACSO put me in another lovely place. It was like a God given gift, it was the perfect thing for me, and I've lived there now for 10 years.

And then there was ACSO Employment Service. They helped me with things like a resume, they rang up on my behalf, organised an interview for me and came with me, pretty much holding my hand

because I was a bit nervous. I got the job and they drove me back home even gave me money for the ticket to get there for my first shift. So that was kind of them.

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

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

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

I am living life healthy and really well, I got engaged, and I've been working now for almost 3 years, a paid job. My job is great,

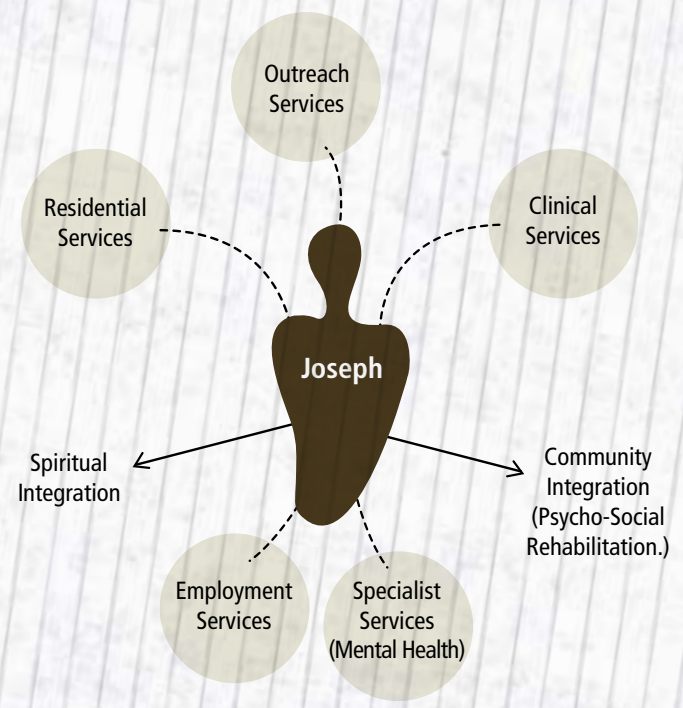
though I can only do one shift because of my medication, but when I work they give me a free meal, any meal on the menu, they're like a family, really kind people, so I'm happy there. I've even managed to get an old car, and so I'm at a good spot in my life at the moment. I've been drug free since the year 2000. I just thank everyone for all the help, and some of the credit belongs maybe to God as well; I have a bit of strength in God as well, so that's helped me as well.

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

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

I wish I never had my illness, it has been a burden. I never dreamt I'd have this disability. But despite everything that's happened I'm still here.

When you're doing drugs, you forget that when you live life the right way, it has a natural high. You forget that you can feel happy for no reason at all.



This illustration demonstrates how the different ACSO services helped facilitate and work together to create another chance in society for Joseph.

I thank God for that, because if I didn't have McCormack house, I'm almost certain that I would've reoffended in order just to have a roof over my head, and to have food. Because I had nothing, I just had one set of clothes on me, and that's it, nothing, no support in the community whatsoever, apart from ACSO.

HIGHLIGHTS

COATS 10 YEAR ANNIVERSARY

The Community Offender Advice & Treatment Service (COATS) celebrated its 10th birthday in October 2007 at the Immigration Museum. Approximately 90 people attended, including the Correctional Services Commissioner Kelvin Anderson, Management from the Department of Human Services, Department of Justice, Community Correctional Services, the Adult Parole Board and staff from many drug and alcohol treatment agencies. ACSO staff also attended, including those who had been with COATS for the ten years since its inception and all previous Program Managers.



Antony Calabrò (ACSO CHIEF EXECUTIVE OFFICER) and Jo Chaplin (One of the previous COATS Managers)



ACSO IS MOVING!

It was with great anticipation that ACSO staff began to prepare to move the West Melbourne office to a new location at 1 Hoddle St, Richmond, which will occur on 1st August, 2008.

However, how were we to pack and move over a quarter of a million paper files, and then find space in the new building to store it all?

Instead ACSO decided to recruit people to undertake the task of scanning and storing them electronically.

The idea was formed of creating a social enterprise by employing staff from ACSO's Employment Program for this purpose.

This was good news for 15 job seekers.

The Scanning Team

The team of scanners were greatly valued by ACSO staff, and we appreciate that they prepared the following reflection for our report.

"Best thing wasn't the work, it was the people I worked with."

"I learnt you must have a sense of humour in life."

"This opportunity was a crucial stepping stone in developing my confidence to pursue future endeavours."

"I am now suffering PTSD and RSI: Post Traumatic Staple Disorder and Repetitive Scanning Injury!"

"If you didn't walk in with a problem, you'd be walking out with one!"

"We are all grateful to ACSO for this opportunity. It has enabled us to develop the confidence to pursue future endeavours as well as establish new friendships and get back into the 9 – 5 routine. We were privileged to work amongst such encouraging and supportive people. The work you all do is truly inspiring. Thank you."



The Hon. Bob Cameron (STATE MINISTER FOR POLICE & EMERGENCY SERVICES) and Antony Calabrò (ACSO CHIEF EXECUTIVE OFFICER)



Link Out consortium: Annie Trainor (ACSO, Consortium Manager), Jane Barnes (SALVATION ARMY), Minister Bob Cameron, Julie Edwards (JESUIT SOCIAL SERVICES), Antony Calabrò (ACSO CEO) and Andrea Lott (Victorian Association for the Care and Resettlement of Offenders).

THE LAUNCH OF LINK OUT

The launch for the Link Out Program was held on Wednesday the 21st May 2008 at the Fitzroy Bowling & Sports Club. Rod Wise the Acting Commissioner for Corrections Victoria was MC and we were delighted to have the Minister for Corrections the Hon. Mr Bob Cameron to officially launch the program. Approximately 100 guests including prison programs staff that had travelled long distances and valued stakeholders joined

us to celebrate the launch of the program which was very encouraging for the Consortium.

(Link Out commenced on 1st December 2007, created as a partnership between ACSO, Salvation Army, Jesuit Social Services, and VACRO. It is an outreach support program for men in prison who want support when they are released back into the community).

THE ESTABLISHMENT OF CASST

CASST (Crisis Accommodation Support for a Successful Transition) is another service which also commenced in 2007, funded by the Department of Justice, Corrections Victoria.

This is a short term program of support, designed to assist those prisoners who have served a sentence of three months or less, have been released on remand, or those who are in crisis in the community after release.

AWARDS

It was exciting to achieve the silver award for our Annual Report in the 2007 **Australasian Reporting Awards**.

This was awarded for distinguished achievement in reporting.

ACSO's commitment to quality reporting of our financial and non-financial performance to stakeholders was recognised in June 2008.

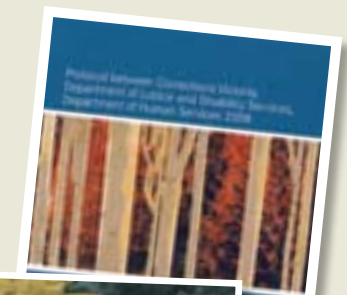
ACSO was the runner up in the inaugural **Pricewaterhouse Coopers Transparency Awards** 2007. The Juvenile Diabetes Research Foundation was announced as the overall winner.

The PricewaterhouseCoopers Transparency Awards give not-for-profit organisations a valuable opportunity to prove that they take the issue of transparency and quality of reporting seriously.

ACCREDITATION

ACSO received QICSA (Quality Improvement Community Service Awards) accreditation in 2001. This means that ACSO has met certain quality standards and participates in an ongoing quality improvement program.

In 2008 ACSO also received accreditation according to the Victorian Homelessness Assistance Services Standards (HASS).



THE ACSO ART SHOW

Was held on the 23rd of July, 07, and exhibited some wonderful art work created by ACSO residents. One great outcome was that one piece was selected to feature on the front cover of a Department of Human Services publication.

FINANCIAL PERFORMANCE

Ed Holmes, Director of Business Management



FINANCIAL ANALYSIS & COMMENTARY

A significant financial surplus for the year of \$1,365,930 was achieved, which resulted from a number of abnormal one-off operational items, funding for capital assets, and significant interest income. This surplus strengthens our financial viability and will enable us to embark on further strategic initiatives and cover the costs of refurbishment of our new Head Office at 1 Hoddle St.,Richmond.

Higher interest income of \$725,711 was due to the better investment of cash reserves and contributed significantly to our surplus. We had an operating surplus on a number of programs, amounting to just over \$400,000, due to them commencing later than the budgeted start date or not being staffed for a number of months. We also received nearly \$200,000 for the purpose of funding capital items that will be depreciated over the next few years, delivering a surplus in the current year.

These surpluses and their causes were clearly communicated to our funding providers.

In the second half of the year we commenced renovations of our new Head Office at 1 Hoddle St, Richmond, which we will occupy from 1st August '08. The amortisation of these costs will impact on our results for the next 5 years.

The total of funding and all other income was \$24.1m, an increase of 10% on 2006/07. This increase was mainly in DHS funding for brokerage income, being for new Government initiatives. Our funding from Corrections Victoria also increased as a result of ACSO providing new or increased services in the criminal justice sector.

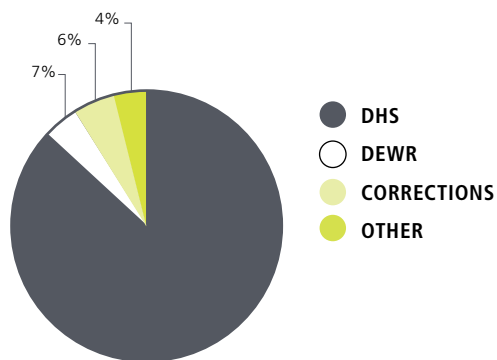
The majority of our funding is due for renewal in June 2009 which we anticipate will be renewed for a further 3 years. We provide our funding bodies with audited acquittal statements of the year's results.

Employment costs and other expenses were both in line with last year. There was an increase in costs due to CPI, offset by lower operating costs due to programs not operating at full capacity for the full year. Most areas of expenditure were contained well within budget.

KEY FINANCIAL INDICATORS

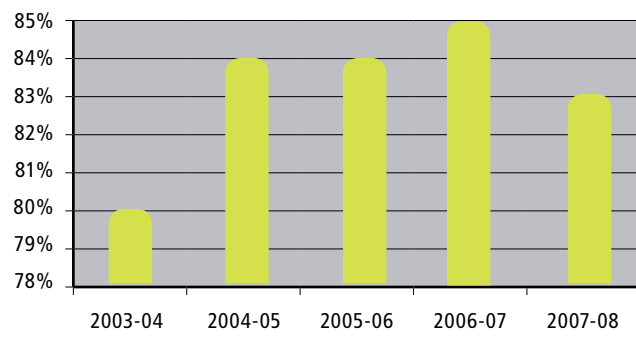
	2003-04	2004-05	2005-06	2006-07	2007-08	movement 07/08 06/07 %
Total Income	16,100,019	20,291,496	20,640,268	21,969,344	24,059,682	10%
DHS Grants	12,952,178	17,119,496	17,396,770	18,587,181	20,083,383	8%
Total Expenditure	15,944,330	19,796,480	20,409,259	21,611,686	22,693,752	5%
Net Surplus /Deficit	155,689	495,016	231,009	461,429	1,365,930	196%

Percentage of Funding From Major Providers



Our proportion from major funding bodies remained in line with last year with the majority of our funding coming from DHS.

Percentage of Total Funding Received From DHS



PROGRAM PERFORMANCE

AT A GLANCE

Total number of people in receipt of ACSO services
9635

People assessed for Drug and Alcohol treatment
7036
Treatment was then secured for 94%
6622 of these people

People receiving counselling or assessment (other than Drug and Alcohol assessments)
992

People provided with pre-employment assistance
1731

People gaining employment
202

People receiving outreach support
785

People accommodated in ACSO housing
64

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 social isolation.
- 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

1. DEVELOPMENT OF THE ACSO BRAND

Why a new Logo?

One of the key objectives of the 2006/07 Strategic Plan is to raise ACSO's profile.

The purpose of this objective is to increase our influence amongst policy makers in terms of advocating for our clients, and in our educative role in the community generally.

It was felt that a logo which conveyed a stronger, clearer understanding of ACSO's service would help us to achieve this objective.



Why this design?

The elements it involves are designed to represent elements of ACSO.

Font

A lower case font to creates a friendly, open approach, the black type reflects professionalism

Colour

Various shades of green have been selected as a pacifying colour representing freshness, growth and renewal.

The figures

indicate the centrality of people, and the absolute core of what ACSO does and is.

The numerous overlapping circles represent transition, and the many complex and often interrelated issues within each individual's life experience.

The second figure is a more solid, stable figure and is positioned behind the shoulder of the first, reinforcing the concept of support.

The close relationship of the colours between the two figures, and the fluid lines which link the two, represent the co-operative relationship of support and shared commitment between the two.

The two figures can also be viewed as one person in transition – from the disenfranchised person beset with issues, to a more stable and connected person.

The Flowing Line

represents the connection between the figures, illustrating the difference yet connectedness in every relationship.

The breaks and variance in the line indicate that whilst relationship holds people together, it is sometimes fragile or broken.

2A. CONSULTATION WITH ACSO STAKEHOLDERS

Process

It was decided that one of the ways of doing this was to identify current perceptions of ACSO amongst its stakeholders in order to evaluate current influence strategies. Representatives of our key stakeholders (Staff, Government, Formal Partners, Other Non-Government Organisations and Council members) were surveyed by AP Marketing Works, in order to ensure that information was collected in an professional and unbiased manner. Questions asked related to stakeholder perceptions of ACSO, strengths, areas for improvement, and about our role in advocacy. Can you then add a sentence "Our clients were also surveyed, but this was done in a different way. (See p. 21 for these results.)"

2B. CONSULTATION WITH GOVERNEMENT, OTHER ORGANISATIONS & STAFF AS STAKEHOLDERS

MAJOR OUTCOMES

Positives

- Overall respondents were very positive about ACSO, its work amongst clients, its flexibility, Program and financial management
- All respondents were pleased that ACSO was listening to its stakeholders
- Main perception about ACSO was as an organisation effectively doing a difficult job with a complex client group

Learnings

- Some respondents knew the organisation well by Program name but had not heard of ACSO itself
- Many contact details of current contacts were found to be out of date

Areas for improvement

- Many commented on ACSO's low public profile, and that if its work was communicated, it would be beneficial to ACSO
- To utilise our larger size to be more influential, and to join other organisations in speaking out publicly on current issues using ACSO's knowledge and expertise
- To offer greater staff support
- To service clients better by allowing self referral, and providing more housing

3. THE STEP UP PILOT

(Enhanced Service Delivery Initiative, see page 19)

A partnership was formed for 18 months to trial a semi-supported shared residential service to provide transition housing, a stepping stone for ACSO clients who had demonstrated they were ready for independent living and qualified for high priority public housing.

The outreach support was less intensive with more regular catch-ups, rather than structured support that can inhibit independence.

The group of residents was made up of 4 specialist services clients and one Bridging the Gap/Link Out client.

The Step Up Pilot demonstrated some success in stabilising the complex lives of highly disadvantaged offenders which indicated that the pilot has merit to be

developed into a long term project for ACSO.

As a result, a consultant was engaged to build a proposal for the development of a new innovative housing model resulting from the learnings of Step Up. This proposal, the Integrated Support and Recovery Accommodation(ISRA) model has been presented to the Department of justice, and negotiations are continuing regarding this development.

Challenge

Unfortunately, despite the efforts of ACSO's staff to advocate for Step Up residents' access to local recreational activities, the services approached remained unwilling to allow participation unless they were accompanied by support staff at all times, because of their offending history. However, alternative meaningful activities were pursued by the clients themselves. Much educational and advocacy work in the community remains to be done.

JOHN'S STORY (STEP UP PILOT)

John suffered with a mental illness and had served 16 years in prison. Because of the possibility of ACSO housing, he was granted parole and was initially offered a placement at McCormack House.

John moved in to the Step-Up house to compliment his time at McCormack House where he had developed basic living skills such as cooking. During

his stay at Step-Up he had some initial transition barriers which largely centred around adapting to modern aspects of daily living i.e.; public transport, mobile phones, paying bills electronically and direct debit. ATMs were a mystery. In fact John would rather walk a 16 kilometre trip to the branch of his bank than use one.

The Step Up experience allowed John to trial new behaviours and develop skills that would underpin successful transition to full social participation. John now lives in his own place, without any need for support he has linkages with regional mental health support services and has rebuilt the damaged relationship with his family.



4. PURCHASE AND DEVELOPMENT OF AN INTRANET

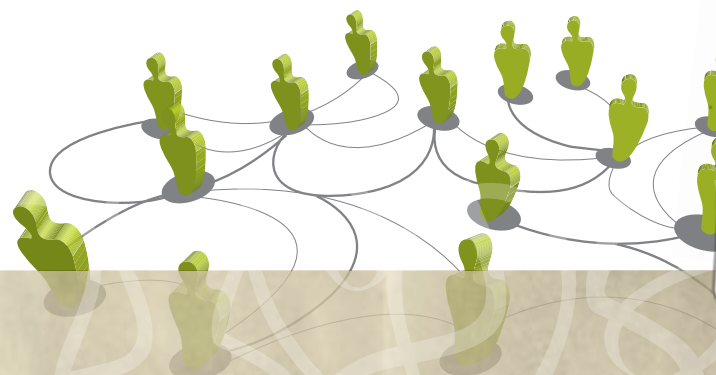
(Knowledge Management Initiative)

It was acknowledged that whilst there is significant expertise within ACSO, it is not always communicated beyond individual programs, and so does not benefit the whole organisation. The decision was taken to develop a knowledge management system in which program knowledge and organisational information could be kept, and opportunities being offered such as training events could easily be communicated and accessed by all.

Through researching a number of models, an intranet was purchased that offered flexibility, and could house program information, information for staff such as policy, forms, training calendars, company calendars, phone books, records of meetings,

newsletters, libraries and other features such as our newsletter, and relaxation options.

Additional resources has been committed on an ongoing basis to ensure its currency is maintained.



5. CONSULTATIONS WITH CLIENTS

(i) Consultation with Clients as part of stakeholder feedback initiative (see p. 18, 2A.)

Process

As part of the initiative to collect feedback from all our stakeholders, clients were consulted. However the decision was made to engage the Council for Homeless Persons to facilitate this rather than AP Marketing. The CHP was engaged to run a focus group of clients, representing all Programs. The plan was to present 3 questions to elicit their response. Some comments were collected by discussion, some by individual art work.



DRAWINGS

Some client feedback was collected in artwork.

RESULTS OF CLIENT FEEDBACK

The following is a summary of the key themes or significant individual comments expressed by participants:

- ACSO looks after people who have been on wrong side of life. Gives us another chance.
- They support us 24/7
- Breaks down the barriers
- They treat you like a human being
- Someone to talk to
- They comforted me when I was grieving
- “ACSO, the broom and shovel that picks up the mess that others leave behind.”
- You could almost count them as your friend
- A lifeline – they always listen to you
- They don’t turn you away
- They never say they are too busy
- Keeps me out of trouble
- Sometimes pushy in a good way
- ACSO have helped me a lot in the last 7 years. I’m very thankful for all there help.
- If you fall down and theres no way out, their their to pick you up. When you kneed help, their there. Home
- Switched me on (picture of light bulb)
- New me (picture of smiley face)

Responses indicated that participants:

- Had a good understanding of what ACSO offers
- Had a very positive view of the organisation, because help was practical, caring, and clients felt that they were 1st priority
- Believed ACSO goes in when others have either failed them or have considered them too difficult

Staff were seen as:

- Dedicated people who are faithful in the long term, and communicate clearly and compassionately
- Respectful, and who treat others as humans. This was more important to the participants than the services offered

Things to change:

- For ACSO to expand its capacity, by letting people know they’re there, and getting more funding
- To allow people to self-refer

CONSULTATIONS WITH CLIENTS

(ii) Client feedback on new branding

The following feedback was received through consulting two ACSO client groups. All feedback was positive.

1. Residents of Disability Program houses:

The people?

- I like that the person getting help is the main person.
- The front person doesn’t know what to do, but the other person is helping.
- I like the curvy line. It puts both people together.

The colour? It looks like:

- the new me
- a new start
- green grass
- green light

What do you think about the different colours on the front person?

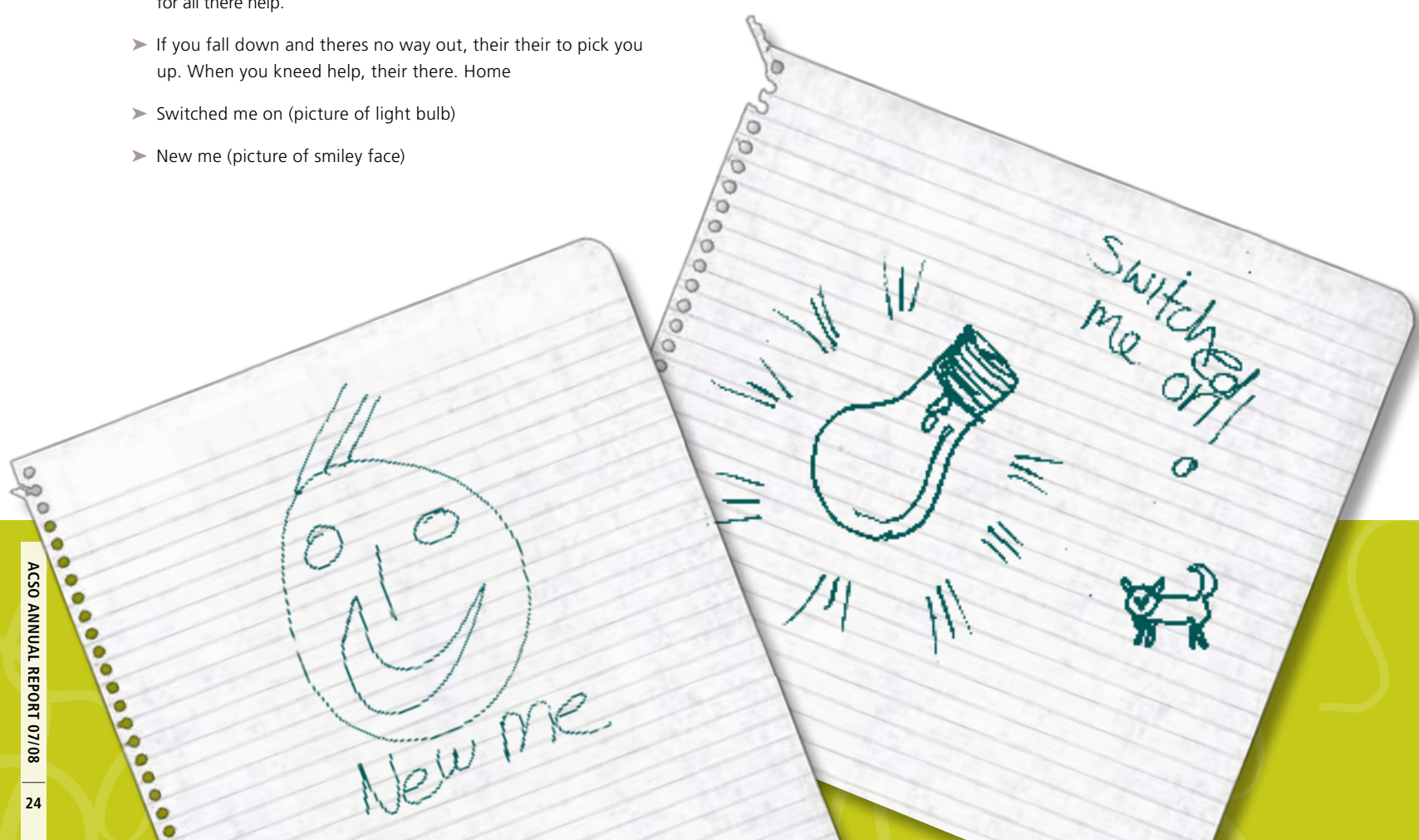
- I see a smiley face
- I see circles, someone helping someone get out of going round in circles
- Changing step by step



2. Residents of short-term accommodation for men with a mental health diagnosis and criminal justice involvement.

What’s the logo about?

- It’s about people healing
- It’s people working together
- It’s people joined together
- It’s positive to look at



PROGRAMS & SERVICES STREAMS

OVERVIEW

The Services which ACSO delivers operate within four overarching Program areas: Justice Services, Employment Services, Specialist Services, and the Disability Program. These services belong to particular streams, clinical, residential, outreach and employment.

The following chart provides a visual representation of this structure.

PROGRAMS	SERVICES STREAMS WITHIN THE PROGRAM AREAS			
	CLINICAL	OUTREACH	RESIDENTIAL	EMPLOYMENT
JUSTICE SERVICES				
	COATS (Community Offenders Advice and Treatment Service)	LINK OUT		
	Step Out	CASST (Crisis Accommodation Support for Successful Transition)		
		SOSP (Sex Offender Support Program)		
SPECIALIST SERVICES				
		Men's Specialist Services		
		Women's Specialist Services	McCormack House	
		MACNI (Multiple and Complex Needs Initiative)		
DISABILITY PROGRAM				
	PSBS (Problematic Sexual Behaviour Service)	SLAP (Supported Living and Accommodation Program)	Armadale House	
		GAP Program	Regional Accommodation.	
		LINK ISP (Individualised Support Packages)	Francis House	
			Mayfield	
EMPLOYMENT SERVICES				
	Job Capacity Assessments			DEN (Disability Employment Network)
				Personal Support Program
				JOB NETWORK

CLINICAL

COATS - COMMUNITY OFFENDERS ADVICE & TREATMENT SERVICE

JUSTICE SERVICES

JENNY'S STORY

Jenny presented to COATS in an extremely chaotic and medically critical state. She had a long term history of significant poly substance use and on presentation to COATS for assessment was drinking over forty standard glasses of wine and methylated spirits and also using heroin on a daily basis.

She had been experiencing seizures, vomiting and alcohol induced comas and had been admitted on a number

of occasions to hospital Emergency Departments . Due to her chaotic lifestyle it had been difficult for Jenny to attend COATS for an assessment, however COATS staff found alternative means of achieving this, and then provided extensive case management in liason with hospitals, social workers, mental health workers, treatment agencies, her family and Community Corrections Officer. COATS became the conduit for facilitating a coordinated approach to treatment and

case management, and so a much more positive outcome.

Jenny's case was an example of the complexity of need, and also of COATS being more than an agency providing assessment and purchase of treatment. There is a wealth of clinical experience amongst staff and a willingness to go the extra mile to enable the client to access the best possible treatment to suit their individual needs.

COATS is a state wide service funded through the Department of Human Services (DHS). Its role is to provide a comprehensive drug and alcohol assessment, and then develop a treatment plan for forensic clients who have come before the criminal justice system and have a treatment component to their Community or Parole Order.

COATS then purchases appropriate treatment from DHS accredited agencies.

It is vital in some cases due to the client's substance use, that an assessment occurs as quickly and as seamlessly as possible.

COATS also provides a diversion program offering options for individuals who are in the pre sentence stage and presenting with problematic drug and alcohol misuse thus diverting them away from the criminal justice system and into treatment.

This service is a key to enabling individuals to return to the mainstream community, and in addressing problematic Drug or Alcohol issues, reduce the likelihood of reoffending.

KEY ACHIEVEMENTS

COATS celebrated its 10th birthday in October 2007 at the Immigration Museum.

COATS also participated in and gained Quality Improvement in Community Services Accreditation (QICSA) for the Alcohol, Tobacco and Other Drugs National Service Standards.

Management have been involved in the training and induction of Community Correctional Services staff, including training in drug and alcohol information and service provision.

PERFORMANCE

COATS Referrals and Assessments for the years 2003 – 2008

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	06/07 - 07/08 % growth
Referrals	6927	6767	7160	8128	8439	4%
Assessments	6059	6104	6018	7012	7036	1%



COATS clients assessed and referred on for treatment according to order.

	Community Based Order	Intensive Corrections Order	Pre and Post Parole	Stepout	Other	Totals
Adult CCCC	2536	941	1453	154	491	5575
Youth CCCC	48	8	5		14	75
Residential Rehab.	87	22	56		12	177
Withdrawal	207	60	69	1	70	407
Koori Alcohol and Drug Worker	58	9	28	1	6	102
Rural Outreach Diversion Worker	147	54	52	2	31	286
Totals	3083	1094	1663	158	624	6622

CCCC (Counselling, Consultancy, Continuing Care)

QUALITY IMPROVEMENT

- Review and production of a new Forensic Hand Book for COATS

CHALLENGES

- Developing a stabilised workforce assisting COATS to meet its Key Performance Indicators
- Securing timely appointments for clients with treatment agencies, particularly over the Christmas holiday period when agencies are either closed or short-staffed.
- Affordable and stable accommodation is a need that is identified by most clients who are supported through Justice Services Programs.

ADVOCACY

- Regular meetings with the Department of Justice and Department of Human Services facilitate ongoing discussion of emerging and unmet needs of the client group.
- Facilitating discussions with Department of Justice regarding the need for services to be provided for post-release clients in the Christmas/January period. This has resulted in DHS allocating staff to look at this issue and work with treatment agencies to enable services to be provided consistently.

FUTURE DIRECTIONS

- To finalise the review of Heads of agreement with treatment agencies so that they reflect current conditions, and develop the sense of joint ownership.



CLINICAL

STEP OUT

JUSTICE SERVICES

Step Out is a service within the Community Offenders Advice and Treatment Service (COATS).

Most clients are released from prison with parole involving conditions which may include drug and alcohol treatment. Some clients are released without these conditions but choose to access treatment voluntarily. Step Out clients are able to access counselling through the COATS services.

QUALITY IMPROVEMENT

- Greater promotion of the service through communication with prison program staff over the last year, leading to an increase in referrals.

CHALLENGES

A prisoner may voluntarily choose treatment. Assessment is then carried out and treatment is arranged. As a voluntary participant, upon release it is the client's responsibility to engage with the treatment service, and so this must occur without the added oversight of Community Corrections Officers.

However, in facing release and the ensuing confrontation with many issues, it is often too difficult for clients to also engage in treatment. There is an identified need for treatment agencies to connect with clients pre-release, and to be the reassuring "face" of that service.

ADVOCACY AND FUTURE DIRECTIONS

- The need for agencies to make connection with prisoners pre release has been raised at the Department of Human Services Coordinators' meeting.

CLINICAL

PROBLEMATIC SEXUAL BEHAVIOUR SERVICE

DISABILITY PROGRAM

STEVEN'S STORY

Steven was referred for committing sexual offences against a child. Following a period of incarceration, Steven completed an assessment and commenced individual counseling. Steven's progress was closely monitored and he demonstrated many positive changes in his behaviour, as he was able to identify and implement strategies to replace his sexual thoughts or feelings about children. He acknowledged responsibility for his actions, engaged well with the therapist and was very

responsive, honest and most compliant throughout the course of his treatment. Steven identified that his offending was a result of a desire for intimacy and a reaction to feelings of sadness and depression as a coping strategy. As a result of his conscious efforts to change and improve his behaviour, he was successful in preventing any future re-offending, thus reducing his level of risk. Since the completion of the program, Steven has managed to obtain full time employment, live independently and

establish a permanent relationship with a female peer. Steven acknowledges the importance of undertaking a program like the PSBS and the benefits from the program that assisted him in controlling his behaviours and feelings and thus minimize the risk for future offences. Clients are supported and guided during the course of assessment and intervention and in their efforts to manage and change their behaviours.

The Problematic Sexual Behaviour Service (PSBS) is funded by the Disability Services Division of the Department of Human Services.

The service works with persons over 12 years of age who have an Intellectual Disability and are at risk of committing or have committed sex offences. The service offers the following:

- Client assessment,
- Direct intervention,
- Secondary consultation and
- Staff Training

KEY ACHIEVEMENTS

This year the PSBS has exceeded its contractual requirements by providing additional specialised training to professionals, both locally and interstate. This included assisting with the establishment of a forensic support service to persons with Intellectual Disabilities in New South Wales.

CHALLENGES

Some of the challenges faced by the PSBS have included reduced number of referrals partly due to limited capacity for travel to regional areas of Melbourne.

FUTURE DIRECTIONS

In the future, the PSBS hopes to increase the number of referrals by travel to regional areas for the provision of consultation and intervention to clients. Furthermore, ACSO has had discussions with the Department of Human Services and will implement changes to its operational guidelines that will allow it to increase its range of services to cover many of the psychological services that the new Disability Act requires of agencies providing restrictive and compulsory treatment.

Year	03/04	04/05	05/06	06/07	07/08	06/07 - 07/08 % movement
No of required clients	100	100	100	100	87	-13%
No of courses provided	120	100	100	120	100	- 20%
Consultancy hours provided	100	100	89	100	100	0

CLINICAL

JOB CAPACITY ASSESSMENT

EMPLOYMENT SERVICES

The Job Capacity Assessment program (JCA) provides a comprehensive assessment of an individual's capacity for work.

It combines referral to employment and related support services (such as literacy and numeracy training) with assessments of work capacity for income support purposes such as for the Disability Support Pension, and for exemptions from activity-testing due to medical conditions lasting more than 13 weeks.

The assessors have the opportunity to refer clients for short term interventions, which will help them overcome barriers whilst searching for employment.

HOW WE MEET THE NEED

All staff who work as assessors in the JCA program are qualified as allied health professionals. They meet face to face with clients to ensure they are given every opportunity to express their needs.

KEY ACHIEVEMENTS

- An increase in the business share as a result of high performance against Key Performance Indicators. This means capacity for an extra 5 assessments each week.

PERFORMANCE

Year	06-07	07-08	06/07 - 07/08 % growth
Melbourne	324	528	61%
Geelong	340	445	76%

*Only two years' figures are presented as the program was only established two years ago.

QUALITY IMPROVEMENT

An additional Psychologist has been employed to deliver roaming JCA services as well as specialist assessments on site and also IQ testing.

CAROL'S STORY

Carol had a Job Capacity Assessment as part of her Disability Support Pension review.

Carol came to her assessment believing that she had no capacity for work, and that her destiny was simply to receive a pension. However during this interview, the assessor asked the questions that enabled Carol to expand her vision of what the future could entail. She began to imagine how what she hoped for could become possible. By the conclusion of

the interview, Carol began to see that there was an alternative to the pension, and that her dream of commencing her own business as a photographer might still be possible. She was referred to the New Enterprise Incentives Scheme that afternoon and soon secured employment with her local newspaper as a contract photographer.

The Department of Human Services published this story, because the changes in this client's life were so significant.

CHALLENGES

The JCA program is still relatively new and is constantly going through changes, both to service delivery and KPI's. This has an impact on the ACSO Job Capacity Assessment program in terms of its ability to plan, and to have a consistent measure with which to gauge its performance.

ADVOCACY

The Employment Services Program Manager currently sit on the National Employment Service Association JCA working group which liaises directly with Government to develop policies and guidelines in line with identified needs.

FUTURE DIRECTIONS

The opportunity to further add value to service delivery by diversifying the qualifications of assessors resulting in a cross-section of allied health professions.



OUTREACH

LINK OUT

JUSTICE SERVICES

BARRY'S STORY

Barry has a lengthy criminal history commencing with juvenile offences at 17 years of age, and now spanning over several decades.

He recalls a dysfunctional childhood, including many incidents of significant domestic violence throughout his formative years, and suffering physical and emotional abuse from his father.

Barry's father was imprisoned for the murder of Barry's mother. Barry was subsequently placed in state care and spent the remainder of his childhood and adolescence in various homes and accommodation services, living primarily a transient existence.

It was during his late teens that Barry engaged in drug misuse which escalated over the years. From there began a history of self medicating the symptoms of his depression and anxiety.

He has very few social and family supports and there has been a decline in his mental and physical presentation.

Barry has not engaged in post release supports in the past. However, since his referral to Link Out, he has developed a stable rapport with his worker and continues to engage regularly with her.

This support has provided him with the opportunity to address his long term drug abuse, offending behaviour and chaotic lifestyle.

Barry has limited employment history primarily as a result of his numerous incarcerations and long term substance abuse. However, he has been linked into ACSO's Personal Support Program (PSP) which provides support for employment skills and vocational training options.

Barry has faced devastating personal loss. However, being assisted through Link Out to address the complex issues in his life helps prevent re-offending, and at last provides hope.

Link Out is a case management and outreach support program for men in prison who want support when they are released back into the community.

It is a voluntary program for those who are assessed as being at high risk of re-offending. If accepted onto the program, prisoners are seen by their Case Manager prior to their release to identify their needs and develop a release plan.

Needs identified may include accommodation, drug and alcohol treatment, medical and psychiatric treatment, legal issues, family and relationship difficulties and assistance with employment, training and education.

Support is offered for up to 12 months post release from prison.

The connection with prisoners prior to their release enhances the chances of the prisoner maintaining their release plan and sustaining a more positive lifestyle.

KEY ACHIEVEMENTS

- The formation of a consortium of 4 organisations who have previously had to compete for funding, yet have joined together in 2007 to provide this service
- The establishment of this service, state-wide, and in every male prison.
- The formalising and development of relationships with relevant prison staff, enabling freer movement within prisons for staff, and increased access to support for prisoners.
- Prisoners are only eligible for Link Out referral with at least 3 months to serve before exiting prison. Some prisoners choose to remain in prison longer than required in order to access Link Out services and thus reduce their likelihood of re-offending.

MEASURING ACHIEVEMENTS

	Current clients	Referrals but not yet allocated to LinkOut
Pre existing clients	153	
New Link Out clients	84	
Referrals assessed and referred to other services		63
Referrals assessed, awaiting an outcome		125
Referral inappropriate or ineligible		87
Referral awaiting assessment		67
TOTAL	237	342

*Note: as a new program, Link Out has accepted referrals since March 08. The table represents activity of the consortium.

CONTINUED...

QUALITY IMPROVEMENTS

- Document review, enabling the Link Out forms created from a combination of each agency's forms, to be refined.

CHALLENGES

- Demand far outweighs capacity
- Long waiting lists for services such as drug and alcohol treatment, and counselling for prisoners keen to make changes.
- Extreme shortage of appropriate accommodation necessitates accommodation in negative environments

ADVOCACY

- Link Out services provide support for clients for 12 months maximum after release. Advocacy is occurring for a new position which will explore the possibility of creating a service offering longer term support where needed.

FUTURE DIRECTIONS

- Program Manager to spend time at all partner agencies' locations in order to maintain effective relationships
- Development of training packages tailored to Link Out staff

- To extend Link Out with the creation of a new arm being "Konnnect", an indigenous outreach/support program.
- Formation of a working group to look at the range of Transitional Housing in order to explore how these can be used as effectively as possible, in the light of the housing crisis.



OUTREACH

CASST - CRISIS ACCOMMODATION SUPPORT FOR A SUCCESSFUL TRANSITION

JUSTICE SERVICES

CASST is a short term program designed to assist those prisoners who have served a sentence of three months or less, who have been released on remand, those who require accommodation, or those who are in crisis in the community after release.

A short term intervention is sometimes needed to address the immediate problems following release from prison. The support that is offered includes finding and securing accommodation, liaising with Community Correctional Services, legal assistance, linking the client back with their families and friends and connecting them into services for long term support.

The CAAST Case Manager can provide this service, and the interim support needed to assist the successful transition back into the community. This is a vital component in the plan to prevent re-offending.

The program commenced in July 07 and is funded through Correctional Services.

KEY ACHIEVEMENTS

- Sometimes clients complete their sentence but cannot be released or bailed until accommodation is found. This means that some prisoners remain in jail only through lack of resources in the community. It is a highlight for the program, when Case Managers enables a prisoner to be released because they have managed to secure appropriate accommodation. This is also a highlight for the families of prisoners.
- Feedback from courts has conveyed to ACSO the way in which the work of CAAST is valued.

MEASURING ACHIEVEMENTS

	KPI	No. of clients serviced	% of KPI met
CASST	360	367	104%

QUALITY IMPROVEMENT/ADVOCACY

- There was a difficulty contacting some clients in particular prisons when urgent access was required. Meetings were held with the Prison Programs Managers, in which the difficulties were explained and solutions discussed. As a result of improved communication and understanding, that difficulty has now been resolved.
- The Case Manager regularly advocates for clients in court, and provides options enabling bail and other alternatives.

CHALLENGES

- A single worker program like CASST has special problems in that there is no relief at times of sickness or leave. Working alone can also have its own stresses in that the load is not shared.

FUTURE DIRECTIONS

- To seek funding to expand staffing.
- To establish a discretionary source of funds for emergency needs.

have ceased. His family visit regularly and relationships have been restored.

Because his surgery has been completed, employment is again a possibility.

This is a great outcome for CASST, for Victor and for his family.

VICTOR'S STORY

Victor's family was under great stress, in that his mother had been diagnosed with a serious illness.

Because of this they felt unable to manage Victor, who was in need of surgery, and also had a history of drug and alcohol misuse. Victor was unable to understand that he could not remain at home with his family, and so an intervention order was obtained.

At this time Victor was in court because he had breached his order. This had already occurred a number of times, because he had been unable to find alternative accommodation and so continued to return home.

The CASST Case Manager was successful in finding him secure affordable accommodation. As a result, Victor is now settled, and breaches of the order

OUTREACH

SOSP - SEX OFFENDER SUPPORT PROGRAM

JUSTICE SERVICES

SOSP is a voluntary program which commenced in August 07, funded by the Department of Justice. It provides support for those prisoners who have received a sentence for sex offences and are either eligible for or have participated in the Corrections Services Sex Offender Program. Support is given to those who have a community based disposition or are serving a prison sentence.

The aim of the program is to reduce the likelihood of re-offending.

Outreach Support Workers visit those in prison and develop a release plan. Support can include sourcing accommodation, employment, and maintaining correctional commitments, thus leading clients away

from re-offending and developing a more positive and stable lifestyle.

This program provides a service to offenders who are in the main on the outer fringes of mainstream community and have few or no supports.

Although work done amongst sex offenders is not generally well accepted within the community, nevertheless the SOSP program is a critical service to offenders and the broader community..

Community attitudes regarding sex offenders can sometimes suggest that we should "let them rot." However, experience and data demonstrate that supporting a sex offender will reduce the risk of re-offending.

The Sex Offender Support Program emerged from the pioneering work of Sr Clare

McShee with sex offenders over the last two decades. This early work was known as the Prison Outreach Support Service, and is now absorbed into SOSP.

Sr. Clare McShee is quoted as saying that whilst these offences are abhorred by staff, nevertheless there must be engagement with offenders in order to reduce the potential risk to future victims and thus avoid the irreparable damage that can be done when these offences are committed.

Increased funding will result in the program extending to provide support to prisoners on Extended Supervision Orders which monitors offenders beyond the prison.

ACSO is seen as leader in this type of program development.

THEIR STORIES

IN PRISON

"... What a place. John committed suicide yesterday. Two others slashed up, another bloke gets stabbed in the showers. Who cares? They go out of their way to show you they don't care if we live or die ...

... Solitude ... I am collating the cries and moans of my fellow inmates. Hopelessness ... degradation ... mourning.

... ACSO, my only visitors in all that time."

THEN OUT OF PRISON

"... You realise there's no magical Freedom Wizard taking me by the hand, you see you have to build it yourself, yet all the old framework is gone.

... I am alone as I sit in the train going to a town that I had never seen before. I arrive at the boarding house.

(Thanks to the people who have shared these experiences.)

KEY ACHIEVEMENTS

- One new case management position (.5) creating increasing capacity from 24 to 40 clients (August 07)
- Creation of one new position (.8) focussing on locating appropriate accommodation for clients
- Establishment of positive relationships with some Real Estate agents

MEASURING ACHIEVEMENTS

	KPI	No. of clients serviced	% of KPI met
SOSP	40	46	115%

QUALITY IMPROVEMENT

- Development of regular meetings with other agencies including the specialist Case Managers within the Department of Justice Sex Offender Management Unit. This enables better understanding of the client through an improved communication system, and more effective support

CHALLENGES

- Creating or discovering social networks appropriate for clients
- Finding appropriate and affordable accommodation for clients
- Clients' needs can be overwhelming for staff when accommodation and other necessities are unavailable, and clients are unable to exit from prison though their sentence has been served

- The emotional challenges for case workers and clients

ADVOCACY

- Is maintained in an ongoing way for increased staff to cater for demand
- Discussion is occurring regarding the development of greater understanding of this issue in the community, and the many complexities and risks involved

FUTURE DIRECTIONS

- At the time of writing, ACSO is negotiating with the Department of Justice to extend the Sex Offender Support Program as the growth for these services continues. It is expected that the implementation of the extended program (2.0 EFT) will occur on 1st October '08

OUTREACH

MEN'S SPECIALIST SERVICES

SPECIALIST SERVICES

Men's Specialist Services works with men aged 18 to 64 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, unstable mental health that all negatively influence their behaviour and brings them to the attention of the criminal justice system.

This service offers support through home-based outreach service.

PERFORMANCE

How we met the need:

- The role involves legal advocacy provided through court appearances, adult parole board attendances, support letters to courts, legal aid and attendances to case conferences and discharge planning.
- Workers provide responsive and assertive outreach to maintain engagement with clients and ensure they attain access to services through referral and assessment.
- Staff attend all prisons throughout Victoria by request to assess an eligible referral. Staff collect a client upon release to ensure that the client has the best chance for a successful transition as often unplanned and unsupported releases may result in re-offending.

KEY ACHIEVEMENTS

- Attainment of Psychiatric Disability Rehabilitation Support Services Accreditation against Psychiatric Disability and Rehabilitation Victorian Service Standards.

CHALLENGES

- Lack of appropriate/affordable housing.
- The program is small and relatively unknown; therefore ACSO needs to raise its profile to increase awareness of the problems surrounding this group.

QUALITY IMPROVEMENT

- Simplifying intake procedures by creating an enhanced assessment pack for staff and improving online referral forms to collect more relevant information in a simple easy to use form.
- The redevelopment of staff guideline manual.
- Accessing services for men with a forensic label evokes fear and misunderstanding resulting in often denial of services. ACSO have changed the programs name so as to remove the word 'Forensic', as this stigma is much more difficult to overcome than that of a mental illness alone.
- A Resource Book for staff and clients was developed utilising The Infocom Browser purchased by ACSO as part of the Strategic Plan Service Enhancement.

ADVOCACY

ACSO staff are strong advocates for better outcomes for this group who require additional representation in courts with Corrections, housing services, and health providers including drug and alcohol services. Men tend to be poor networkers

and as a result are easily marginalised from the community leaving them on the edge of society where often the door out is a door in to prison. ACSO staff will go to great lengths to circumvent a preventable custodial outcome, and to ensure that these clients are assisted to access the scupport services required to settle in the community.

FUTURE DIRECTIONS

- The complexity of clients requires ongoing staff training and development of new skills especially given the needs of refugees, many of whom have significant mental health issues. Staff will require additional training to be kept up to date with changes in society.including, new illicit drugs such as Ice which impact on the outreach environment and mental health of our clients.
- Staff will need to ensure all opportunities for successful transition into community living is maximised by:
- Attaining better access to services including housing for this group, through partnerships and developing new housing focused initiatives.
- Developing collaborative initiatives to be evaluated that can lay down the ground work for new directions for better outcomes for our clients.

GRAHAM'S STORY

Speaking with an ACSO staff member, Robb:

GRAHAM - "I kept saying I was going to kill her. The support workers were frightened that I was going to carry out my threats so they sent me from the alcohol and drug rehab to the psychiatric hospital.

There I met an outreach worker from ACSO and that's how I got started with ACSO.

Then over the years I had traumatic times. I was living in and out of boarding houses but I always got into fights. I used to be a boxer. I went to McCormack House but I was only there for one day. I attempted suicide 4 times, and I tried to murder 2 guys. But it was the grog - I'm a bad drunk.

I remember one Cup Day. I was on medication but I wasn't taking it.

I remember thinking my brother is very handy at fixing cars. So I thought "I'll show him -

I'll perform my own brain surgery." I had a knife and I was going to do it.

I thought "I'll operate on my brain and kill what's wrong with me."

They called Robb.

So after lots more very dark patches, things began to come good.

ROBB: What's life like now?

It's fantastic. I have some friends now. And I have Ann. She can't stand alcohol and drugs.

Also Robb helped me write a letter to my son saying that his old man had a drinking problem and a drug abuse problem.

Two weeks later my son rang me up. It was good. We had a great day out and then my daughter started to come and see me regularly - so I got my kids back and now I've won back my brother and my auntie.

Then I got some work through a community work program. I liked using the concrete whacker, and I was rapt in the guys I worked with - there was a dozen of us to fix McCormack House.

Also Robb got us to build a staff area for the Local Health Centre and we made a garden for the police station which was funny because a lot of the guys had criminal records.



But it was a bridge building exercise. Both sides got to see each other in a different light.

ROBB: So what's helped you most that ACSO did?

What helped me most was Robb. He's bright and cheerful and he's never made a derogatory remark - not once.

He's been there with me thick and thin. I've got that friend there. With ACSO you've got someone there for you when things are going bad. All my mates in those years were drunks and druggies and the only sober people in my life were my mum and Robb.

The best thing is we go to bowls once a week. People are so friendly. We've been going there for a year now. We've made lots of friends there.

We're getting quite good at it, but the main thing we go for is the friendship.

JANE'S STORY (Graham's Mum)

JANE - My life with Graham was terrible. The worst part was that I didn't know what to do.

He was so unpredictable when he was 12 or 13. I'd have a nice dinner for him and he'd say he didn't want it and turn it upside down. I didn't know why. We'd had no trouble in our family. He had brothers, but they were frightened of him.

My husband used to coach neighbourhood kids in boxing because there was no youth centre in those days, but he wouldn't coach Graham because he was violent and he'd hurt the other kids. There were signs like that.

He got married and had two lovely kids. He was lucky his wife didn't charge him. It was such a nightmare. I felt sorry for everyone. We used to get calls from his family, and we'd have to go and see that the kids were all right.

He'd smash my kitchen up. I was scared of him. I was going to move to Queensland but then you think you're leaving it all to someone else, so I stayed. Sometimes I hated him. I could have shot him without a second thought.

Then he started drinking and my neighbours were calling the police just to protect me.

Robb: He was in and out of so many places, by the time we got involved it was a well established pattern of chaos. That's when Graham was diagnosed. The signs hadn't been picked up until then.

JANE - A lot of the early time we were just putting out fires because Graham was so explosive.

Before ACSO came along, I was "it."

I didn't feel comfortable telling my family what was happening. They had no idea, and if they'd been

in some of the places I've been in, they'd have died of shock.

I had no one. I thought he'd end up murdering someone, so I had to cope with him. I didn't even have the support of my husband because he was so sick. I was worried he'd kill me but I also worried he'd kill some innocent person. He was a big boy.

As time went on, I used to phone Robb to tell him what Graham was doing and try and get help for him. Sometimes I'd ring him 3 or 4 times a day. I just had to have someone to tell what happened. Sometimes Robb would come and see Graham in the middle of the night.

ROBB: So then we were supporting you as much as we were supporting Graham.

JANE - You took a lot of pressure off me. It was a combined effort of me and Robb

I didn't know where to turn but we finally got him in to see a psychiatrist. He said Graham was all right and that it was my fault, and then I started blaming myself.

The Police were good to me, yet they partly accused me as well - they'd say "how do we know he hit you there?"

Robb: So sometimes we had to validate Jane's story. No one else saw what he was like, he'd modify his behaviour for those meetings. Other people saw very little of him, but as an intensive and assertive outreach service, we saw the real Graham.

JANE - Later a Forensic psychiatrist identified him clearly as an offender waiting to happen, hence the need to have him monitored.

Now I'm 82, I don't know how I survived. He's been so happy now for 9 years. I'm just glad that I've seen him have a bit of happiness, because he was such a loving little boy. He was a darling little boy.

He says he sits and thinks about what he did to me. He adored his father and his nanna who have since died, and he says "do you think they know I'm happy?"

He's apologised to me but I still haven't told him where I live.

One of my boys never speaks to me now which is sad because I got on with him the best of the lot. But I tell him that "you don't know what your son will do either." I told him "I'd do the same for you. I wouldn't let you go either. "

I haven't seen him for 12 years and I've never seen my grandson. I've paid a price, but what would I have done without ACSO? It saved my son murdering someone.

It certainly saved my life. I wouldn't have lived long without ACSO, because I didn't want to.

You just feel so alone.

Robb: This story helps us too, because it keeps you in the role. You can start to question what you're doing, particularly through that time when there were a series of suicides. The ones living help me balance for the ones we've lost.

Nowadays Graham and I sit back like 2 old blokes around a checkerboard and just chat about what was and now what is.

I'm grateful and almost honoured that I have been part of this journey that he's on.

MEASURING ACHIEVEMENTS

(Specialist outreach program men and women's data):

Year	03-04	04-05	05-06	06-07	07-08
Clients supported	81	68	72	67	62 (6 being women)
Clients referred	41	33	58	49	59 (8 being women)

OUTREACH
WOMEN'S SPECIALIST SERVICES

SPECIALIST SERVICES



This program supports at risk women with borderline personality disorders exiting the forensic and/or prison system. Homelessness and access to services remain the major factors influencing successful outcomes for this group.

The program provides intensive home-based outreach to those who generally aren't eligible for clinical case-management. These women generally are unable to establish and maintain personal and professional relationships.

Specialist Services collaborates and advocates with correctional, clinical and housing services. It also addresses housing, family and legal issues.

Family reunification is a major issue faced by our clients.

KEY ACHIEVEMENTS

- Specialist Services attended and presented at the recent Services Expo at Dame Phyllis Frost Centre Women's Prison. This provided a good opportunity to inform inmates and services of the program. Several referrals resulted from the exercise.

QUALITY IMPROVEMENT

- Reallocation of staff to create a pool of workers with experience and confidence to work with the target group and minimise worker fatigue due to the demands of the clients, the minimal services available to meet their needs.

ADVOCACY

- This vulnerable group tend be regarded as chronic "bridge burners" and are risk of becoming further marginalised due to their maladaptive behaviours, and prison is the eventual destination
- ACSO staff continue to be strong advocates for better outcomes for this group who require additional representation in the courts and with other services.
- As mentioned many of theses women have histories of domestic abuse and failed relationships which have resulted in children. Child access is a strong emotional motivator, therefore staff work intensively with services and individuals for access to children when appropriate. This requires much formal and informal negotiation with services and carers.

Note: See Specialist Services Outreach Service for all data relating to, and the future directions of this program.

ROBYN'S STORY

Robyn was referred to Specialist Services from Dame Phyllis Frost Centre Women's Prison for support to address her long standing drug related offending history and her significant history of mental health issues. Robyn was being considered for parole and required assistance to resecure her existing public housing. The expected release date for Robyn was prolonged several times due to further requests by the Adult Parole Board.

The Office of Housing were intent on reclaiming the property due to the long vacancy paired with rent arrears and complaints of her behaviour in the flat prior to her incarceration. Specialist Services advocated strongly with the Office of Housing who were unaware of Robyn's mental health issues.

Had Specialist Services not intervened the property to which her parole eligibility hinged on would have been lost which would have

resulted in her being released into homelessness at a later date. In addition to these actions Specialist Services also linked Robyn into Area Mental Health Services which traditionally would not offer service due to her diagnosis.

Robyn has returned to the property with additional supports and whilst remaining complex, is not offending and is breaking the cycle and beginning to participate in improved community living.



OUTREACH
MACNI MULTIPLE AND COMPLEX NEEDS INITIATIVE

SPECIALIST SERVICES

Multiple and Complex Needs Initiative (MACNI) is a Department of Human Services funded program which supports clients whose needs cannot be effectively met by one service system.

The model ensures services and government departments overcome the silos and develop more efficient communication and collaborative relationships, preventing such individuals from falling between service gaps and back into crisis.

KEY ACHIEVEMENTS

- The opportunity to work in new areas such as ABI (Acquired Brain Injury) has allowed Specialist Services to branch out into new areas with confidence.

QUALITY IMPROVEMENT

- The networks that MACNI has enabled Specialist Services to be part of has presented opportunities for professional and personal development for staff that normally they would not have access to.

CHALLENGES

MACNI involves many additional administrative elements including attendance to Panel reviews and preparation of many reports.

ADVOCACY

Specialist Services staff have made themselves available for case conferences and discussions initiated by DHS (Department of Human Services) MACNI staff and contracted assessors and Care Plan developers. Such discussions have occurred within correctional facilities where potential MACNI clients are being held.

FUTURE DIRECTIONS

ACSO will continue to be responsive and relevant to the MACNI Care plan Co-ordinators and the clients by being open to new target groups. The amount of people within the prison system that meet the MACNI eligibility criteria appears to be significant.

Without a new initiative to deal with these individuals, prisons will be a common destination for this highly disadvantaged population. Given ACSO's placement in the Justice and Forensic Sector it stands to reason that there is a role for ACSO and MACNI to work together delivering better outcomes for the most highly challenging and disadvantaged members of our community.

MALCOM'S STORY

Malcolm was identified as eligible for MACNI support.

He unfortunately returned to prison just prior to MACNI implementation. However ACSO remained involved through his 2 year imprisonment and provided accommodation and intensive support upon release.

It was evident even on the first day of release that Malcolm's excessive mandated meetings and appointments lead to high anxiety and overwhelmed him. He had 14 appointments and meetings scheduled for the first four days of release.

During the initial transition period ACSO staff observed Malcom having difficulties with adapting to community life.

Malcolm's disability, poor numeracy and literacy skills, paired with long periods of

incarceration had impacted on his capacity to negotiate day-to-day activities.

Malcolm became anxious and frustrated when trying to negotiate money and became increasingly self conscious of being unable to perform simple tasks.

ACSO staff intervened and minimized the situation by offering Malcolm alternative strategies that didn't highlight his cognitive deficits and which allowed him to ask for assistance based on his visual impairment.

To address his potential for serious crimes and self harm, an interagency and multiple services crisis response plan was devised as an integral part of the crisis response plan.

ACSO on-call staff were required to keep a pager and a list of current medications and treating professionals contact details, as well as

any diagnostic information to share with any service involved in a crisis.

The crisis plan was initiated several times resulting in access to clinical services to meet Malcom's needs.

During the period of MACNI support, Malcolm joined the local gym and began to attain more confidence as a free man.

He successfully completed his parole and was given access to activities that matched his abilities and interests.

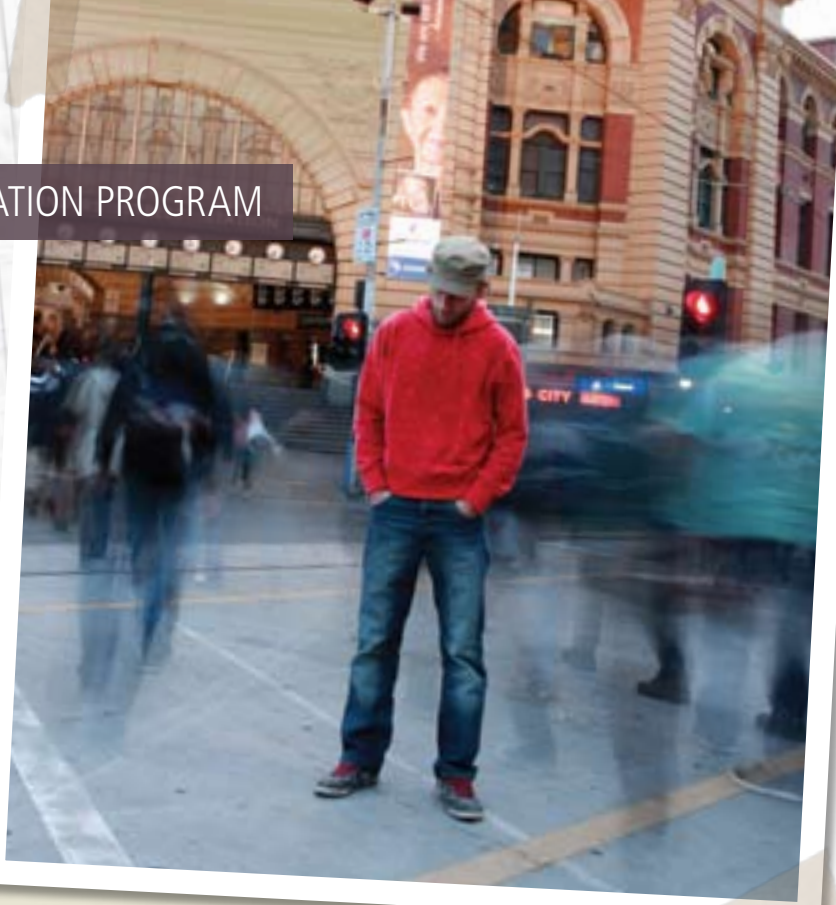
We will remain there assisting him to lead a better life, equipped with the learnings of the MACNI experience.

OUTREACH

SLAP - SUPPORTED LIVING AND ACCOMMODATION PROGRAM

DISABILITY PROGRAM

ACSO's Supported Living Accommodation Program (SLAP) offers assistance for people with an Intellectual Disability who have come into contact with the criminal justice system, or are at risk of doing so. SLAP aims to assist clients to live independently and responsibly.



People accepted in SLAP are accommodated in an Office of Housing (OoH) flat in the inner Northern or Western suburbs of Melbourne and are provided with personalised outreach support. At the conclusion of the service, clients may retain on-going tenancy of the flat.

KEY ACHIEVEMENTS

- SLAP program has recently employed a new outreach worker who continues to provide individualised supports to those involved in the program.
- The program's success is evidenced through the ongoing tenancies held by individuals involved in the program who have transitioned from shared supported accommodation, prisons and other institutional placements.

MEASURING ACHIEVEMENTS

	07/08	06/07	05/06	04/05	03/04
Caseload numbers	66	90	100	100	95

CHALLENGES

- Inability to accept any further referrals due to a limited number of properties.

JUSTIN'S STORY

Justin grew up in an isolated rural community and had little family involvement and very few friends. His family had broken up a long time before. He had never met his father and his mother had entered a new marriage which excluded him.

His isolation and loneliness had contributed to alcohol misuse.

Justin had no contact with any services until he came into contact with the criminal justice system. Justin was referred to ACSO then began living at Francis House and was somewhat anxious about the move, particularly with regard to living with other people, something that was unfamiliar to him. Justin used his time at Francis House to develop his links to the community and

ADVOCACY

SLAP services assist people to link into generic community-based options wherever possible maintaining their desired living situations with services appropriate to their individual needs.

FUTURE DIRECTIONS

To investigate ways to accessing further properties and extend funding opportunities.

improve his cooking and budgeting skills. Justin then decided that he would like to begin living by himself again and was offered a SLAP flat which he moved into.

Justin moved into his flat more than 5 years ago and has had no further contact with the criminal justice system. During this time, Justin married "...the love of his life" 3 years ago and has attempted a number of jobs and completed a number of courses with the support of his outreach worker whom he continues to see.

Justin still has his highs and lows, however, he continues to develop himself both personally and professionally and is now involved in a range of activities and has an array of supports available to him.



OUTREACH

GAP

DISABILITY PROGRAM

The GAP service is a voluntary program, consisting of a lone outreach worker who provides a proactive and assertive response to the needs of clients with an Intellectual Disability.

Many of its clients do not engage with community-based services, and so a short period of 'perseverance' or 'assertive outreach' by the GAP worker is needed in order to assist the client to identify and work toward their goals. (The term assertive outreach refers to multiple, and often creative attempts to engage a client even when that client refuses to engage with that service).

THE GAP WORKER

- Works closely with Department of Human Services in developing strategies to engage and assist clients.
- Meets clients in their own environment for the purposes of assessment, case planning and mentoring/service provision.
- Assists clients to access mainstream and specialist services that are appropriate to their needs.
- Assists clients to build essential communication and life skills that will enable full community participation.

TOM'S STORY

Before becoming involved in the GAP program, Tom was living with his parents and shared a very tense relationship. He had an Intellectual Disability. Tom had assaulted his parents on multiple occasions and it would not be uncommon for police to be called out to the house on two or more occasions per week. Tom would drink a cask of wine nightly and would regularly use a range of substances.

Despite the complex relationship with his family, Tom rarely went out and states that he had no friends at all.

Tom's GAP worker worked closely with Tom to investigate options for him to become involved in a range of activities and social groups that he enjoyed. This enabled Tom to develop his social networks and offered him an outlet when things became too

difficult for him at home. Tom has since been able to mend his relationship with his parents and police have not been called to the house in the past 4-months. Tom will now drink a glass of wine most nights and has significantly reduced his substance use. Tom has been able to meet people with similar interests in music and computer programming and aims to get his Driver's License.

CHALLENGES

- To find and employ a suitably qualified and experienced person to the position. Instead, ACSO has used existing support staff from our LINK staff pool.

KEY ACHIEVEMENTS

- Despite the lack of a regular GAP worker, the service has continued to provide high quality outcomes. LINK workers have been able to refer people to services and employment who would otherwise not have been receiving supports due to not wanting to engage with paid workers. Most recently, one client has been linked to and, with support, regularly attends drug and alcohol counseling which had been considered previously unattainable due to their transient living arrangements.

MEASURING ACHIEVEMENTS

	07/08	06/07	05/06	04/05	03/04
% of caseload attained	80	66	90	100	100

FUTURE DIRECTIONS

Given our inability to employ a GAP worker, we have asked the Department of Human Services to review the service model, the outcome of the review will identify service directions.

OUTREACH
LINK

DISABILITY PROGRAM

LINK provides outreach services to people with an Intellectual Disability who require support in a range of life areas in the North, West and Southern metropolitan regions of Melbourne.

ELLIOT'S STORY

Elliot grew up living with his mother in respite care settings, as his mother was bedridden and unable to take Matthew out. Whilst in respite care, Elliot endured abuse by those who were caring for him. When Elliot's mother passed away, Elliot spent some time living by himself, however, he had very few opportunities to learn the skills required to live independently. As a result, Elliot encountered many difficulties which ultimately resulted in him engaging in alcoholism and then coming into contact with the criminal justice system. At the time, Elliot had limited numeracy and literacy skills, and had very little support from family or informal networks.

Elliot began living in LINK housing and was supported to develop his independent living skills. During this time, Elliot was able to address his offending behaviour and ceased drinking alcohol completely. Elliot was assisted to attend an art program and enroll in courses to assist him develop his academic skills. Eventually Elliot decided that he was comfortable to begin looking for a house to move out by himself. Staff assisted him to find a rental property close by and he was linked with ongoing outreach support to ensure that his move was a success.

Elliot continues to attend his arts program which he now travels to independently, and his art work is not only showcased in art shows but also by the local council. Elliot remains sober and has developed his cooking skills to the point where he is attempting to prepare a wide range of meals. Elliot speaks highly of the support he has received from ACSO saying that it has helped him to improve his confidence through exploring activities of interest with him and identifying other groups and services nearby to his home including bowling.

Activities may include the following:

- Assistance with accessing recreation, leisure & cultural activities
- Travel training & transport support
- Skill development
- Assistance with household management (cooking, cleaning, budgeting).

KEY ACHIEVEMENTS

- The LINK staff office in the Southern Metropolitan Region moved from its old premises in Springvale, to a new office in Dandenong, shared with other ACSO services. This co-location has assisted staff in not feeling as isolated and has located the service closer to area in which a majority of our clients reside.
- The LINK staff office in the Northern Metropolitan Region has also moved its office, providing a detached working area for staff and offers a greater working space which is conducive to the service exploring an increase in capacity.

MEASURING ACHIEVEMENTS

Support hours provided over the year

Funding Category	Q1	Q2	Q3	Q4	Total
Home First	468	55	0	0	523
Futures of Young Adults	246	561	360	345	1512
Individual Packages	1066	1427	1338	1200	5031
Day Programs	48	48	48	48	192
Total	1828	2091	1746	1593	7258

*Hours of support provided to clients has decreased 34% this year, in that home first funding has decreased by 78% in accordance with the Department of Human Services strategic direction, which is focusing on growth in individual packages.



RESIDENTIAL
McCORMACK HOUSE

SPECIALIST SERVICES

McCormack House, has operated for over 20 years. It provides six semi-supported beds for short-term accommodation for men with axis 1 Mental Health Diagnosis who have had criminal justice involvement and are clients of the Specialist outreach program. Residents are generally in transition from institutions and correctional facilities.

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 appropriate.

McCormack House is a much sought after program that provides a safe and supportive environment, and has strong linkages with Area Mental Health and Forensic Health Services.

The environment is unstructured and allows residents time to reflect and plan with the aid of the staff; typical stays are three to six months. Residents are given opportunities to develop basic living skills, and to live communally with a code of mutual respect.

Story (Joseph see p.10)

PERFORMANCE

Potential candidates cannot attain residency without Specialist Services outreach support, therefore much effort engaging services, and assisting clients to engage, is undertaken by Specialist Services staff through:

- Regular visits to Prisons, inpatient and Forensic facilities.
- Professional Development talks to sector services by staff.
- Online referral process to provide quick simple access.
- Continued assertive efforts to identify and secure housing for McCormack House residents which in turn will open up more beds.

KEY ACHIEVEMENTS

- Specialist Services management has achieved Accreditation against HASS (Homelessness Assistance Service) Standards. ACSO was one of the first agencies to achieve this.

MEASURING ACHIEVEMENTS

McCormack House occupancy rate over last 5 years:

Financial year	Number new of residents	% of full occupancy
03-2004	21	58
04-2005	24	66
05-2006	36	100
06-2007	25	69.5
07-2008	28	84

CHALLENGES

- McCormack House is a limited resource. Given the current housing crisis, having beds available is becoming more difficult. Much effort is being given to identify and establish exit points for residents, however due to longer waiting lists, we have had to accept that residencies need to be longer.

ADVOCACY

Advocacy at McCormack House takes place at many levels:

- Neighbours are engaged to ensure our service is not having a negative impact in the neighbourhood.
- Specialist Services staff continually advocate for access to housing stock through community housing providers.
- As part of ACSO's commitment to reducing homelessness ACSO have been actively engaged with the Council of the Homeless Persons (CHP) in contributing to a response to the government's Green Paper on homelessness.

FUTURE DIRECTIONS

McCormack House is an effective but small accommodation option and barely touches the surface of the problem of homelessness. Therefore ACSO has been putting much time and effort into developing and seeking funding for new and innovative accommodation proposals that will put diversity into the housing sector.

QUALITY IMPROVEMENT

HASS (Homelessness Assistance Services) Accreditation provided an opportunity to do an extensive review of McCormack House procedures and Client Information. As a result the Client Information Booklets, Staff Guideline Manual and Staff Resource Book were developed or enhanced.



SALLY’S STORY

The Dual Disability Residential Service (Armadale House) is a specialist short to medium term program for clients who have both an Intellectual Disability and a Mental Illness.

There are up to five people living in the house at any time.

It is staffed 24 hours, 7 days a week and has sleep-over support in the evening.

Sally arrived at Armadale House in 2004. She has a borderline Intellectual Disability and a mental health diagnosis.

Sally had a long history of transience and had lived in many rooming and boarding houses. Sally would regularly become psychiatrically unwell and her symptoms were difficult to manage in the community. She had a fragmented and difficult family life and they wanted no contact with her. Sally was usually evicted from services due to property damage, interpersonal assaults, threatening people and would self-harm regularly.

She had numerous admissions to different psychiatric wards and responded to in a crisis driven and reactive fashion.

Sally is now stable and is a much loved and valued resident of Armadale House. She has worked hard with staff to manage her impulsivity, and she has learnt positive ways to manage her anger. Sally has learnt many independent living skills and she is proud of her achievements.

She recently enjoyed an interstate holiday and is keenly waiting to attend the Kylie Minogue concert in a large stadium venue (previously not achievable due to her high level of anxiety in crowded areas).

ROGER’S STORY

The Disability Program operates five residential services for individuals who have an Intellectual Disability and exhibit challenging behaviours or behaviours of concern. These services are located around metropolitan Melbourne and in regional Victoria.

Each location accommodates up to 5 residents for medium to long-term periods with the aim of promoting each resident’s community inclusion and development of skills and opportunities that reflect their needs and aspirations. Each service has staff available to provide support to residents 24 hours each day.

Roger is a 46 year old male with a psychiatric illness, who was referred to the DAP residential service in 2000. Before coming to our service Roger’s illness had not been managed adequately. He had a long history of violence and aggression toward others. Roger’s family encountered difficulties in supporting him and so had chosen to have no contact with him.

He had no control over his spending, was isolated and spent most of his time in his room.

In ACSO Regional Accommodation, Roger has been assisted to seek support from staff and external therapeutic service

providers. Roger has been able to develop the skills and strategies to self-manage his behaviour to a point where he is now living independently in a residential service with a co-resident. He currently attends and independently travels to various weekly programs, and pays for all his fees. He also independently accesses a local disco every Thursday night.

Roger now has control over his spending money and every year for the past 8 years has been on holidays. Roger is very much part of his community and now states that he is “happy with his little disability”. Roger is a very easygoing person who feels like he belongs somewhere.

KEY ACHIEVEMENTS

Arts Access

- Armadale House staff and residents were excited to forge a relationship with Arts Access and this has culminated in a weekly Art Program at the house. All residents are invited to participate and they gain a keen sense of pride when their work is exhibited around the house. They have also enjoyed excursions to community Art Galleries and submitted work to a highly esteemed exhibition for consideration. The Artist facilitator has reported improvements such as longer concentration spans, more stable mood, better conversation skills, patience, and enhanced memory.

ADVOCACY

- Advocacy forms a major role for Armadale House staff. With every venture into the community our staff and clients are a clear example of “difference”. With such a challenge, the staff have gone to special lengths to normalize the shopping experience, visits to the doctor, enjoying meals in a restaurant or just taking a walk in the surrounding streets.
- It has taken creative and persistent diligence to maintain specialised support for all residents and even the attendance of the Crisis Assessment and Treatment Team when required is still problematic.

FUTURE DIRECTIONS

- The future of Armadale House in its current location is uncertain, particularly due to community fatigue. It is hoped that a new model of services can be incorporated into the building of a new purpose built facility. There continues to be a void related to therapeutic accommodation for persons with a dual disability in Victoria, and Armadale House provides an invaluable and innovative program that can be expanded upon in a new environment.
- ACSO is currently negotiating to expand the Arts program for other ACSO Disability Program residents with a long term plan of relocating it to an external site and inviting referrals from other services.

KPI Attained					
Year	03/04	04/05	05/06	06/07	07/08
Occupancy Rate (%)	100	100	92	100	65

CHALLENGES

- Most profound was the death of a resident. The unfortunate events surrounding her death have resulted in a coronial inquiry and this continues to cause stress and uncertainty for all staff involved.
- Recruitment for a new Program Co ordinator took longer than expected..
- Due to a pending review of the program model by ACSO and the Department of Human Services, no new referrals were accepted after April 2008. It has been frustrating for all staff to see empty bedrooms when demand for this specialised service is so high.

KEY ACHIEVEMENTS

- A number of resident holidays have included camping trips, coach tours and holiday house rentals.
- All regional accommodation services have been operating at full capacity this year, accommodating over 30 individuals with complex needs. The hard work of both residents and staff have resulted in a number of long term residents moving in to more independent living options.
- In a joint project between Department of Human Services and ACSO, one house has been redeveloped and divided into two accommodation units, one a transition unit for 2 residents and a longer term accommodation service for three residents. The consequence of this work has been an increase in client occupancy and the ability of ACSO to house female residents on the site.
- Department of Human Services have funded the construction of a one bedroom transitional unit to be located at Gully House. This will be used to test the relocation of individuals with high-risk behaviours to move into the community with less supports.

MEASURING ACHIEVEMENTS

The percentages in the table below are the occupancy rate for each location:

	07/08	06/07	05/06	04/05	03/04
Western House	100	100	100	100	100
TK House	60	100	100	90	100
Southern House	85	100	100	95	100
Aspin House	100	100	100	100	100
Gully House	90	100	100	100	100

Our other two performance measures are:

- % of support plans that are established/reviewed within the last 12 months
- reporting a minimum of 2 planned quality improvement activities for the forthcoming year.

We have achieved 100% compliance with both of these measures.

CHALLENGES

- The introduction of the Disability Act (2006) meant needing to update our operational guidelines and systems to ensure compliance. This has involved progressively ‘catching up’ all year with the required changes which has demanded more time than our management team had available.

ADVOCACY

Residents are supported and encouraged to access a broad range of programs which offer the opportunity to access the community and to utilise the skills learned in the service. This often requires staff to advocate for our clients to gain access to those services, who may otherwise not view our clientele favourably.

RESIDENTIAL
FRANCIS HOUSE

DISABILITY PROGRAM

Francis House is a statewide service offering a residential placement up to 12 months in duration to persons who have an Intellectual Disability and who have had contact with the criminal justice system or are at risk of doing so.



RESIDENTIAL
MAYFIELD UNIT

DISABILITY PROGRAM

The aim of the service is to assist residents to overcome the stress associated with their contact with the criminal justice system and to develop independent living skills. The service operates on a 24-hour staffing model with a sleepover component.

Areas where residents may gain assistance include:

- Relapse prevention
- Social skills
- Independent living skills
- Budget/money handling
- Recreation
- Education and vocational training

Francis House staff work with each resident's treating practitioner in determining appropriate interventions and in providing feedback about their progress.

DANIEL'S STORY

Daniel emerged from a dysfunctional family. His mother had remarried and this new relationship excluded Daniel. Therefore prior to coming to Francis House, Daniel had to leave his family home and was residing in a hostel. He found this environment hostile and the people intimidating.

Daniel was often "picked on" and he was in constant fear for his personal safety. Other residents would approach him and

ask for his money. Some of his possessions were stolen. Daniel was finding it difficult to get by and he did not have many friends or supports around him.

During this period, Daniel had also come into contact with the criminal justice system. Having an Intellectual Disability, he was finding it difficult to understand the processes involved or the repercussions of his actions. Daniel was at the cross roads- he didn't have anywhere to go, his debts

were drastically increasing and he was experiencing thoughts of self-harm.

Since coming to Francis House, Daniel has been able to reassess his long-term goals and he has identified that he would like to gain employment as a gardener and live independently. Daniel has commenced a TAFE course in Horticulture and has been able to meet new people.

KEY ACHIEVEMENTS

A review of Francis House was conducted in 2007 which resulted in a number of key recommendations, many of which have already been adopted, with the remainder to be implemented next year.

FUTURE DIRECTIONS

Over the next few months, the Francis House Program Coordinator will be visiting various other disability services to provide an overview of the Francis House model.

KPI ATTAINED

Year	03/04	04/05	05/06	06/07	07/08
Occupancy Rate (%)	105	82	100	87	55

*occupancy rate was lower in 07/08 due to problems with the appropriateness and frequency of referrals.

The Mayfield Unit was set-up in April 2008 as a short-term residential facility for a single resident and is funded by the Department of Human Services.

The resident is subject to a Health Order under the Health Act (Section 121) and is currently in the process of receiving gradual increases in his community access. The Mayfield Unit has two staff 24 hours, seven days per week.

The aim of the support offered at the Mayfield Unit is to:

- Provide education and support to the resident that increases his options to engage in pro-social behaviours;
- Work collaboratively with the Chief Health Officer and therapeutic and other service providers in providing support and supervision to the resident, ensuring this occurs in a manner which acknowledges his dignity and human rights.

KEY ACHIEVEMENTS

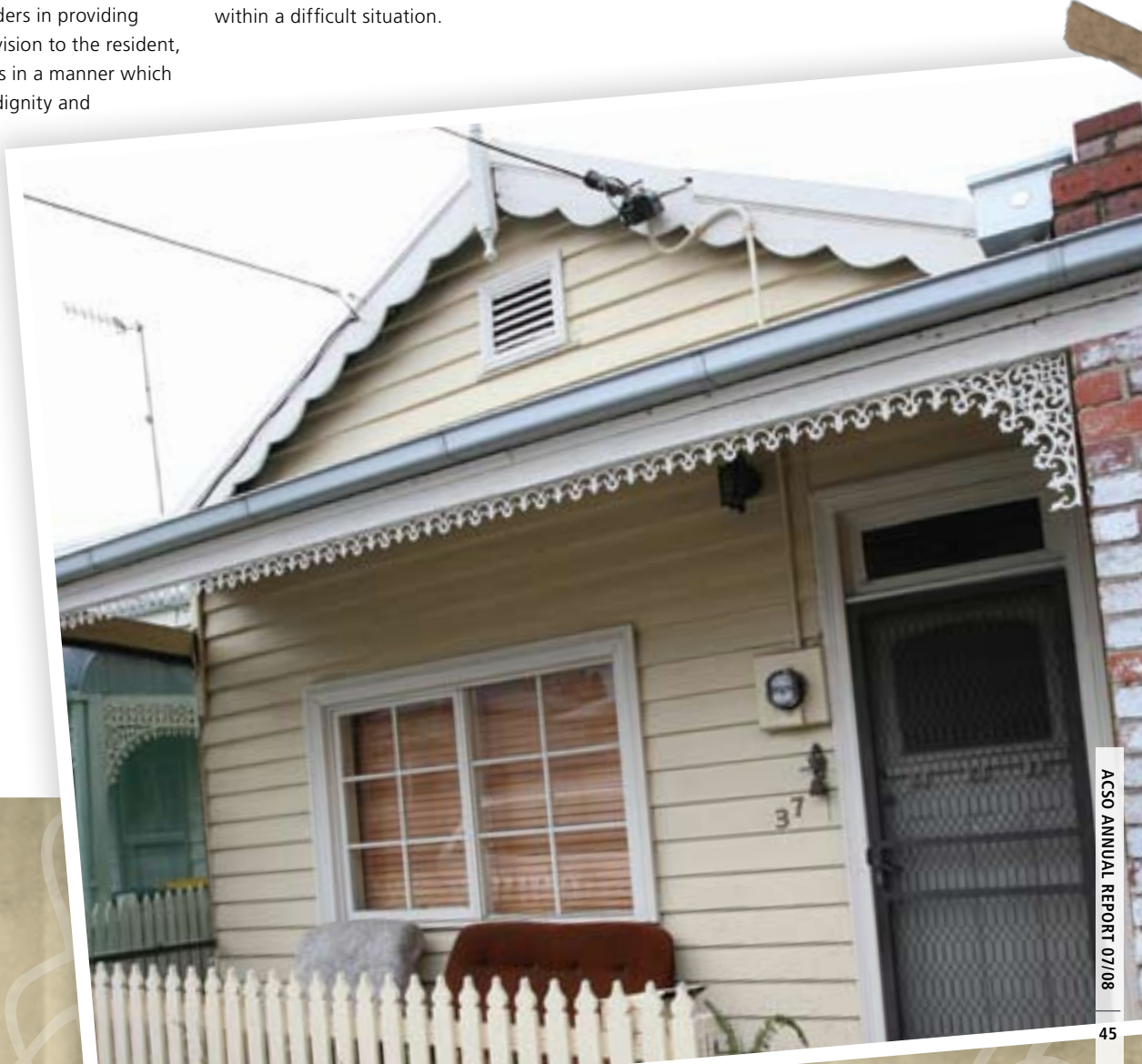
Over a 3 month period, the resident has had supervision requirements under his Health Order eased and this has resulted in the resident gaining increased unsupervised community access.

CHALLENGES, ADVOCACY AND FURTHER DIRECTIONS:

The major challenge in providing this service has been to balance supervision requirements with care and support. This has required staff to attempt to build rapport with the resident, balancing mandatory supervision, with support at times of difficulty.

We hope that the professionalism and assistance provided to the resident has provided him with greater quality of life within a difficult situation.

A further challenge was providing appropriate staffing, the resident at the Mayfield Unit is of a culturally and linguistically diverse background and as such, the support staff and model was chosen on the basis of sensitivity and cultural understanding. When required, the resident has been assisted and supported to attend cultural events in his chosen community and to access the services of an interpreter.



EMPLOYMENT

DEN - DISABILITY EMPLOYMENT NETWORK

EMPLOYMENT SERVICES

DEN is designed to work with people who have an identified reduction in their capacity to work full time.



THE SCANNING PROJECT

With the anticipated move of ACSO's head office, from West Melbourne to Hoddle St, Richmond, Management was presented with a series of challenges.

One of them was the issue of packing and moving over a quarter of a million paper files, and then finding space in the new building to store it all.

Instead ACSO decided to electronically archive these files and so needed to recruit people to undertake the task of scanning them all.

The idea was formed of creating a social enterprise, a scanning team, and employing staff from ACSO's DEN Program for this purpose. This was good news for 15 job seekers.

One of these people was John. Through the efforts of the ACSO staff, he had recently gained employment and had been very successful in his first 10 weeks in his new position.

However at that time, his employer learnt of his history and mental health condition and was not offered any more work. This was devastating for him and he began to lose hope.

Another participant was Ruby, who suffered with a condition in which her hands would swell painfully if placed under too much strain. Working in the scanning team meant that shifts could be tailored to her capacity. Ruby loved working again, and the companionship that entailed.

For these 15 people, this venture provided a rare opportunity to obtain work experience, training, new skills, references and new friendships.

This project was completed so successfully that plans are being formed to make this an ongoing business venture.

HOW WE MET THE NEED

On a daily basis, case managers meet with job seekers to work through the barriers they have to employment. Job seekers will come to the office and work with their case manager to apply for positions and prepare for the interview, then prepare for starting work.



KEY ACHIEVEMENTS

An increase in the number of places the service can offer, as an identified reward for good performance.

MEASURING ACHIEVEMENTS

Activity	05/06	06/07	07/08
Clients Served	107	67	74
Placements	15	20	18
13 Week Employment Outcome	13	16	9
26 Week Employment Outcome	10	16	9

QUALITY IMPROVEMENT

The new Pre Employment Preparation (PEP) program has been designed to work with job seekers in a group, in an intense focused three week period to help them achieve on-going, sustainable employment.

CHALLENGES

The challenge in the DEN program has been the tight restrictions surrounding referrals to this service from Centrelink. This process is difficult for job seekers to navigate.

ADVOCACY

On a daily basis the case managers are advocating on behalf of clients to government, employers, training providers and service providers.

FUTURE DIRECTIONS

In future the Program is looking to expand on its social enterprise opportunities to foster more work opportunities for their job seekers.

EMPLOYMENT

PSP- PERSONAL SUPPORT PROGRAM

EMPLOYMENT SERVICES

The PSP program delivers support services to job seekers who have multiple non-vocational barriers to employment. E.g. drug and alcohol, homelessness and domestic violence issues.

On a daily basis, case managers are meeting with job seekers to create action plans and implement strategies to overcome their barriers to employment.



PETER'S STORY

Peter is 32, and has 9 brothers and sisters.

At the time of contact with ACSO's Personal Support Program, he had no friends, and significant isolation had been a long term factor.

Peter doesn't see his father, and lives in a shed at his mother's house.

As a very young child he was sexually abused at school, and then physically abused by his drug affected brother most of his childhood.

His parents' unstable relationship and employment history meant constant moves, and significant bullying in a variety of schools into which he was unable to assimilate.

As a teenager he ran away from home, and engaged in criminal activity both to survive and in order to have the resources to buy friendships. It was not long into this period that he began a long struggle with substance abuse and depression.

In 2006 Peter was referred to PSP, and referrals were made enabling him to address significant barriers to employment, including homelessness, substance abuse, depression and anxiety, and the emotional impact of sexual abuse. Because of long waiting lists, Peter took action himself in dealing with his addiction. He regularly rang support services to request their assistance. He read many self-help books from the library. These also helped him develop

computer skills, and he enrolled himself in various free courses.

Throughout this time Peter was encouraged, supported and guided by the ACSO PSP program, enabling him to continue to progress and not lose hope.

Finally he has been given the opportunity to enrol in a pre-apprenticeship course which will enable him to secure affordable accommodation.

In 2007 Peter won a national achievement award for his efforts towards personal development and improvement.

KEY ACHIEVEMENTS

- Doubling of business capacity (client caseload capacity and staffing) since 2005 as recognition of good performance

MEASURING ACHIEVEMENTS

Personal Support Program Melbourne

Activity	05/06	06/07	07/08
Contract Capacity	127	196	235
Commencements with PSP	187	185	186

Personal Support Program Geelong

Activity	05/06	06/07	07/08
Contract Capacity	68	84	100
Commencements with PSP	46	99	79

*Figures presented represent the 3 years of the program's life.

*Figures for PSP Geelong 07/08 indicate a drop in commencements. This is because PSP is a 2 year program. With full capacity commencing in 06/07, there were less vacancies available in the second year, being 07/08.

QUALITY IMPROVEMENT

- Created a new system that enables more efficient and appropriate assessment completed with clients, as a one stop shop, rather than breaking down between locations.

CHALLENGES

- The unemployment levels are dropping to an all time low, which results in the level of difficulty associated with clients increasing.

ADVOCACY

- The Employment Services Manager sits on the National Employment Service Association working party for PSP, which meets bi-monthly with policy makers from the Department of Education, Employment and Workplace relations, and the Department of Human Services (Federal) to inform their decisions on future program changes.

FUTURE DIRECTIONS

- To employ qualified counsellors to deliver counselling services to clients at an affordable rate. These services are currently identified as very difficult to access in the public system, and involve long waiting periods.

EMPLOYMENT
JOB NETWORK

EMPLOYMENT SERVICES



THE 2006-2009 STRATEGIC PLAN
PROJECT MANAGER'S REPORT

VAUGHAN WINTHER - DEPUTY CEO

JODY'S STORY

The Job Network Program is designed to work with people who have vocational barriers. These may include lacking skills in resume preparation, job seeking, interview preparation and interviewing. The program will then link clients into employment or training.

ACSO, operating as Vitality Personnel, manages its Job Network Program at an office in Dandenong, which also has co-located programs with ACSO's Justice Services and the Disability Program.

Whilst having a tertiary degree in a specialised field, yet Jody came to ACSO's Job Network having been unemployed for over 3 months. At this point she felt lost and needed direction in terms of how to progress.

Jody had reached a level of assistance known as Jobsearch training which gave her new skills, particularly in terms of learning how to "reverse market" herself, that is, to introduce herself and highlight her skills to companies where there is no vacancy being advertised.

Jody was encouraged to reverse market herself to companies all over Australia. One company responded and after an initial phone interview, she was offered a position that same day.

This position was enthusiastically accepted although it was not exactly the area Jody had hoped for. However after three weeks in that position, the preferred area of work opened up for her.

KEY ACHIEVEMENTS

Increase in business share of 130% as reward for good performance. This led to the number of staff on site increasing from 3 to 6 full time staff.

QUALITY IMPROVEMENT

- The addition of new staff to the site has meant that clients are given a greater choice of case managers who specialise in different fields of employment and have greater diversity of sector knowledge to offer.

CHALLENGES

Unemployment levels have reduced, which results in the level of difficulty associated with clients increasing. The lack of skills and qualifications within the pool of job seekers also means that it is more difficult to service employer's needs.

ADVOCACY

- In the 07/08 year, the Employment Services Manager was president of the Greater Dandenong Chamber of Commerce which advocates on behalf of employers and builds relationships which will also advocate to employers on clients' behalf. This relationship also links with local government partnerships and helps address issues at a local level.

FUTURE DIRECTIONS

- To employ a site-based psychologist who will work alongside case managers to assist in the identification and treatment of barriers to employment created by mental health issues.

MEASURING ACHIEVEMENTS

Financial Year	03/04	04/05	05/06	06/07	07/08
No. of clients maintained in employment for greater than 13 weeks	150	260	330	345	121
No. of employer vacancies filled	260	200	267	347	184

The figures do not include the Geelong site as the site closed.

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 our values of respect, integrity, caring, shared responsibility, positive outcomes and innovation.

The vision of the Strategic Plan focuses on creating new, or enhancing current options and improving access of people to these services. Equally importantly, a key strategic direction of the Plan is to increase our profile and therefore influence in the community, in order to increase awareness of the issues facing our client groups.

Over the last year, a great deal of work has been done towards meeting the objectives of this plan, as the spreadsheet below attests. I would like to express my appreciation to ACSO staff who have contributed to the Strategic Plan outcomes during the past year and thereby to the development of ACSO. Due to the energy and passion of team members and team

leaders, Sponsors and members on the Strategic Positioning and Service Planning Committee, ACSO's strategic objectives are being realised. Other objectives have been deemed out of scope at this stage in ACSO's current Strategic Plan.

QUESTIONS EMERGING

As we draw to the end of this financial year, there is a sense of arriving at a new phase of the Strategic Plan, an evaluation phase.

Learnings from this experience are being gathered and reflected on, and the deeper questions of evaluation are evolving:

Where is the balance between the importance of staff participation, yet the reality of time constraints on them?

How do we ensure that our objectives are more than a list of tasks, but are truly strategic?

Other questions emerge through unpacking in a deeper way the implications of the Strategic Plan's objectives. For example, a key objective is to increase community awareness of ACSO's work and client needs, yet to what extent does ACSO

make its work transparent whilst protecting clients' interests? Who is "the community?" Is it the general population, or ACSO's "community of interest?"

And so through a natural process, ACSO is clearly arriving at a time of formal evaluation of the current Strategic Plan, and so in turn beginning the process of forming the next.

STRATEGIC INITIATIVES PROGRESS

Six key strategic initiatives were developed (see p. 48 – 51) to achieve our strategic objectives (see p. 18). The following table outlines the goals for each initiative, the strategies developed to achieve these goals, 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.



I didn't want to just work for ACSO. Being involved in a strategic plan team makes me feel i've created a piece of the organisation.
Chris Lucey, Employment Services Case Worker, Strategic Plan Team Member.

ACHIEVEMENTS, FUTURE DIRECTIONS & GOALS

ENHANCED SERVICE DELIVERY

ACCOMODATION AND MATERIAL NEEDS TEAM LEADERS TRISH READ & ROBB RITCHENS



GOAL

ACSO will evaluate current programs to improve service delivery to clients and increase our reputation in our areas of service delivery. Opportunities to work with new client groups will be researched to improve understanding of where ACSO could add value to the service system and make a greater difference in the lives of disenfranchised clients. Research and evaluation will then be leveraged to establish greater credibility in the sector and lead to improved partnerships and increased influence on public policy. ACSO will better share and capture the extensive knowledge existing within ACSO. This will enable us to develop our staff, raise our profile and increase our credibility and influence.

STRATEGY	OUTCOMES	PROGRESS	FUTURE DIRECTIONS
Define accomodation needs of clients, identify existing options and barriers to clients accessing these options.	Surveys of clients completed and used to develop a funding proposal to Department of Justice for a service assisting clients transitioning from prison who face an accomodation crisis.		
Identify opportunities for ACSO to provide increased access and options to ACSO's clients.	An online service directory was purchased to assist staff with clients requiring crisis accommodation or material needs. Training and implementation complete.		
Develop and trial new accomodation initiatives to address homelessness amongst client groups.	STEPUP accomodation model piloted. Consultant engaged to develop a new supportive housing model.		Purposal has been presented to Department of Justice for funding consideration.
Develop a sustainable program to provide for the material needs of clients.			Investigation to occur of ways ACSO can become receivers of court and trust funds.
To engage in homelessness policy, network and sector reform.	Events state and local have been attended, memberships of networks attained, contribution made to the governments green paper on homelessness.		

Legend

Initiative complete Initiative ongoing Initiative either not commenced or out of scope

ACHIEVEMENTS, FUTURE DIRECTIONS & GOALS

RESEARCH, EVALUATION AND KNOWLEDGE MANAGEMENT

TEAM LEADER TRACEY ALLEN



GOAL

ACSO will evaluate current programs to improve service delivery to clients and increase our reputation in our areas of service delivery. Opportunities to work with new client groups will be researched to improve understanding of where ACSO could add value to the service system and make a greater difference in the lives of disenfranchised clients. Research and evaluation will then be leveraged to establish greater credibility in the sector and lead to improved partnerships and increased influence on public policy.

STRATEGY	OUTCOMES	PROGRESS	FUTURE DIRECTIONS
Develop program outcome evaluation framework and research agenda	Program Logic Tool developed, designed to measure programs against its aims and objectives, and collect relevant data.		
Use Program Logic Tool to analyse ACSO programs.	Program analysis partly complete.		Researcher engaged to complete analysis of programs using the PLT.
Leverage research and program outcome data for training, profile raising & partnering	Funding sources have been identified to conduct a research project focussed on partnerships and policy relating to offender support services. Consultant engaged for planning and development.		Development of a Research and Evaluation Unit as a funded program of ACSO.
Conduct research in an identified priority area			Out of Scope
Develop and implement basic knowledge management processes	Developed intranet and webpage to house KM system.		Further development of website and review of intranet
Create a visual (ppt/film) to both orient new staff, and inform the community via the website using client capabilities.	Planning of film has occurred with staff and clients. PPT not yet commenced.		
Utilise and expand on knowledge management framework to enhance staff development and training. (KM)	Establishment of internal training calendar		
Investigate mechanisms of consolidating knowledge to generate funds through delivering accredited training in appropriate areas. (KM)			Out of Scope

Legend

Initiative complete Initiative ongoing Initiative either not commenced or out of scope

ACHIEVEMENTS, FUTURE DIRECTIONS & GOALS

COMMUNICATION AND INFLUENCE TEAM LEADER BERNARD HANSON



GOAL

ACSO will increase our capabilities in the areas of communication with and influence amongst all stakeholders in order to bring issues facing our client groups to the attention of policy makers, raise our profile with key stakeholders and increase our credibility as a high quality service provider. We will use our organisational knowledge and experience to increase our influence with opinion leaders and decision makers.

STRATEGY	OUTCOMES	PROGRESS	FUTURE DIRECTIONS
Identify current perceptions of ACSO amongst stakeholders and evaluate current influence strategies	Stakeholder interviews complete. See p. 22		
Modify perceptions of ACSO where necessary and raise ACSO's profile	The services of a visual identity strategist have been engaged to develop ACSO branding and signage. Logo complete. (See p18)		Responses to be analysed, communication strategy to be developed.
	Other initiatives being either considered or planned: sponsoring a youth sport team, development of Annual Report as a profile raising and advocacy tool.		
Utilise increased awareness of ACSO to derive benefit for clients			A longer term goal out of scope for this team.

INCREASED PARTNERING CAPABILITIES TEAM LEADER GUY COOPER

GOAL

ACSO will identify opportunities for collaboration and partnerships in order to better meet the needs of existing clients and to diversify into service areas where we would be able to add value. Through collaboration and partnerships we will raise our profile and strengthen our influence position.

STRATEGY	OUTCOMES	PROGRESS	FUTURE DIRECTIONS
Develop a partnership and relationship planning and development framework	A partnership planning tool has been developed collaboratively between this team and a consultant, and will be piloted in the upcoming Employment Services tendering process.		To embed tool in ACSO partnering activities.
Identify and develop partnerships and collaborations to enhance strategic initiatives			Out of scope. Responsibility reallocated to Executive.
Maintain and further develop collaborative practice and service delivery			Out of scope for this team

ACHIEVEMENTS, FUTURE DIRECTIONS & GOALS

INCREASED DISCRETIONARY FUNDING TEAM LEADER ED HOLMES



GOAL

ACSO will develop diverse funding streams and aim to increase our discretionary funding on an on-going basis. This will improve our ability to respond to the emerging needs of current and future clients groups, fund projects and make us less reliant on government funding.

STRATEGY	OUTCOMES	PROGRESS	FUTURE DIRECTIONS
Develop income strategy and identify organisational policy positions to better utilise existing financial resources	An initiative was developed whereby each program was instructed to make the changes required to achieve a 3% surplus.		
	Internal submission/ideas proposal template developed, along with coordinating approval process.		
Identify sources and seek funding for projects arising out of strategic initiatives	Write proposal for a scanning business venture using the "ideas proposal" template and present to senior management.		Awaiting development of business model.
Develop and implement strategy to generate additional discretionary funds	Make submission to Perpetual and also the Law Society and invite speakers.		As the goals of this team and The Enhanced Service Delivery Team overlap in terms of seeking sources of material needs, consideration is being given to merge teams.
	Create register of relevant funders, particularly by referring to other NFP's annual reports.		Out of scope.
	Create external business plan template by using previous applications and distilling ACSO information.		Out of scope

Legend

Initiative complete Initiative ongoing Initiative either not commenced or out of scope

365 DAYS OF QUALITY IMPROVEMENT

QICSA (Quality Improvement & Community Services Accreditation), a body of the Quality Improvement Council (QIC), offers support, resources, review and accreditation to the health and community service sector in Victoria.

The accreditation process requires organisations to continually meet industry based standards. As a consequence this then assists organisations to commit themselves to continuous quality improvement.

Accreditation occurs through a process of internal and external reviews. Recommendations resulting from these form the basis of a Quality Work Plan. This lays out a timetable of work, and is the basis of ongoing reviews.

ACSO was first accredited in 2001, and then re-accredited in 2004 and again in July 2007.

Accreditation was also gained in 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.

HASS Accreditation:

A further milestone was also achieved in 2008, being the Homelessness Assistance Service Standards (HASS) accreditation.

This provides a quality improvement system specifically designed to ensure quality in housing support services.

2007/2008 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 2007 review. Future actions for each area are also identified.

OUR QUALITY WORKPLAN

INITIATIVE	PROGRESS	IMPROVEMENTS PLANNED
1. Building Quality Organisations		
Council Development		
Council membership and operations are systematically reviewed and gaps are addressed.	Council membership is reviewed annually in regard to skills, community participation and succession planning. All policies current and reviewed according to schedule.	
New Council members receive comprehensive induction.	Draft position descriptions completed and induction process presented to Governance Committee	Induction process to be finalised and established.
Community involvement in Council increased.	Options re consumer participation have been presented to the Governance Committee, action pending.	Consumer participation strategy to be finalised and established.
Planning and Process		
ACSO's planning and other processes are integrated across the organisation:		
1. Strategic Planning	Strategic Plan initiatives re collaboration and knowledge sharing using the intranet are being trialled.	External Review of Strategic Plan process to be conducted in Nov 2008.
2. Program Planning	Operational planning included on management calendar.	
3. Document Control		A new comprehensive, organisation wide Records Management System (AS 15489) will be completed early 2009.
Professional Development		
Staff skills and knowledge are consistently developed, and evaluated and documented through yearly performance appraisal.	Audit of outstanding performance reviews completed. Review dates entered in IT system to generate monthly reports for program managers.	

Internal secondment opportunities offered.	Six secondment opportunities have been offered and accepted in 2008.	Evaluate success of internal secondments, plan further cross program experience for staff.
Program training plans and calendars developed and included in budget process.		Develop template for centralized training register which records training attended.
All training attended entered on register.		
Training to be delivered and entered in register		Identify and evaluate opportunities for ACSO staff to deliver training. Pilot Seminar Series to be conducted in 2009.

Risk Management

Implement, and evaluate framework for identifying risks for the organisation.	A training package has been developed, and contractor appointed to review Risk Management Framework.	Investigate external review of risk register, mitigation strategies and effectiveness.
	A business continuity plan has been developed.	
Managers risk management skills and confidence increased.	Contractor will provide training to the Management Team.	Provide training and support to program managers this year.

2. Providing Quality Services and Programs

Client Participation

Client and stakeholder feedback is systematically sought, recorded and analysed to inform service planning and decision making.	Central complaints/feedback register completed. Completed an independent client feedback project as part of the Strategic Plan. Quarterly analysis of client feedback/complaints included as part of Executive Team agenda and Management Diary.	Development of a systemic Client Participation Framework to commence early 2009. Decision to be made regarding employment of a client participation officer. Consumer Action Group to be established. Evaluate impact of above strategies on levels of client participation within the organisation.
Client and stakeholder feedback reported to Council annually and included in Annual Report	Annual Report and Council program reports include consumer and stakeholder feedback/ participation initiatives	

Cultural Accessibility

Services are developed, delivered, documented and promoted in a culturally relevant and easily accessible manner.	Feasibility of expansion of Koori Agency Liaison role to encompass all ACSO program areas investigated but issues arisen with government bodies.	Conduct audit of the unmet needs of cultural and linguistically diverse groups currently accessing and likely to utilise ACSO's services, and evaluate ACSO's current response (including staff skills, promotional material, policies etc) and identify gaps. Develop strategies to address these gaps.
	Funding received to operate (in partnership with the Link Out consortium) a Koori Transitional Support Program for male and female prisoners, funded by Corrections Victoria.	
Website and other promotional material is accessible by current and potential clients		Website development to be complete by end 2008.

3. Sustaining Quality External Relationships

Quality Partnerships

Partnerships and collaborations will be formally documented on centrally available register, evaluated and enhanced.		Develop central register for documenting all agreements, relationships, partnerships, memberships of peak bodies and networks and key contacts. Add to Intranet.
Partnership arrangements evaluated annually.	3 monthly audit of register by Executive Team added to Management Calendar.	Implement Partnering Framework developed within the strategic planning teams to assist with evaluating current relationships and partnerships and identifying future opportunities for development.



ANTONY CALABRO

Chief Executive Officer (LL.B. Melb)

- Joined ACSO in 1987 as Administrator. In 1992 Antony was appointed Executive Director and in 2006 CEO.



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.



VAUGHAN WINTER

Deputy Chief Executive Officer

- Vaughan took up the position of Deputy Chief Executive Officer in February 2008. Vaughan has a Bachelor of Social Work, and has worked in the social welfare sector since 1995 in Jesuit Social Services and the Department of Human Services Youth Justice. His most recent position was as Manager of the Brosnan Centre.
- Vaughan's chief area of expertise is within the area of youth, and people with offending histories.
- As Deputy Chief Executive Officer, Vaughan is chiefly responsible for policy, strategic planning, occupational health and safety, and risk management.



BRETT ANDERSON

Manager Disability Program (DAP)

- Brett commenced in the role of manager of the Disability Program in early 2008 after working in various ACSO services for the past 15 years. Prior to this Brett held various roles in the correctional and disability sectors. As well as holding a Master of Management, Brett has qualifications in social work, psychology and addiction studies.



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.



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.



RENAE MACNAMARA

Manager Employment Services

- Renae commenced working with ACSO in 2003 after 5 years experience in the employment services filed 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.



ANNIE TRAINOR

Manager, Link Out Program.

- Annie has a Graduate Diploma in Addiction Studies and 21 years experience working in the drug and alcohol field. She has worked in a variety of treatment agencies including Drug Services Victoria, Westadd, St Vincent's, Direct Line, Moreland Hall and ACSO.
- Annie commenced work at ACSO in 1997 as a Senior Clinician, and prior to her current role as Link Out Program Manager, Annie was Assistant Manager of Justice Services (Transitional Programs).



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.

ACSO EXECUTIVE TEAM

The ACSO Executive Team is an important feature of ACSO’s overall governance framework. 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 July 2007.

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

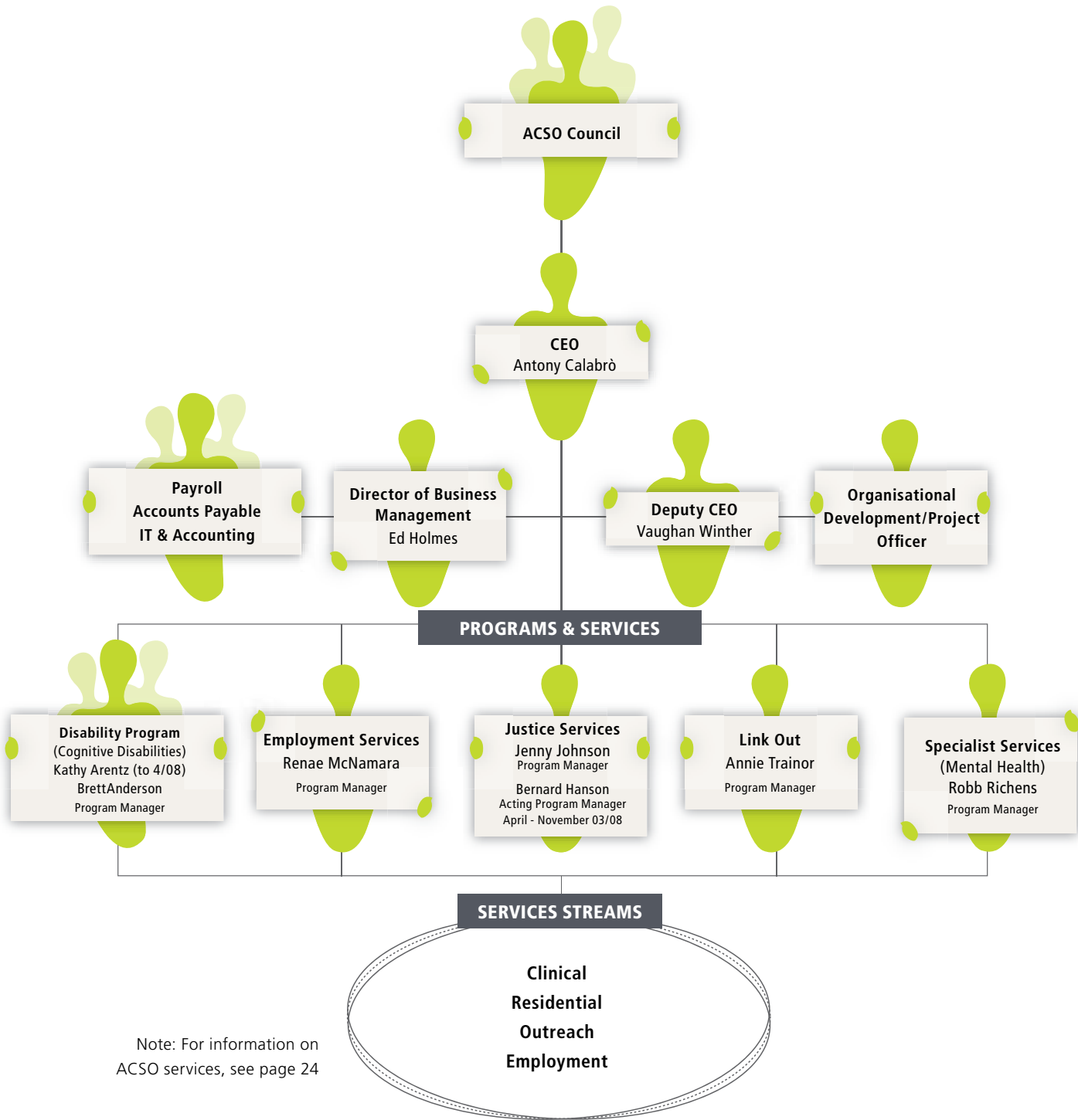
- i. Implementation of ACSO’s strategic plan.
- ii. Identification of issues likely to affect the strategic direction of the agency, or present a risk to the agency, for reporting to the ACSO Council.
- lii Dealing with broad operational issues including:
 - Management reports from each program following 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.

MEMBERS

Antony Calabrò	Chief Executive Officer and Chair
Vaughan Winther	Deputy Chief Executive Officer and Deputy Chair
Ed Holmes	Director of Business Management
Brett Anderson	Manager, Disability Program
Christine Cappello	Office Manager and Executive Support
Jenny Johnston	Manager, Justice Services
Annie Trainor	Manager, Link Out Program
Renae MacNamara	Manager, Employment Services
Robb Ritchens	Manager, Specialist Services

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

Tracey Allen	Assistant Manager- Disability Program
Guy Cooper	Co-Ordinator- Disability Program
Petula Frantz	COATS Finance Manager
Bernard Hanson	Assistant Manager- Justice Services
Brendan Arentz	Manager, Transitional Services



ADMINISTRATION & FINANCE

Chief Executive Officer

Antony Calabró

Deputy Chief Executive Officer

Karen Stace
(to Feb 08)

Vaughan Winther
(from Feb 08)

Director of Business Management

Ed Holmes

Link Out Program Manager

Annie Trainor
(Nov 07)

Staff

Rose Broadstock	Christine Cappello
Petula Frantz	Monica Karst
Evelyn Ramsey	Noel Roxas
Tammy Rowe	Natasha Salter
Sharon Stevens	Nely Tanur
Yvonne Webster	Susan Wilson



DISABILITY PROGRAM (DAP)

Program Manager

Kathy Arentz
(Brett Anderson Acting from Dec 08)

Assistant Manager

Brett Anderson
(Tracey Allen Acting from Dec 08)

Co-ordinators

Tracey Allen	Brendan Arentz
Guy Cooper	Jeff Rose
Simon Wardale	Stan Pappos
(till Feb 08)	(from Feb 08)
Louise Mason	
(From March 08)	

Staff

Stephen Abiuso	Cidgem Akkaya
Vin Allen	Kathy Astrinakis
Tony Astrinakis	Troy Barras
Elma Becirovic	Tim Blanksby
Steve Bone	Morris Briones
Gary Brook	Peter Cushing
Paul De Salvo	Anneka De Wilt
Shaun Dibben	Mieke Donald
Jeff Douglas	Dip Gohil
Ely Gul	Denis Hajrulahovic
John Haythorpe	Niall Hewitt
Steven Hodges	Daniel Horvath
Nicole Jones	Simon Jones
Lena Kiki	John Kildea
Michael Kofmansky	Daniel McCoy
George McCranor	Radomir Medic
Joseph Miles	John Moore
Tim Morrissey	Frank Muscara
Chrisoula Noutsis	Marcela Olivo
Jasmin Ong	Stan Pappos
Ian Power	Barbara Renou
Noel Runnalls	Leon Scadden
Yamine Sevim	Despina Sidiropoulos
Doug Skate	Rinke Slotegraaf
Anthony Smith	Christine Smith
Christopher Smith	Anthony Stratford
Andrew Taylor	Cara Thomson
Paul Tomaszewski	Tuba Topal
Darryl Warren	Nathan Wilson
Neil Young	

JUSTICE SERVICES

Program Manager

Jenny Johnston
(Bernard Hanson Acting from April 08)

Assistant Managers – COATS

Bernard Hanson
(to Jan 08)

Vi Lotter
(to Jan 08)

Allocations Co-ordinator

Jodie Armstrong

Clinical Variations and Client Services Co-ordinator

Nick Garofalo
(to Sept. 07) Position now vacant.

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

Michael Moran
(to Sept 07)

Manager – Transitional Services

Annie Trainor	Trish Reid
(to Oct 07)	(Nov 07 – May 08)
Brendan Arentz	
(From May 08)	

COATS Finance Manager

Petula Franz

Link Out (Previously Bridging the Gap/ Correctional Housing Pathways Initiative until Dec 07)

Nain Philp	Kate Wyatt
Tim Giles	Mark Flemming
Brad Roberg	Toan Nugyen
Emma Bell	Lisa Dwyer

Community Offender Advice and Treatment Service (COATS) Client Services Unit

Nenita Batica	Natalie Cassimatis
Stacey Chick	Diane Evans
Helga Hornig	Brett Richards
Kerry Scambler	Georgina Vakouftis
Evelyn Ramsay	

Clinical Agency Liaison Officers

Neil Fresle	Lisa Leo
Jan Rowsell	Matt McCue

Clinical Staff

Brien Baxter	Darron Burt
Karren Chapple	Michelle Cohen
Jane Fiscaro	Sally Fountas
Marlyn Gavaghan	Ann Hinton
Jane House	Michael Inglis
Lisa Jackson	Eric Jenney
Carly Katz	Robyn Lipcsey
Sheridan Manley	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
Mark Tatti	Brett Hayes
Sue Nelson	Roula Dibs
Rebecca Shields	Ruth Malpass
Ian Grey	Naomi Adams
Susan Saxe	Rachel Freeland
Rhonda Pagett	

CASST

Bev Fox

Sex Offenders Outreach and Transition Program (SOSP)

Kate Bischof	Rob Telfer
Rob Stagg	Monica Karst

Prison Outreach and Support (POST) (Program merged with SOSP June 08)

Program Manager

Sr. Clare McShee

SPECIALIST SERVICES

Program Manager

Robb Ritchens

Specialist Mental Health Program

Allison Falzon	Mark Flemming
Ben Hagedorn	Ingrid Martinez
Denice Schoenpflug	

McCormack House

Aiden Fahey
Len Reynolds

Student Specialist Services (08)

Bonnie Grant
(La Trobe University)

EMPLOYMENT SERVICES

Manager

Renae MacNamara

Job Capacity Assessments

Linda Millard	Irene Watkins
Soula Noutsis	

Personal Support Program (PSP) Senior Case Manger - Jerry Diner

Alistair Castle	Hung Nguyen
Melissa Scicluna	Fiona Terrill
Sean Sloan	Julie Anne Lonnie
Katherine Morgan	Tristan Carter

Specialist Employment

Program Co-ordinator - Terry Roberts

Lucia De Lorenzo	Paula Pecchiari
Susan Walsh	

Validity Personnel

Dandenong

Margaret Thompson	Natalie Beardon
Annette Colpoys	Christopher Lucey
Erinlee Archer	Tanya Ruisi
Julie Sutherland	

Geelong

Angelo Messina	Linda Shaw
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STAFF QUALIFICATION PROFILE

Our employees 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.

Other qualifications exist in drink driver education, mediation, men’s behaviour change, management, mental retardation, and community services.

QUALIFICATION	ADMIN	DISABILITY SERVICES	EMPLOY- MENT SERVICES	JUSTICE SERVICES	SPECIALIST SERVICES
Bachelor Applied Science (Psych)			4		
Bachelor of Accounting	2		1		
Bachelor Arts		9	11	6	
Bachelor Community Development				1	
Bachelor Criminal Justice		1			
Bachelor of Education/ Law /Science	1		1		
Bachelor Nursing					1
Bachelor Science				1	
Bachelor Social Work	1	18	6	5	2
Bachelor Social Health				1	
Bachelor Disability Studies		2			
Certificate IV Alcohol and Other Drugs				9	
Certificate IV Counselling			1	1	
Certificate IV Disabilities/Residential Care		39	1		1
Certificate V1 Disability Studies		4		1	
Certificate V1 Mental Health				1	1
Certificate IV Workplace Assessment and Training			4	2	
Doctorate in Social Work		1			
Diploma Community Development				2	
Diploma Management/Business	1			2	
Diploma Social Science/Welfare				7	1
Grad. Dip Addiction Studies				1	
Grad. Dip. Child and Adolescent				1	
Grad. Dip Counselling/Psychology			2	3	
Master of Arts/Criminology		1		1	
Masters Business Administration (CPA)				1	
Masters Psychology/Forensic Psychology		12			
Masters Law		1			
Masters Social Work		1		1	
Registered Nurse/Psychiatric Nursing			1		3

STAFFING COMPONENTS AND MOVEMENT

SERVICES	TOTAL AT 30/6/2007	FULL TIME	PART TIME	CASUAL	TOTAL AT 30/6/2008	LEFT	STARTED	MAT LEAVE	INTERNAL SECONDMENT	EXTERNAL SECONDMENT
Community Offenders Advice and Treatment Service (COATS)	43	28	4	11	42	12	13	2		1
Culturally And Linguistically Diverse (CALO)	5	5			1	4	2			
NGWALA	1	1			0					1
Bridging the Gap (BTG)	2	2			0	2				
Correctional Services Employment Program (CSEP)	2	2			0					
Correctional Housing Pathways Initiative (CHPI)	2.5	2	0.5		0					
Sex Offender Support (SOSP)	2.5	2	0.5		3		1	1		
LINKOUT	2	2			9		2			
Disability Program.	66	26	32	8	66	1	25	31		
Specialist Services (Mental Health)	3.5	3	0.5		2.5		1		1	
Multiple and Complex Needs Initiative	0.5		0.5		1.5		1			
McCormack House	2	1	1		2					
Vitality Personnel Geelong	4	3	1		0		3			
Vitality Personnel Dandenong	4	2	2		5		3	4		
Personal Support Program (PSP)	5	4	1		8		1	4		
Disability Employment Network (DEN)	3	1	2		3		1	1		
Job Capacity Assessment	2	1	1		3		1	2		
Vitality Management	1	1			1					
Administration	11	9	2		11		1	3		
Care Plan Assessments Vic	3	2	1		0					
Scanning Team	0				10		4	15		
TOTALS	165	97	49	19	168	58	79	4	0	2

JUSTICE

DISABILITIES

SPECIALIST SERVICES

EMPLOYMENT

PROGRAM TRAINING RECORD 07/08

JUSTICE

- Managers staff supervision training
- Department of Human Services Providers Conference
- Department of Justice Stakeholders Conference
- Working with Interpreters
- Motivational Interviewing
- Problematic Gambling
- Privacy Legislation
- Alcohol and Other Drugs Certificate 1V training
- VODA Conference
- Dual Diagnosis
- Defensive Driving
- ARBIAS training
- Adult Parole Board information session
- Cultural Awareness
- NAIDOC launch
- Program Logic Model training
- Fire Warden training
- Mental Health First Aid training
- Sentencing Council Forums
- First Aid training
- Konnect Program information and training
- Orientation to Margoneet and MRC Prisons
- Landmark training
- Payroll and Industrial Relations
- CPA conference
- OHS Training
- Essential Skills for Forensic Alcohol and Other Drugs workers
- Effective Interventions in Forensic A & O D

DAP

- VICSERV Annual Conference
- MOVAIT
- Staff Induction
- Fire safety awareness
- HIV awareness
- Infection Control
- Safe House training (OHS)
- Safe Food
- Various VOTA Workshops – sex offenders, risk assessment
- ANZAPPL conference
- Epilepsy
- Positive Behaviour Support
- First Aid
- PSBS Training
- Mindfulness Training
- Restrictive Intervention Data System
- QDC training
- Emergency Management Training
- Occupational Health and Safety Refresher Training
- Bullying and Harassment in the workplace
- Working with female sexual offenders
- Privacy Awareness
- Human Rights and persons with disabilities
- Using Communication Aids
- Cultural Awareness Training
- Return to work training
- Psychological stress in the workplace
- Certificate 4 in Disability Studies
- Certificate 6 in Disability Studies6
- Using info-com

SPECIALIST SERVICES

- Indigenous Awareness
- Managing Substance abuse
- Home Ground Public Housing Applications Training
- Department of Human Services Incident Reporting

EMPLOYMENT

- ACE Disability Employment Conference
- National Employment Services Association (NESA) Annual Conference
- NESA Personal Support Program Conference
- DHS Job Capacity Assessment Conference
- SEG1 Training
- ASSIST Suicide Prevention Training
- Cognitive Behavioural Therapy Training

ADMINISTRATION

- National Homelessness Conference
- Occupational Health and Safety
- Risk Management Fundamentals
- Quality Improvement Planning Training (QICSA)
- Masterclass in Corporate Governance
- Masterclass in Strategic Planning
- Payroll and Taxation
- CPA workshops and training.

STAFFING TOTALS

Staffing numbers remained stable, with a very small increase on 2006/07 total staffing numbers.

	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	MOVEMENT % 06/07 - 07/08
TOTAL EMPLOYEES	324	208	162	164	168	1.2

*Note:

Some programs experienced significant changes in staffing this year. BTG, CSEP and CHPI became restructured as Link Out. Vitality Personnel Geelong ceased operation due to loss of contract. The Disability Program had a large turnover of staff due to the excessive strain involved in residential care, for example in shift work, and its impact on staff personal life. This movement is typical throughout the Disability sector. COATS staff changes were for a variety of reasons including funding uncertainty, return to study, maternity leave and furthering career development. Funding for CALO was reduced. The scanning team was a short term initiative.

THE HON. JUSTICE SALLY BROWN, AM,
JUSTICE OF THE FAMILY COURT OF AUSTRALIA



SALLY’S STORY

Can we have a snapshot of your early history?

I’m a Melbourne girl, one of 4 children.

I attended MacRobertson Girls’ High School, and then obtained a scholarship to Melbourne University where I studied Arts/Law.

There was no history of Law as a career in my family. However it was a decision made because at that time young women who were interested in languages and humanities became teachers, but I didn’t think that’s what I wanted to do.

I was then admitted to practice and acted as a solicitor for a short time.

This was followed by 3 years lecturing in company Law and Contract at a tertiary level, which was ironic for the girl who did Law because she didn’t want to teach!

Then in my late 20’s, I became a barrister. As I’d lectured in Company Law and Contract I entered into civil work, but then began to find Criminal and Family Law much more interesting, in that it is very directly concerned with people lives.

My involvement in this area grew, and I was offered a position as a Magistrate in the State Magistrates’ Court. I was one of the first two women appointed to that court. At that stage in 1985 there were two women and 84 men.

Following this, I became the Deputy Chief Magistrate and then Chief Magistrate.

In 93 I was offered a position in the Family Court.

Was there any experience that made the issue of justice very important you?

I’ve had a very privileged life. My parents weren’t affluent, but they instilled a very strong sense about how privileged we were, and that one needed to think about that in the context of what one did with one’s life.

My mother used to say that that one should aim to reform oneself as well as reforming the world. Yes, you need to go out and do good things in the world, but you need to look at yourself as well.

What’s your work about?

I manage a list here called the Magellan list, which is the list of cases which involve allegations of significant physical or sexual abuse of children and that is the bulk of my work and its very important work in that it’s a jurisdiction that we share with the children’s court.

The question for me is where children live and what time they spend with their parents and other people of importance to them.

The law rests on two pillars concerning children. The first is the benefit to them of having the most meaningful

relationships possible with their parents, and the second is protecting them from physical and emotional abuse.

The nub of my work lies in the tension between those two principles set out in the Family Law Act

Are there times when you feel angry in court?

Almost never. Frustrated sometimes, powerless sometimes. I get angry about other things.

Do you take home the sadness sometimes?

Yes , it’s often very sad.

Some years ago a friend once said to me that every time he saw me we’d say hello, and then I’d say “oh I’m hearing such a sad case.” I didn’t even realise I was saying that.

Some of the cases touch you and its naïve to say they don’t. You learn professional detachment, but having said that, there are always cases which get under your skin and that you worry about. You worry whether you’ve made the right decision.

You have to be cautious about your capacity to change people’s lives.

What’s the satisfying part?

One of the great satisfactions is when you learn that something you did has borne fruit. We get very little feedback.

I remember getting a letter long after I left the Magistrates’ Court from a woman saying “You gave my daughter a chance. She was a drug user but you didn’t send her to jail. I want to tell you what’s happened to her: she got clean, she’s married, she has kids.”

There’s no doubt that that can be a very powerful encouragement to keep having a go at it.

What is the toughest thing about your work for you personally?

It’s looking someone in the face and telling them that they’re never going to see their child again.

I’ve done a lot of sentencing in the Magistrates Court and although there are those in the community always calling for harsher sentences, it is never easy to tell someone they’re going to jail.

It may be necessary to do so to protect that child from violence or abuse, but that doesn’t mean you don’t have an awareness that that loss of relationship will resonate throughout that child’s life and into their adult life.

Do you see recurring themes which bring people to this court?

I see many cases of people brought up in violent households who are then violent to their own partners and children, who have no other way of communicating or dealing with stress other than with violence.

What I see is a great shortage of parenting skills - people who have never had strong sensitive responsive parenting modelled to them. What they have had modelled is violence and dysfunction and disruption, no stability, no security, no consistency.

Some people transcend the most significant disadvantage and make interesting constructive secure lives for themselves and their children out of nothing, but others repeat history that and cannot give their children those things which are the bedrock of parenting.

I think the key skill is all about learning how your behaviour impacts on other people.

If you had the power to change something that would fundamentally change families’ lives what would it be?

I would invest far greater resources into preventative work, building relationship skills in teenagers and parenting skills in young families.

Are you aware of any areas in which ACSO needs to develop or change?

I think ACSO does terrific work, but we need to position ourselves a little more publicly - not for self aggrandisement but to maximise the opportunities for us to do this great work.

What attracted you to ACSO?

In ‘93, when I became involved in the Family Court, Alistair Nicholson was Chief Justice, a remarkable man in terms of his courage, integrity and his actions for families and children in particular, and for women exposed to violence. That was really what prompted me to accept the position on ACSO Council, because the work done is inspirational and it’s extraordinarily important.

My focus in my professional life has been concern about violence to women and violence to children so I’ve maintained a strong interest in the reform of the rape law and the law relating to sexual offences . A lot of people have thought it was odd that I maintained an interest in prisoners, many of whom had been sentenced for crimes of violence, but I don’t see them as conflictual.

If people aren’t prepared to do the work to stop recidivism, how will you change the next generation’s behaviour?

All our Councillors are experts in their fields, each with a wealth of insight and experience. For this reason, each year we will request one Council member to share some of these within the ACSO Annual Report.

Thank you Sally Brown, for sharing your inspiring story with us this year.



PROF THE HON ALASTAIR NICHOLSON AO RFD QC

Patron-in-Chief

- Honorary Professorial Fellow
- Criminology Department, University of Melbourne
- Formerly Chief Justice of the Family Court of Australia and Chairman of the Adult Parole Board
- Member of the Strategic Positioning and Service Planning Committee
- Joined the Council in 1983



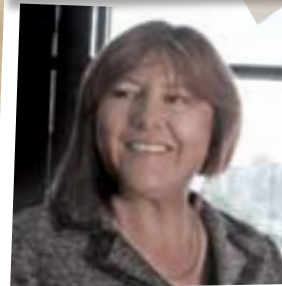
MR MICHAEL WRIGHT

Chair

- Managing Director Miller Consulting Group
- Chairman Advisory Committee – McCaughey Centre, University of Melbourne
- Independent Chairman of the Risk and Audit Committee of Forensicare
- Member of Board of HomeGround
- Joined the Council in 2004

“I felt that the experiences and skills I had developed over my career could assist the ACSO Board in its role of support and leadership to its management in developing service partnerships with Government so that those in the community that are in need of the specialist support and services that ACSO can offer, will continue to get that assistance.”

Mr. Michael Wright



ASSOC PROF KAREN NANKERVIS

Deputy Chair and Chair of Strategic Positioning and Service Planning Committee

- Head, Division of Disability Studies, RMIT University.
- Former Past National President – Australasian Society for the Study of Intellectual Disability
- Joined the Council in 2005

“I have had a long association with ACSO and have always been impressed by the professionalism and skills of the staff. I am committed to supporting ACSO as it plays a critical role in our society, assisting those for whom there may be few supports available. I am proud to be able to assist ACSO to continue its excellent work and in maintain its excellent reputation in the sector.”

Professor Karen Nankervis



MR MALCOLM SIMISTER

Chair of Risk and Audit Committee

- Chartered Accountant
- Parsons Consulting
- Member of the Victorian Regional Council of the Institute of Chartered Accountants in Australia
- Independent member of the Audit Committee of the Department of Justice (Victoria)
- Joined the Council in 2006



SR CLARE MCSHEE AM FMDM

Patron

- Joined the Council in 1986.
- Retired June 08.
- Made patron of ACSO and Council June 08

“I have made a commitment to support ACSO because it is what I have believed God has called me to do. Throughout my life I have experienced this direction in many simple yet regular ways, which is to work with those who are in prison and those returning to the Community. ACSO is committed to working with the disenfranchised. As St Paul said “Remember those who are in prison as though you were in prison yourself.”

Sr. Clare McShee



MS ERSILIA BARBONE

Chair of Governance Committee

- Partner: White Cleland Solicitors
- Joined the Council in 1996



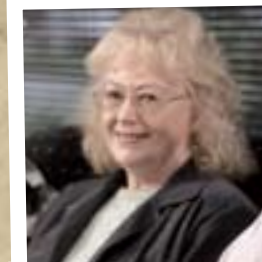
MR TONY CANT

- Chartered Accountant
- Member of the Risk and Audit Committee
- Joined the Council in 1997



THE HON MR JUSTICE PAUL COGLAN

- Justice of the Supreme Court of Victoria
- Formerly Director of Public Prosecutions
- Joined the Council in 2008



DR HEATHER MANNING

- Formerly Psychiatrist Superintendent with Childrens Court Clinic and Consultant Psychiatrist with MH Sky
- Member of the Strategic Positioning and Service Planning Committee
- Joined the Council in 2000

“The organisation undertakes tremendous projects for the community and I am very pleased to assist wherever I can in this work.”

“Anybody who has worked for any significant period in the criminal justice system understands that once offenders have become involved in the system, they have great difficulty in extricating themselves. Drugs, alcohol, education and accommodation are the key areas which control rehabilitation. ACSO can assist in all of them.”

“I consider it a privilege to be associated with ACSO, which I view as an organisation with a genuine Christian commitment to those most marginalised in our society. The dedicated staff display great integrity and professionalism, ensuring their clients are given every opportunity to improve their coping skills, thus encouraging them to re-connect with the wider community.” **Dr. Heather Manning**



HIS HONOUR JUDGE DAVID PARSONS

- Judge of the County Court of Victoria
- Director of the Koorie Heritage Trust
- Director of the Melbourne Community Foundation
- Member of the Sir Doug Nicholls Fellowship for emerging Aboriginal leaders
- Member of the Governance Committee
- Joined the Council in 2007

“ACSO does essential work in our community. I hope to assist it in fulfilling its aims in the community it serves.”

His Honour Judge David Parsons



THE HON JUSTICE SALLY BROWN AM

- Justice of the Family Court of Australia
- Formerly Chief Magistrate, Magistrates Court of Victoria
- Member of the Strategic Positioning and Service Planning Committee
- Joined the Council in 2004

“Respect for ACSO’s philosophy and the commitment of its staff to support the disadvantaged, particularly prisoners, including sex offenders, and those struggling with mental illness and substance abuse. Their work may not be fashionable, but it is essential if we want to live in a strong, safe and fair community.”

The Hon Justice Sally Brown AM



MS CHRISTINE CAPPELLO

Secretary

- Joined the Council in 1983

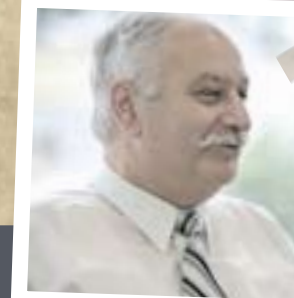


DR CHARLES LEIGH GASSNER

- Business Consultant
- Member of the Strategic Positioning and Service Planning Committee
- Joined the Council in 2007

“The community is made up of different people, many of whom need help. It is important that organisations such as ACSO are there to respond and consequently are supported in their work. Being a Council member provides one way I can give that support.”

Dr Charles Leigh Gassner



ANTONY CALABRÒ

Chief Executive Officer

ACSO CONSTITUTION

- 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. At the 2007 AGM a new constitution was approved. It came into operation 01/08.
- 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 Exec. 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 Positioning and Service Planning 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;
- 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;
- 15. Shall regularly review its own performance as the basis for its own development and quality assurance.

STANDING COUNCIL COMMITTEES

Risk and Audit Committee Members:

- Malcom Simister (Chair)
- Tony Cant
- Michael Wright (ex-officio)

Staff :

- Ed Holmes
Director of Business Management
- Antony Calabrò
Chief Executive Officer
- Karen Stace
Deputy Chief Executive Officer (July 2007 – February 2008)

- Vaughan Winther
Deputy Chief Executive Officer (February 2008 ongoing)
- Petula Frantz
Justice Services Finance Manager
- Nely Tanur
Management Accountant

The functions of the Risk and Audit Committee are:

- 1. Overseeing and appraising the coverage and quality of external audits and maintaining open lines of communication between the Council and the auditors;
- 2. Reviewing the financial information to be presented by management to the regulators and the general public;
- 3. Make recommendations to Council regarding internal audit;
- 4. Reviewing and recommending the risk management practices adopted across all material aspects of the organization's operations.
- 5. 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.
- 6. Overseeing the adequacy of systems put in place by Management to limit the organisation's exposure to fraud;
- 7. 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:
- Ongoing review of items identified under ACSO Risk Register and actions taken to mitigate risk.
 - Review of insurance coverage for risks identified.
 - Review of the progress to establish a financial model for the COATS Brokerage process.

- The relocation of head office to Richmond
- The efficient use of our motor vehicle fleet

GOVERNANCE COMMITTEE

Members:

- Ersilia Barbone (Chair)
- Judge David Parsons (from November 2007)
- Michael Wright

Staff:

- Antony Calabrò
Chief Executive Officer
- Karen Stace
Deputy Chief Executive Officer (July 2007 – February 2008)
- Vaughan Winther
Deputy Chief Executive Officer (February 2008 ongoing)

Terms of Reference (reviewed in May 2008):

1. Role of the Governance Committee

The purpose of the Governance Committee is to review developments and latest corporate governance practices in Australia and advise the Council in methods of sustaining organisational principles of Integrity, Accountability and Transparency.

2. Functions of the Governance Committee

- 2.1 To review the focus of Council meetings for the previous 12 months to confirm that Council's focus has been on strategic ends.
- 2.2 To review the annual schedule of Council and Committee meetings to ensure that Governance tasks are met, including management strategies.
- 2.3 To monitor that regular reports have been submitted to Council in accordance with Council policies.
- 2.4 Review the corporate governance framework to ensure continuous quality improvement through sound processes and systems.
- 2.5 Develop and review governance policies and procedures and make recommendations for improvement.
- 2.6 Develop and implement a process of performance review for Council members.

2.7 Exercise due care and diligence in the performance of the Council's powers and functions.

2.8 To conduct the affairs of the Committee in an open and transparent manner.

2.9 Reviews ACSO's constitution and recommends amendments as required.

2.10 Reviews senior management and Council Membership succession planning.

3.0 Authority

3.1 The Committee makes recommendations to the Board through the Chair of the Committee.

3.2 The Committee is authorised by the Council to investigate any activity within its charter.

3.3 External Advice
The Chair, or the Committee through the Chair, shall have the right to seek external information/advice from other persons as necessary.

4. Composition and Meeting Process

4.1 Membership
The Governance Committee will consist of at least two members of Council with the Chair of Council acting as an ex-officio member. The CEO and Deputy CEO will attend meetings.

4.2 Quorum
The quorum will consist of at least two members of the committee.

4.3 Meeting Schedule
Four meetings will be held each year to coincide with the key Council decision timeframes such as budget approval

4.4 Secretarial Support
The Deputy CEO will circulate the agenda, minutes and any associated papers no less than three working days prior to each meeting.

5. Reporting
The Governance Committee will keep minutes of all its meetings. The Deputy CEO shall circulate the minutes to the Council with the Council papers for the next Council meeting. The minutes are to be tabled at the Council meeting along with any recommendations for Council to consider.

Key Activities of the Governance Committee

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

- Review and acceptance of the new ACSO Constitution
- Reviewed and updated Governance Committee Terms of Reference
- Annual review of Council membership,
- Improved induction process for new Council members including development of Council position descriptions
- implementation a system for ongoing review of Council policies and document control

STRATEGIC POSITIONING AND SERVICE PLANNING COMMITTEE

Members:

- Assoc. Professor Karen Nankervis (Chair)
- Dr Heather Manning
- Dr Leigh Gassner
- Michael Wright (Council Chair)
- Justice Sally Brown
- Associate Professor Alastair Nicholson

Staff:

- Antony Calabrò
Chief Executive Officer
- Karen Stace
Deputy Chief Executive Officer (July 2007 – February 2008)
- Vaughan Winther - Deputy Chief Executive Officer (February 2008 ongoing)
- Rose Broadstock – Organisational Development Project Officer (May 2008)

Terms of Reference

1. Role of the Strategic Positioning and Service Planning Committee

The primary purpose of the committee is to assist the Council to assess the strategic implications (risks and opportunities) arising out of ACSO's current and future areas of service delivery and to assist the organisation identify and implement strategies and processes that improve ACSO's future strategic positioning.

In recognition of the connection between strategic planning, service and operational planning, quality planning and risk management the Committee will liaise between the Council and those planning mechanisms within the organisation. The Committee will monitor the overall implementation of the Strategic Plan, relevant aspects of the ACSO Operational and Program Operational plans and, in conjunction with the Risk and Audit Committee, ensure that service and strategic risks are included in the overall Risk Management Plan. The Committee also has a role in recommending to Council areas for future strategic direction and planning.

2. Functions of the Strategic Positioning and Service Planning Committee

- 2.1 Overseeing, monitoring and appraising the development and implementation of organisational planning processes including the Strategic Plan. This will include overseeing, along with the Risk and Audit Committee, the implementation and development of the ACSO operational plan and risk management framework in relation to service planning and strategic issues.
- 2.2 Reviewing current areas of service delivery and mix.
- 2.3 Supporting senior program staff to evaluate current practice issues and identify and implement best practice to ensure that ACSO is well positioned within the sector.
- 2.4 Formulating recommendations and resolutions for Council discussion and decisions based on emerging client need, future growth areas, changes in environments, risks and opportunities as relevant to emerging strategy and organisational evolution.
- 2.5 Overseeing, monitoring and appraising budget allocations, expenditure against budget for the 2006-2009 Strategic Plan.
- 2.6 Annual review and recommendations to Council regarding the current strategic plan.

3. Composition and Meeting Process

3.1 Membership

The Committee will consist of at least three members of Council with the Chair of Council acting as an ex-officio member.

Other members of Council are welcome to join the committee at any time. The CEO, Deputy CEO and Project officer will attend meetings.

3.2 Quorum

The quorum will consist of at least two members of the Committee.

3.3 Meeting Schedule

Four meetings will be held each year to coincide with the key Council decision timeframes such as budget approval or key strategic implementation milestones such as 12 monthly review.

4. Reporting

The Committee will report to Council (and subcommittees as appropriate) on the following items:

- Progress and implementation (including expenditure) of the Strategic Plan.
- Strategic positioning and/or service planning implications, issues for consideration and recommendations.
- Strategic risks/key policy issues to be considered in ACSO's Risk Management Framework.

This committee meets quarterly and provides reports and recommendations to Council.

Key Activities:

This committee was established to assist the organisation to improve its strategic positioning The Committee:

- Reviewed its structure to now monitor the strategic and operational planning and ensure service and strategic risks are included in the overall risk management plan.
- Supervised a Strategic plan Implementation Review that assessed progress to date (report presented January 08), and created an action plan to ensure recommendations were implemented.
- Oversight of an acceleration workshop to assist the strategic teams to progress
- Oversight of ACSO's 2008/09 Operation Plan.

POLICIES

- Organisational Policy Development
- Planning and Monitoring
- Human Resources Manual
- Information and Health Records Privacy
- Document Control
- Workplace Pregnancy
- Staff Code of Ethics and Conduct
- Network Access
- Dealing with Police
- Student Placement
- Motor Vehicle Casual and Permanent
- Emergency Management
- ACSO Client Participation
- Risk Management
- Rostered Day Off
- O H & S Manual

Draft Policy:

- Records Management
- Managing drugs and alcohol in the workplace
- Employee Assistance Program

*All policies are reviewed according to the Quality Improvement Work Plan Schedule. See page 48-49

PROCEDURES

- Leadership Development
- Leadership Feedback and Communicationy
- Environment
- Service Delivery Philosophy
- Email and Internet
- Meal Entertainment
- Salary Packaging
- Fixed Assets
- Overnight Stay
- Purchasing
- Delegation of Authority
- Motor Vehicle Private Use
- Electrical Test and Tag
- Consumer Participation
- Incident Management
- Complaints Settling
- Client Request for Personal Information
- ACSO Service User Informed Consent and Participation
- Accounting for Brokerage Income
- Lift Security
- Parking Allocation
- Payroll and Public Holiday
- Petty Cash Reimbursement
- Head Office Sign In

LEGISLATION

ACSO operations are guided by a number of legislative frameworks.

These include:

State Legislation

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
Disability Act 2006
Mental Health Act 1986
Guardianship and Administrative Board Act 1986
Information Privacy Act 2000
Health Records Act 2001
Human Services (Complex Needs) Act 2003
Occupational Health and Safety Act 2004
Serious Sex Offenders Monitoring Act 2005
Equal Opportunity Act 1995
Charter of Human Rights and Responsibilities Act 2006
Long Service Leave Act 1992

Federal Legislation

Social Security Act 1991
Workplace Relations (Work Cover) Act 2005
Fringe Benefits Tax Act 1986
Privacy Act 1988

VAUGHAN WINTHER (Deputy Chief Executive Officer) and CHRIS CAPPELLO (Secretary, Health and Safety Committee)



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.

GOAL

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.

ACHIEVEMENTS FOR 2007/2008

During 2007/2008 the Committee promoted health and safety at ACSO through the following activities:

- Organising the sixth OHS Forum in April 2008, which focussed on a Safe Driving course, compulsory for all ACSO workers who transport clients in their vehicles.
- To assist staff understand and recognise stress and associated mental health conditions for themselves and

- colleagues, ACSO ran a Mental Health Education course and Managers and OHS Representatives were involved.
- Selected staff have been trained as Back to Work Co-ordinators for staff who have suffered injury/stress and are on Workcover, enabling returning staff to do so with support.
- ACSO conducted a series of activities as part of Victoria's Worksafe Week to highlight the importance of Occupational Health and Safety in the workplace, for example, yoga, meditation, 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. These provided participants with opportunities to experience a variety of ways of managing stress.
- An audit was conducted with the assistance of Worksafe Victoria. The resulting recommendation of a Testing and Tagging of all Electrical Appliances Policy for all ACSO sites has been implemented. The Worksafe Inspector complimented Management and the O.H.S. Committee on the clear and concise OHS policies, which are easy to understand.

- ACSO's Occupational Health and Safety Policies were reviewed by the Council, the Executive and Staff to ensure that they meet all legislative requirements and provide clear guidance to staff in relation to carrying out their work safety, especially for staff who carry out outreach work in prisons, boarding houses and client's homes, which are high-risk environments.

- Some members of the OHS Committee attended a seminar on "Building better OHS Committees" which assisted with ideas but also demonstrated that our Committee is operating well, which was pleasing.

CHALLENGES

During the year the Health and Safety Committee saw a degree of movement in its membership. This was mainly due to the resignation of some committee members due to staff leaving ACSO to pursue new opportunities, and our particular thanks go to Denise Zammit, Denis Hajrulahovic, Geoff Williamson and John Tasca for their hard work.

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 Colpo
Stan Pappos
Noel Runnals (elected April 2007)
Vaughan Winther (February 2008, Management Representative)
Karen Stace (upto February 2008, Management Representative)
Rob Telfer (elected January 2007)
Hung Nguyen (elected June 2007)
Brett Hayes (elected February 2008)
John Tasca (elected February 2008 resigned June 2008)
Geoff Williamson (elected February 2007 resigned June 2008)
Denis Hajrulahovic (elected February 2007 resigned July 2007)
Denice Zammit (elected January 2007 resigned June 2007)
Hung Nguyen (elected June 2007)

FUTURE DIRECTIONS

ACSO seeks opportunities to improve and review its Health and Safety systems on an ongoing basis. Next year's future directions include:

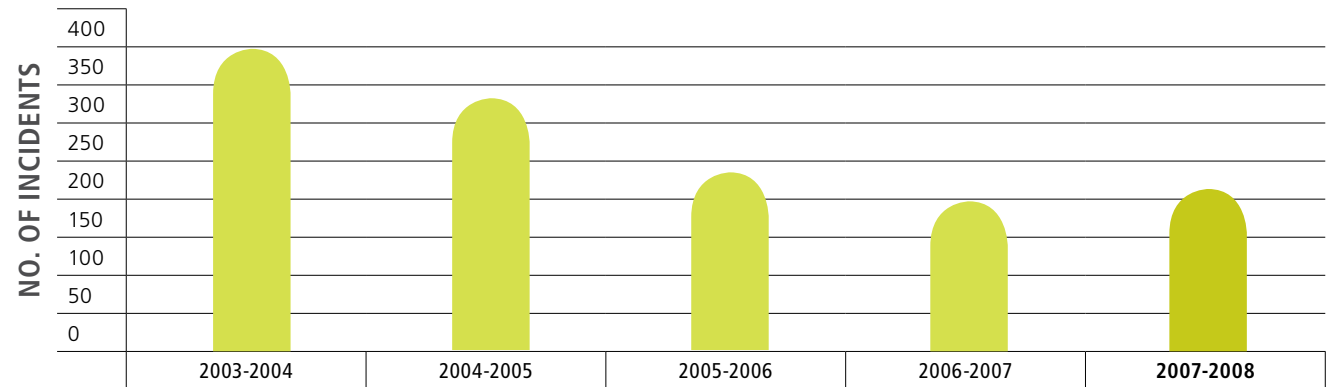
- Undertake a more detailed review of Incidents by Health and Safety Committee
- Hold the annual OHS Forum on an issue which affects ACSO staff.
- Provide staff with opportunities to participate in healthy activities for Worksafe Week.
- Investigate software to update and streamline our Incident Reporting Process.
- Investigate Department of Health Proposed Work Health Initiative.

INCIDENT REPORTS OVER 5 YEARS ACROSS ACSO PROGRAMS

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.

An incident in the Disability Program resulted in the death of a client and there has been an independent investigation. A Coronial Inquest is pending. In addition, ACSO and the Department of Human Services are reviewing the service model.

OHS Committee, Program Managers, Executive Team and Senior Management review Incident Reports regularly to identify emerging issues and current practices to reduce risks and promote best practice in accordance with ACSO OHS Policies



	Admin					Disability Program					Justice Services (inc. POST)					Specialist Services					Employment Services					TOTAL				
Financial Year	03-04	04-05	05-06	06-07	07-08	03-04	04-05	05-06	06-07	07-08	03-04	04-05	05-06	06-07	07-08	03-04	04-05	05-06	06-07	07-08	03-04	04-05	05-06	06-07	07-08	03-04	04-05	05-06	06-07	07-08
Aggression	0	0	1	1	0	56	48	36	50	43	2	2	1	0	2	8	1	1	1	1	0	0	1	0	2	66	51	40	52	48
Assault client-client, staff or other	0	0	0	0	0	109	90	52	18	57	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	109	90	52	18	57
Injury/illness – client or staff	2	1	0	2	1	44	23	14	17	13	3	1	0	2	5	1	1	0	3	1	2	0	1	2	2	52	26	15	26	22
Minor motor vehicle accident (without injury)	0	1	3	3	1	9	9	9	2	3	4	4	5	1	2	0	4	1	1	2	2	2	0	0	1	15	20	18	7	9
Property damage	0	0	1	0	0	50	22	18	19	5	1	5	1	1	4	0	1	1	0	1	0	0	0	0	0	51	28	20	20	10
Threats	0	0	0	1	0	47	69	35	21	15	2	4	2	1	1	0	1	0	0	1	0	0	1	0	0	49	74	38	23	17
TOTAL	2	2	5	5	2	315	261	164	127	130	12	16	9	5	15	9	8	3	7	6	4	2	3	2	5	342	289	184	146	158

Notes:

1. Incidents recorded under administration include any incidents that occur in reception at Spencer Street location.

ENVIRONMENTAL & SOCIAL RESPONSIBILITY

In 2007/08 ACSO continued to focus on our contribution towards environmental sustainability and pollution prevention through increasing its efficiency in the use of resources.

This focus has included:

- Energy efficiency and gas emissions, particularly in relation to vehicles
- Water usage as relates to our residential houses.

VEHICLES

In Victoria, vehicles contribute 10% of greenhouse gas emissions. Therefore, regarding vehicles, two new measures were taken:

In order to reduce fuel consumption and thus emissions, decisions were taken to:

- Convert our fleet to vehicles with less than two litre capacity
- Institute a system of pooling cars where possible, rather than of individual allocation.

This initiative has resulted in a 20% saving in costs, and of 80 tonnes of carbon emissions.

It was also decided to trial the use of a hybrid vehicle. This has resulted in a small cost saving. Although the initial costs were high, these will even out over time, and are made worthwhile by the reduction in environmental impact.

ELECTRICITY AND GAS

ACSO is committed to the purchase of green energy.

Beyond this, housing co-ordinators continue to provide ideas promoting energy efficiency throughout our residential houses, however implementation problems have arisen due to difficulties obtaining both owner co-operation and funding.

In ACSO's 06/07 Annual Report indicated that we would seek funding for a trial of solar hot water systems for one of ACSO's residential programs. Unfortunately this has not yet occurred due to similar obstacles.

Contrary to plan, power costs for residential houses have risen as indicated below, due to the installation of central heating systems compliant with Department of Human Services requirements. These new systems were required as they offered greater fire safety.

WATER

The planned installation of grey water systems in our residential houses stalled for reasons stated. Nevertheless, alternative water-saving measures were instituted, particularly in terms of modifications to all internal water flow mechanisms.

Waste and Materials

ACSO staff continue to be diligent in their practice of recycling.

The use of 100% recycled paper continues throughout all locations and all printing is double sided.

SOCIAL RESPONSIBILITY

ACSO is committed to lessening the social impacts of our operations by making charitable donations where possible, and by purchasing from manufacturers whose activities support fair trade, labour standards, social equity and human rights.

For example:

- All coffee is purchased from Fair Trade.
- Computer recycling continues with obsolete models being reconfigured and made available for low income families.
- ACSO donated its budget allocation for a Christmas party to both National and International charities.

FUTURE DIRECTIONS

ACSO will continue to practice sustainability and energy efficiency.

One future commitment is to the use of energy efficient lighting.

Recommendations from the lighting review (in 06/07) have not been implemented at Head Office in Melbourne due to the relocation of ACSO to new premises in North Richmond.

However our new location is equipped with energy efficient lighting throughout the building. A five year cost benefit analysis of the lighting upgrade should result in energy savings at least 7,200kwh or 3.86 tonnes of carbon emissions in the first year.

Thanks to our Reception team, Sharon Stevens and Damien O'Meara for their assistance in developing this report.

Your council members submit the financial report of the Australian Community Support Organisation Inc. for the financial year ended 30 June 2008.

COUNCIL MEMBERS

The names of council members during the year are:

Ersila Barbone
Justice Sally Brown
Anthony Cant
Dr Charles Leigh Gassner APM
Dr Heather Manning
Associate Prof Karen Nankervis

Malcolm Simister
Michael Wright
Justice Paul Coghlan (appointed 4/02/2008)
Christine Cappello
Sr Claire McShee AM F.M.D.M (retired 30/06/08)
His Hon. Judge David Parsons
The Hon. Justice Mr Robert Redlich (resigned 6/10/08)

PATRONS

The Hon. Justice Alastair Nicholson AO RFD Sr Claire McShee AM F.M.D.M (effective 1 July, 2008)

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

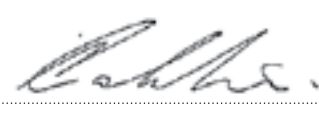
- ACSO moved its head office from 357a Spencer Street, West Melbourne to 1 Hoddle Street, Richmond effective 1 August, 2008.
- The new program, IBSP (Integrated Bridging Support Program) commenced as part of Justice Services in December 2007.
- Brokerage funding of the COATS program will be significantly reduced from 08-09, as DHS will directly pay treatment agencies their pre-payments.
- Our employment services operations are subject to tender in 2008/09 with results known in approximately March 2009 with a 1 July 2009 commencement.

OPERATING RESULT

The surplus from ordinary activities amounted to \$1,365 930

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


Chair Michael Wright


Chief Executive Officer Antony Calabrò

Dated this 21st day of October 2008

INCOME STATEMENT FOR THE YEAR ENDED 30TH JUNE 2008

	Consolidated Entity	
	2008	2007
	\$	\$
Revenue	24,059,682	22,117,702
Employee Benefit Expenses	-8,321,519	-8,480,421
Depreciation and Amortisation Expenses	-639,169	-696,224
Rental Expenses	-626,877	-517,254
Other Expenses	-1,638,647	-1,653,416
Community Offender Advice & Treatment Service (COATS) Treatment Expenditure	-11,467,540	-10,279,183
Profit Before Income Tax	1,365,930	491,204
Income Tax Expense	0	0
Surplus for the Year	1,365,930	491,204
Total Changes in Equity of the Association	1,365,930	491,204

This above Income Statement should be read in conjunction with accompanying notes.

BALANCE SHEET AS AT 30TH JUNE 2008

	Consolidated Entity	
	2008	2007
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	16,475,515	13,101,426
Trade & Other Receivables	214,158	506,691
Prepayments	23,118	49,468
TOTAL CURRENT ASSETS	16,712,791	13,657,585
NON-CURRENT ASSETS		
Intangible Assets	84,783	24,789
Plant and Equipment	1,828,981	1,726,575
TOTAL NON-CURRENT ASSETS	1,913,764	1,751,364
TOTAL ASSETS	18,262,555	15,408,949
CURRENT LIABILITIES		
Trade & Other Payables	12,771,764	11,193,239
Provisions	955,194	820,745
TOTAL CURRENT LIABILITES	13,726,958	12,013,984
NON-CURRENT LIABILITIES		
Provisions	226,060	87,358
TOTAL NON-CURRENT LIABILITIES	226,060	87,358
TOTAL LIABILITES	13,953,018	12,101,342
NET ASSETS	4,673,537	3,307,607
EQUITY		
Retained profits	4,673,537	3,307,607
TOTAL EQUITY	4,673,537	3,307,607

This above Balance Sheet should be read in conjunction with accompanying notes.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30TH JUNE 2008

	Consolidated Entity	
	Retained Profits	Total Equity
	\$	\$
Balance as at 1/07/06	2,816,403	2,816,403
Surplus for the Year	491,204	491,204
Balance as at 30/06/07	3,307,607	3,307,607
Surplus for the Year	1,365,930	1,365,930
Balance as at 30/06/08	4,673,537	4,673,537

This above Statement of Changes in Equity should be read in conjunction with accompanying notes.

CASH FLOW STATEMENT FOR THE YEAR ENDED 30TH JUNE 2008

	Consolidated Entity	
	2008	2007
	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES		
Funding - DHS	21,806,635	21,079,268
Funding - Other	2,701,067	969,255
Employment Program Fees	1,879,046	2,057,616
Court Awarded Payments / Donations / Miscellaneous	0	24,476
Interest receieved	672,292	458,929
Other receipts	318,693	303,219
Payments to suppliers and employees	-23,348,335	-22,629,175
Net cash flows from operating activities	4,029,398	2,263,588
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of plant & equipment	-1,026,312	-1,992,715
Proceeds on sale of plant & equipment	371,003	1,012,735
Repayment of hire purchase liability	0	-2,333
Net cash flows from (used in) investing	-655,309	-982,313
Net increase in cash and cash equivelents	3,374,089	1,281,275
Cash and cash equivelents at beginning of year	13,101,426	11,820,151
Cash and cash equivelents at end of year	16,475,515	13,101,426

This above Cash Flow Statement should be read in conjunction with accompanying notes.

NOTES TO THE CONCISE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30TH JUNE 2008

The financial report of Australian Community Support Organisation Inc. for the year ended 30 June 2008 was authorised for issue in accordance with a resolution of the Members of the Council on 6th October 2008.

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, 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 (the Association). 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. The following Australian Accounting Standards have been issued but are

not yet effective. They have not been adopted in the preparation of the financial statements for the year ended 30th June 2008.

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.

- 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.

- 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

NOTES TO THE CONCISE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30TH JUNE 2008

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 maintenance fund for our 7 Disability residential houses has been 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 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.

n. Intangibles

Intangible assets acquired are initially measured at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

There are no internally generated intangible assets. The useful lives of intangible assets are assessed to be finite.

Amortisation of finite assets is over the useful life and the useful life and a test for impairment is conducted annually.

NOTES TO THE CONCISE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30TH JUNE 2008

AASB AMENDMENT	STANDARDS AFFECTED	OUTLINE OF AMENDMENT	APPLICATION DATE OF STANDARD*	APPLICATION DATE FOR GROUP
AASB 2007-3 Amendments to Australian Accounting Standards	AASB 5: Non-current Assets Held for Sale and Discontinued Operations AASB 6: Exploration for and Evaluation of Mineral Resources AASB 102: Inventories AASB 107: Cash Flow Statements AASB 119: Employee Benefits AASB 127: Consolidated and Separate Financial Statements AASB 134: Interim Financial Reporting AASB 136: Impairment of Assets AASB 1023: General Insurance Contracts AASB1038: Life Insurance Contracts	The disclosure of requirements of AASB 114: Segment Reporting have been replaced due to the issuing of AASB 8: Segment Reporting in February 2007. These amendments will involve changes to segment reporting disclosures within the financial report. However, it is anticipated there will be no direct impact on recognition and measurement criteria amounts included in the financial report.	1 Jan 2009	1 May 2009
AASB 8: Operating Segments	AASB 114: Segment Reporting	As above	1 Jan 2009	1 May 2009
AASB 2007-6 Amendments to Australian Accounting Standards	AASB 1: First time adoption of AIFRS AASB 101: Presentation of Financial Statements AASB 107: Cash Flow Statements AASB 111: Construction Contracts AASB 116: Property, Plant and Equipment AASB 138: Intangible Assets	The revised AASB 123: Borrowing Costs issued in June 2007 has removed the option to expense all borrowing costs. This amendment will require the capitalisation of all borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset. However, this is not applicable as no qualifying asset has been acquired, constructed or produced.	1 Jan 2009	1 May 2009
AASB 123 Borrowing Cost	AASB 123: Borrowing Costs	As above	1 Jan 2009	1 May 2009
AASB 2007-8 Amendments to Australian Accounting Standards	AASB 101: Presentation of Financial Statements	As revised AASB 101: Presentation of Financial Statements issues in September 2007 requires the presentation of a statement of comprehensive income and makes changes to the statement of changes in equity.	1 Jan 2009	1 May 2009
AASB 101	AASB 101: Presentation of Financial Statements	As above	1 Jan 2009	1 May 2009

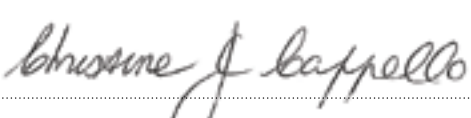
STATEMENT BY THE MEMBERS OF COUNCIL

In the opinion of the Council the concise financial report as set out on pages to 73 - 78

1. Presents fairly the financial position of Australian Community Support Organisation Inc. and the consolidated entity as at 30 June 2008 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:


Chair Michael Wright


Association Secretary Christine Cappello

Dated this 21st day of October 2008



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Melbourne VIC 3000 Australia
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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 2008, 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 2008. The concise financial report also includes discussion and analysis and the statement by the members of 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 2008. Our audit report on the financial report for the year was signed on 30 October 2008 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 complied with the independence requirements of the Australian professional accounting bodies.

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 2008 complies with Accounting Standard AASB 1039 Concise Financial Reports.



Ernst & Young



R. Bruce Dungey
Partner
Melbourne
30 October 2008

Liability limited by a scheme approved under Professional Standards Legislation



TERM	DEFINITION
AVWWA	Australian Vietnamese Womens’ Welfare Association Partner with ACSO for delivery of Link Out. Delivers support for Indo-Chinese ex-prisoners.
Brokerage	COATS Program, Commonwealth and State funding for provision of drug and alcohol treatment.
CBO	Community Based Order. A non-custodial sentence administered by CCS.
CCCC	Counselling Consulting and Continuing Care. A form of alcohol and drug treatment delivered by agencies in Victoria. CCCC is the majority of treatment purchased by COATS.
CCS	Community Correctional Services the section of Corrections Victoria which administers community correctional orders and parole orders.
CMS	Client Management System, in-house database system to monitor clients, COATS Program..
CALO	Clinical Agency Liaison Officer. A worker in the COATS program who assists agencies in working within the COATS system.
CRDW	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.
CSU	Client Services Unit. COATS administrative staff, responsible for the booking of clinical assessments and initial treatment appointments for COATS clients.
CV	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.
CREDIT	Department of Justice CREDIT Bail Support Program. A program in the Magistrates Courts where person are released on bail on condition that they attend for alcohol and drug treatment brokered by COATS.
CTO	Community Treatment Order. Under the Victorian Mental Health Act a patient formerly detained for treatment can be released on the signature of a psychiatrist to live in the community so long as the patient continues treatment in the community. A Restricted CTO can be placed on a patient who is undergoing treatment as the result of a court order resulting from criminal proceedings.
Deferred Sentencing	A sentencing disposition for which COATS brokers alcohol and drug treatment.
DEEWR	Commonwealth Department of Employment Education and Workplace Relations.
DHS	Victorian Department of Human Services.
Drug Court	A division of the Magistrates Court which sentences defendants and oversees drug treatment which is brokered by COATS.
Drug Treatment Order	An order of a Drug Court to deliver drug treatment which is brokered by COATS.
ESO	Extended Supervision Order. An order made under the Serious Sex Offenders Monitoring Act 2005 providing conditions upon serious sex offenders who live in the community.
FASA	Funding and Service Agreement. The funding agreement entered into with DHS for the delivery of services funded by its various divisions.
Forensicare	Victorian Institute of Forensic Mental Health. Delivers Forensic Psychiatric Services in Victoria.
Guardianship Order	An order made under the Victorian Guardianship and Administration Act relating to the physical and health needs of a disabled person and granting powers to make decisions in the hands of a guardian. The order is made by the Victorian Civil and Administrative Tribunal (Guardianship and Administration List)
Heads of Agreement	Agreement between ACSO and drug and alcohol treatment agencies that governs the purchasing and provision of drug and alcohol treatment to COATS referred clients.
ICO	Intensive Corrections Order. A non-custodial sentence given as an alternative to imprisonment. It has more rigorous conditions breach of which have an automatic consequence of imprisonment
Individualised Funding	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.

TERM	DEFINITION
IDRP	Intellectual Disability Review Panel. Established under legislation to review impact of actions on intellectually disabled persons such as eligibility, administration of restraint and appropriateness of service plans.
JCA	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.
Justice	Victorian Department of Justice.
Justice Services	An ACSO program delivering services to various categories of clients who have come into contact with the criminal justice system. It comprises: COATS (including STEP OUT)funded by DHS Link Out funded by Justice SOSP funded by Justice CAAST (Crisis Accommodation Support for a Successful Transition) funded by Justice
KADW	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.
Landmark	The financial and payroll package used by ACSO.
MACNI	Multiple and Complex Needs Initiative. The DHS funded initiative for clients with complex needs.
Office of Housing	A branch of DHS that provides housing in various categories for disadvantaged people.
Specialist Womens’ Outreach Service	Position funded by DHS providing support for female prisoners transitioning out of Dame Phyllis Frost Centre with a severe or borderline personality disorder.
QICSA	Quality Improvement Council of Australia quality accreditation for the social welfare sector.
Resi. Rehab	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.
Specialist Services	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: Mental Health Outreach Program McCormack House MACNI
SAAP	Supported Accommodation Assistance Program. A joint Commonwealth/State homelessness program, administered in Victoria by DHS. McCormack House is funded by SAAP.
THM	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.



“ Whilst there have been so many changes,
I know the original spirit of ACSO is still here.”

Chris Cappello - Executive Assistant and A Founding Member of ACSO

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WE WERE WRONG...

Some information reported in last year's Annual Report was incorrect:

- We reported that grey water systems had been installed in our residential programs' houses (p.65). Whilst this was expected to have occurred by then, this initiative did not eventuate for financial reasons.
- In the reporting on the Strategic Plan (p.14), it was reported that:
 - Our current staff induction and orientation package was redeveloped.
 - A business plan and case template has been developed for new ACSO initiated projects to assist in identifying and applying for External funding.

These initiatives were planned but in fact did not occur. It is expected that these will be completed this year.

- In reporting on the Disability Program (p. 37) it was reported that Francis House achieved 100% of its Key Performance Indicators. This figure has been corrected in this year's report on Francis House.

THIS YEARS REPORT

This report reviews ACSO's operation and activity over the 2007/2008 year.

It is designed to inform stakeholders, about our performance as an organisation, and provide a summary of achievements and future directions.

The Annual Report also gives ACSO the opportunity to acknowledge the great value of our staff, our partners, our colleagues and all our other stakeholders, and to thank them for their essential contribution.

A further purpose of the report is to offer as much insight as possible in this format, to enhance understanding within the wider community of the realities faced by our client group.

Staff from all programs have had input into the information provided and we are grateful for their contributions.

Additional copies can be obtained from our website or by contacting us at:

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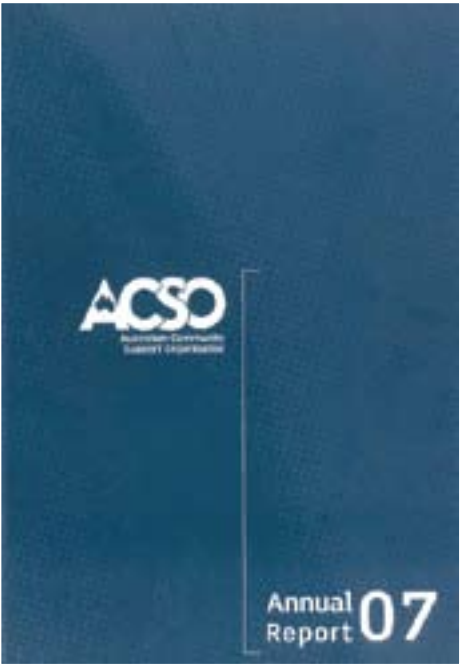
Laurent Filippini of who with his insightful photography has helped present a view of the world through the eyes of ACSO.

Adstrat Art for their design of this report; to Paul Andrews for his supportive direction, and particularly to Alannah Anderson for her commitment and creativity in helping us tell the story of suffering and hope.

adstratart

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