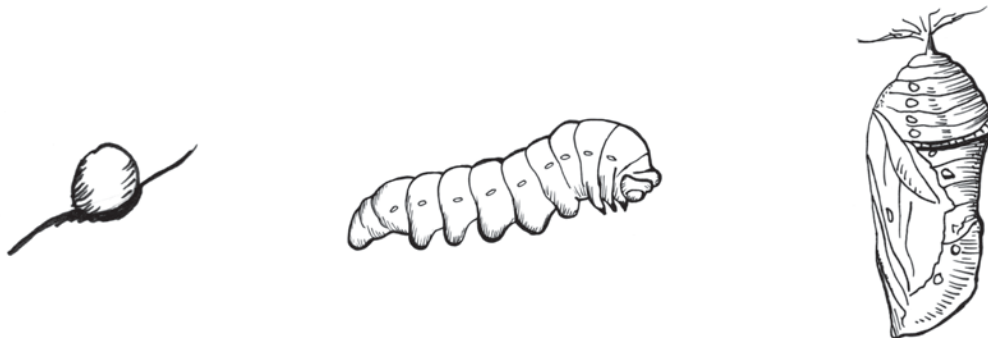


another chance can change lives...

ANNUAL REPORT 2014-15



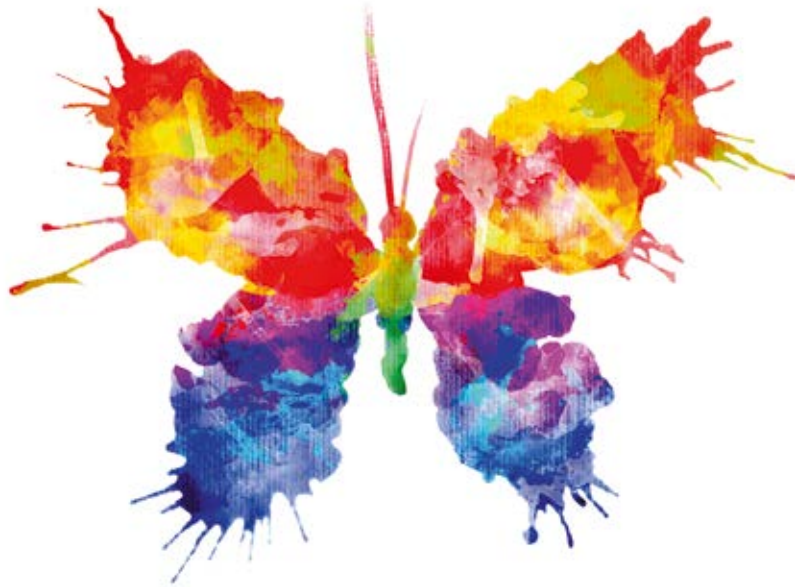
“JUST WHEN THE CATERPILLAR THOUGHT THE WORLD WAS OVER...”

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ACSO ACKNOWLEDGES THE SUPPORT OF THE VICTORIAN STATE GOVERNMENT





...IT BECAME A BUTTERFLY.”

— proverb

JUST LIKE THE WAY A CATERPILLAR GOES THROUGH METAMORPHOSIS, AT ACSO WE BELIEVE EVERYTHING IN LIFE DESERVES ANOTHER CHANCE.

OUR VISION

A SAFE AND
INCLUSIVE COMMUNITY
FREED OF CRIME
AND PRISONS.

OUR MISSION

WE HELP PEOPLE
TRANSITION FROM PRISON,
ASSIST THEM IN THE
COMMUNITY, STOP THEM
FROM REOFFENDING
AND INTERVENE TO
DIVERT OTHERS FROM
COMMITTING CRIME.

OUR ETHOS

“CREATE ANOTHER CHANCE”



“PUTTING YOUR HEART INTO SOMETHING IS COMMITMENT... PUTTING YOUR SOUL INTO IT IS PASSION.”
— LINDA POINDEXTER



KARENZA LOUIS-SMITH
ACSO CEO

ANOTHER CHANCE

that changed my life...

Karenza's Story

I know a young boy who grew up in working class Manchester in the council estates, and his dad was a big drinker and gambler. As the eldest of seven children his job on a Friday night was to search the pubs for his dad and get whatever was left of his pay and bring it home to his mum so she could feed the family for the week. It was not easy, but somehow it worked.

When the boy was 13 his whole world changed. He came home from school to find police and ambulances. His sister had come home first and found their dad had taken his own life. He had gassed himself in the oven. He wasn't even 40.

You know the story, boy tries to make money to support the family, has a paper round, but it's not enough, boy starts getting into trouble and eventually ends up in court.

The Magistrate looked at the boy, now a young man and started to talk about a sentence at Borstal (young offenders' institution), and paused, offering instead the opportunity to for the young man to join the Royal Navy... his life changed in an instant.

The young man grabbed the opportunity and started work. He sent money home to his mother and supported his younger siblings and forged a new life for himself.

It's true what they say, another chance can change your life. It has for my family. That young man today is my Dad.

Karenza Louis-Smith
ACSO CEO

A MESSAGE FROM THE CEO KARENZA LOUIS-SMITH

For a very long time ACSO has been the “ambulance at the bottom of the cliff”. We have helped people pick up the pieces and turn their lives around after coming into contact with the criminal justice system. It’s been important, valuable and life-changing work. We have helped people rebuild their lives, reconnect with family and we have helped make the community safer.

But this amazing work alone will never see us reach our vision: one of **a safe inclusive community freed of crime and prisons.**

It isn’t enough anymore to work with people only after they find themselves in the criminal justice system – arrested, at court or going to prison. ACSO needs to be “the fence at the top of the cliff” as well. We need to prevent people from entering the criminal justice system and concurrently find ways to divert people from a life of crime. We need to intervene much earlier to achieve our bold vision.

Last year, we worked with over 23,000 people across our programs, helping them get the right help at the right time.

We worked tirelessly with community organisations and providers to wrap supports and services around individuals to give them every opportunity to take charge and change their lives for the better. We also saw our thinking come to fruition as we began to drive a number of new programs and supports aimed at prevention, diversion and early intervention.

This annual report will give you an insight into our people and our work across Victoria and NSW, as we share with you the impact we’ve had on the community and our passion to “create another chance”.

Karenza Louis-Smith
ACSO CEO

WHAT DO WE DO

ACSO started as a drop-in centre over 30 years ago, and has grown to become a leading provider of community support services responding to unemployment, mental illness, disability, homelessness, substance use and offending behaviour across metropolitan and regional Victoria and parts of NSW.

Three decades on, our purpose remains unchanged: **to create a safe and inclusive community for everyone.** Our growth is testament to our ethos **"create another chance"**. How we go about doing this portrays our values.

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

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

"As a community-benefit organisation our vision, mission and values guide our ability to create the future we want for our community."



HOW WE GO ABOUT DOING IT

“I work for an awesome organisation that does amazing work connecting people to jobs, reducing offending behaviour and improving community safety.”

OUR VALUES AND BEHAVIOURS

Pioneering Spirit

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

- I am resilient and overcome obstacles
- I will step up to new challenges
- I embrace new opportunity
- I recognise gaps and find solutions

Belief In Humanity

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

- I accept people for who they are
- I choose to see the good in people
- I support people's potential to achieve their own goals
- I embrace diversity and difference

Passion

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

- I am enthusiastic, energetic and engaged
- I will not quit
- I will make a positive difference
- I focus on solutions not problems

Integrity

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

- I will be consistent in what I say and what I do
- I am ethical and honourable
- I take responsibility for my actions
- I choose right over easy

**OUR VALUES EPITOMISE THE CULTURE AT ACSO.
THIS YEAR WE WORKED WITH OUR PEOPLE TO IDENTIFY
EXACTLY WHAT IT MEANS TO WORK AT ACSO.**

OVERVIEW OF OUR SERVICES

Drug and Alcohol Intake, Assessment and Referral Services

- ➔ Provide the Intake, Assessment and Referral Services for drug treatment across regional Victoria
- ➔ Provide a range of diversion and early intervention programs for people whose substance use sees them getting into trouble with the police

Community-based Mental Health Intake and Referral Service

- ➔ Provides the Intake and Referral Service for community-based mental health programs across regional Victoria

Forensic Drug Treatment Services

- ➔ Operate Victoria's only specialist drug and alcohol assessment, treatment planning and purchase of drug treatment service for people in the criminal justice system, incorporating:
 - ➔ The Community Offenders Advice and Treatment Service (COATS)
 - ➔ Responsive Assessment, Planning, Intervention & Diversion Service (RAPIDS)

Case Coordination and Outreach Services

- ➔ Deliver Disability Outreach Services for clients with intellectual disabilities and/or cognitive impairments
- ➔ Deliver post release support for men and women exiting prison
- ➔ Deliver National Disability Insurance Scheme (NDIS) programs for clients with intellectual disabilities and/or cognitive impairments

Residential Services

- ➔ Operate nine residential programs across Victoria providing short, medium and long-term community-based residential services

Employment Services

- ➔ Member of the CoAct Consortium
- ➔ Assist the unemployed – including people with disabilities, the homeless and ex-offenders – to gain training and stable employment
- ➔ Provide Disability Employment Services (DES) and Work Experience Programs (Work for the Dole)
- ➔ Provide specialist programs supporting people who are homeless to get a job and stable accommodation in partnership with leading Australian businesses

Rehabilitation and Recovery Services

- ➔ Provide individually tailored residential therapeutic programs
- ➔ Provide tailored day programs promoting community connection for clients, including peer support and consumer advocacy programs
- ➔ Provide Behavioural Intervention Management for clients subject to restrictive correctional and/or Compulsory Treatment Orders
- ➔ Are a VicRoads Safe Driving Program provider

A SNAPSHOT OF OUR CLIENTS

- ➔ **23,000 CLIENTS SUPPORTED ACROSS ACSO PROGRAMS AND SERVICES**
- ➔ **25% OF ACSO CLIENTS HAVE NEVER BEEN INVOLVED IN THE CRIMINAL JUSTICE SYSTEM**
- ➔ **33% ARE YOUNG PEOPLE AGED 25 AND UNDER**
- ➔ **33% ARE FEMALE**
- ➔ **OVER 65% PRESENT WITH DRUG AND ALCOHOL ISSUES**
- ➔ **HALF HAVE MENTAL HEALTH ISSUES, THE LARGEST BEING HIGH PREVALENCE DISORDERS INCLUDING ANXIETY AND DEPRESSION**

SNAPSHOT OF PROGRAM OUTCOMES

Prevention, Early Intervention and Diversion

Intake and Assessment

2014-15 saw a total of 22,127 clients access our Intake & Assessment Services. 8,500 enquiries came from people seeking voluntary alcohol and drug treatment and 16,101 referrals through COATS, our mandated drug treatment for offenders. 2,505 enquiries were received from people seeking to enter a community based mental health service.

Safe Driving Program

In 2014-15, 191 people participated in the VicRoads Safe Driving Program. Of those, 100% successfully completed the program. Participant feedback indicated that almost 90% believe they now have the tools to avoid hoon driving offences in the future.

Community Reintegration

Criminal Justice Programs

In its first six months of operation, our post release support services, ReConnect, assisted 199 clients to make a seamless transition from incarceration to community reintegration, of which 46 clients have successfully exited the program.

Life Skills and Work Experience Programs

- ➔ Over 80 clients were supported by the Life Skills team of social educators to build positive pro-social networks and skills; of which 87% have reported to have achieved their personal goals
- ➔ The "Industrial Skills Hub" woodwork shop has assisted more than 20 clients gain meaningful and work related skills in woodwork and carpentry
- ➔ "The Pantry" provided retail and customer service work experience to 97 clients and distributed 2,343 food hampers to our clients and local residents

Employment

- ➔ Our Employment Services team provided more than 600 jobseekers with job preparedness and employment assistance
- ➔ We achieved 139 paid job placements with over 40% remaining in their respective jobs after six months
- ➔ Project New Dawn (PND), supporting homeless people find work, established three new houses last year, including our first "women only" house, that assisted nine homeless people with both a home and a job



The Pantry



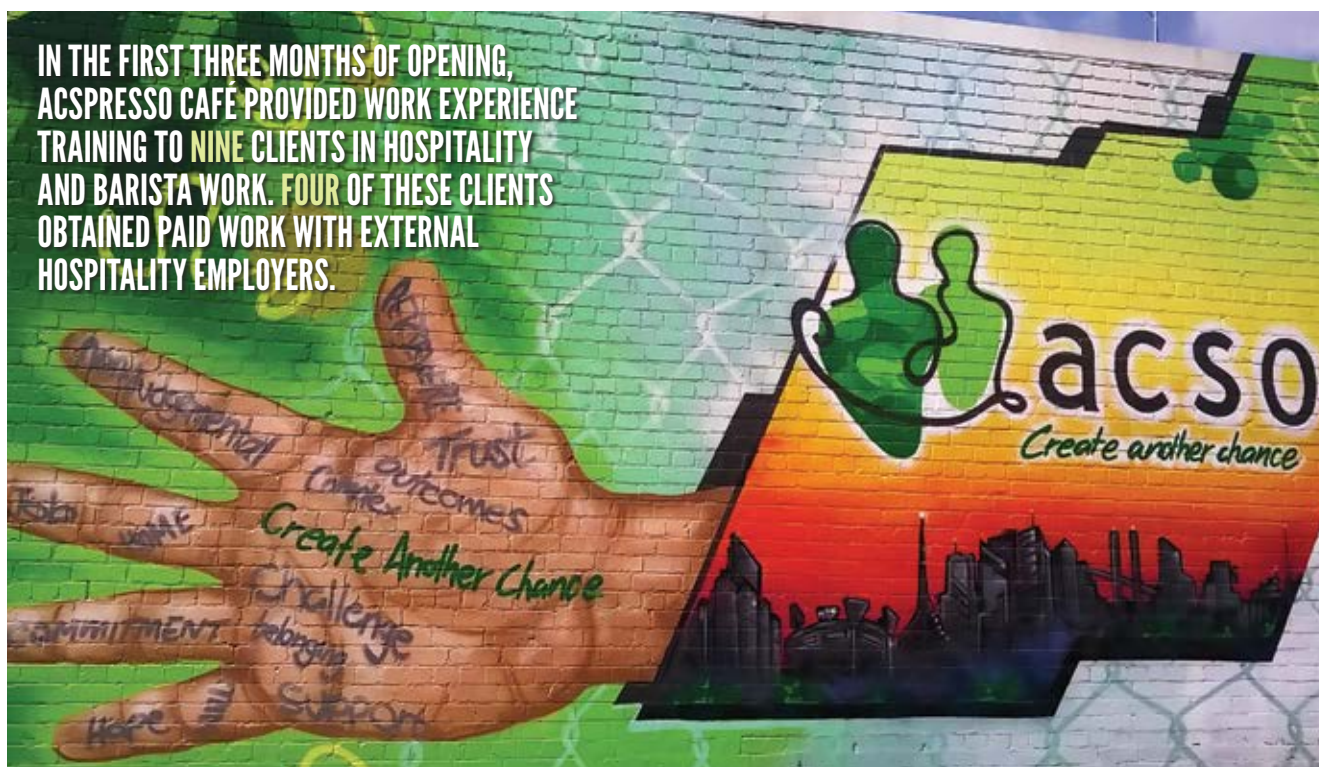
SNAPSHOT OF PROGRAMS LAUNCHED

Prevention, Early Intervention and Diversion

- Intake and assessment services connecting regional Victorians with community-based Mental Health Community Support Services and alcohol and drug treatment programs
- Commenced managing a 10-bed youth residential rehabilitation centre in Bendigo assisting young people with mental illness to live in the community
- ACSpresSO café – a coffee can change a life! A social enterprise providing accredited training and work experience for ACSO clients, helping them build skills to enter the workforce
- ACSO's first "Industrial Skills Hub" is a new five day a week woodwork shop teaching beginners how to successfully craft indoor and outdoor furniture and house goods, all of which are donated to local community services and charities
- A new ice diversion pilot in Melton promptly connecting people at the point of first arrest into drug treatment programs, before proceeding to prosecution
- A new alcohol diversion program in Dandenong working with the courts to connect drunk recidivists with treatment programs to reduce any likelihood of going to prison

Community Reintegration

- Supporting recently released prisoners in Melbourne and parts of regional Victoria to safely and successfully transition back into the community
- Inaugural, post-release support services for prisoners leaving prison in NSW to safely and successfully transition back into the community



IN THE FIRST THREE MONTHS OF OPENING, ACSPRESO CAFÉ PROVIDED WORK EXPERIENCE TRAINING TO NINE CLIENTS IN HOSPITALITY AND BARISTA WORK. FOUR OF THESE CLIENTS OBTAINED PAID WORK WITH EXTERNAL HOSPITALITY EMPLOYERS.

COFFEE WITH CONVICTION!

I walked into ACSpresSO just the other week and ordered their delicious soup. The café staff were in a meeting and it was just the ACSO work experience team member running the whole shebang!

It was one of the team I knew well, he had been "written off" many times over the years as "a no hoper". Yet here he was, making the soup, which he served to me with pride and accomplishment. He chatted with me, about how he was going, how positive he was for his future, and how much his life had changed.

It was the best lunch I ever had at ACSpresSO!

Karenza Louis-Smith
ACSO CEO





“HOW COULD YOU RISE ANEW IF YOU HAVE NOT FIRST BECOME ASHES.”
– NIETZSCHE



KELLIE-ANNE DEAN
ACSO CONNECT PEER WORKER

ANOTHER CHANCE *that changed my life...*

Kellie-Anne's Story

In July 2014, a miracle occurred and the dreams I had been fighting to achieve came to fruition. I received a phone call from a very special person from ACSO inviting me to join their team moving forward into the sector reforms that have occurred over the past couple of years.

This excited me to no end as I had the privilege of being part of this process as a consumer. The process of obtaining employment in mental health and AOD had been a nightmare for years; constant negative rejection had become a regular theme in my rural town.

During my lifetime, I have fought a 17 year poly drug use problem, mental health issues, homelessness, forensic issues, family violence and have been institutionalised as a young person. Many complex issues stemmed from each of these factors.

Having been clean for over a decade now and having changed my life in ways I never thought possible, I was ready to re-enter the world and wanted to help others achieve the magnificent heights of achievement I had. But this was not to be for many years. Physically I had recovered; but socially, forgiveness is not that simple – particularly in rural towns.

But I fought and fought; I engaged in metro services who could deal with my complexities and after many years of negativity I am now embraced and nurtured in an environment that understands my life experiences. This has shown me I am socially acceptable and valued. This has rippled down to my children and has shown them anything is possible.

I am excited to see what the future holds and hoping for personal and professional growth with ACSO for many years to come.

Kellie-Anne Dean
ACSO Connect Peer Worker

ACSO CONNECT FOCUS ON PREVENTION, EARLY INTERVENTION & DIVERSION

2014-15 OUTCOMES



Hub launches across
regional Victoria



INTAKE AND ASSESSMENT SERVICES

The last 12 months have seen the implementation of ACSO Connect's new voluntary Intake and Assessment Services for Mental Health Community Support Services (MHCSS), and alcohol and other drug services (VAOD), across regional Victoria. The implementation of these new functions, has enabled us to embed ACSO's vision for a dual diagnosis response which better diverts vulnerable Victorians from the criminal justice system before their mental health or substance use issues bring them before the courts and lead them to jail.

The Connect team doubled in less than 6 months to 100 staff by the end of June 2015. Half of our team are located in regional hubs and sites, highlighting the importance of a strategy to support and develop our regional teams.

2014-15 saw a total 22,127 clients access our Intake and Assessment services.

“I am enormously proud of the work done by the ACSO team in establishing ACSO Connect. Working hard through a tricky start up phase the program continues to go from strength to strength due to the professionalism and steadfast commitment of our amazing staff. ACSO makes direct and immediate impact changing people's lives and importantly has strengthened local regional presence and 'know how' across Victoria. Being a very small part of this success is a privilege.”

- KATHLEEN BARKER
ACSO COUNCIL MEMBER
QUALITY, SAFETY AND SERVICE DELIVERY COMMITTEE CHAIR

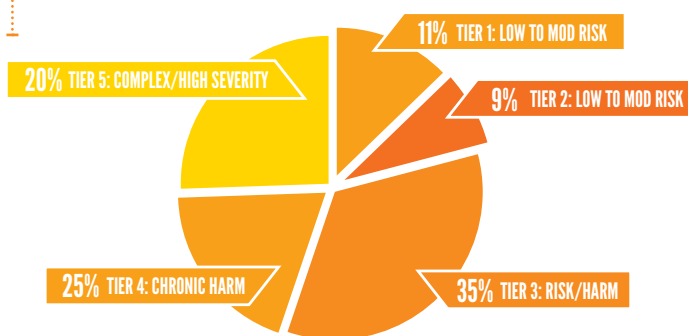
SNAPSHOT OF VOLUNTARY INTAKE & ASSESSMENT TO DRUG TREATMENT SERVICES

ANNUAL REFERRALS

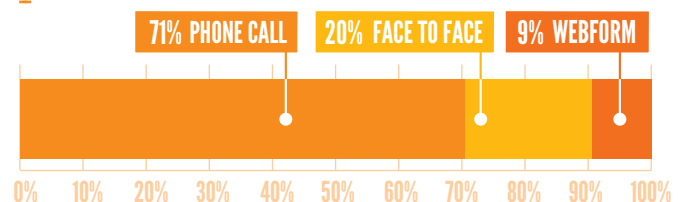
3382
intakes

2700
comprehensive
assessment

CLIENT COMPLEXITY



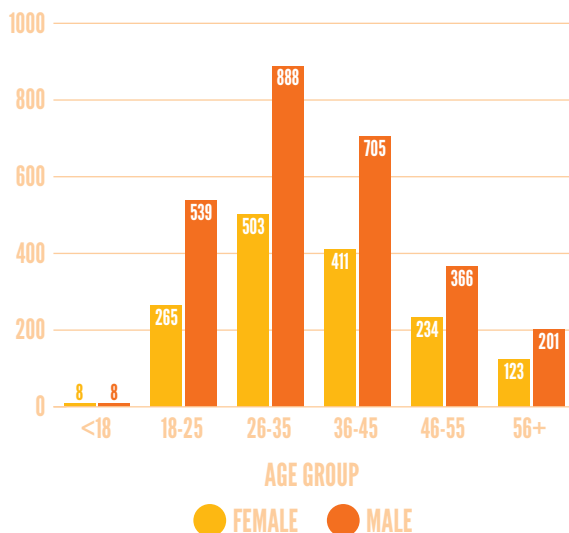
PATHWAYS INTO OUR SERVICE



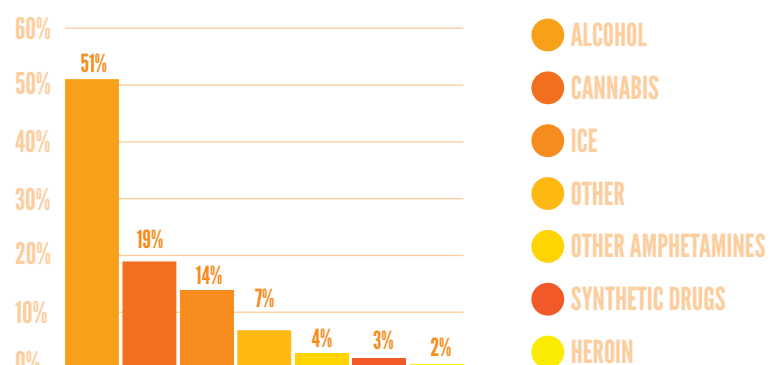
“My experience with ACSO was surprisingly positive and prompt... and pleasant. Things have improved so much since I last accessed (AOD) services.”

— AOD CLIENT

AGE / GENDER SPLIT



PRIMARY DRUG OF CHOICE



SNAPSHOT OF VOLUNTARY INTAKE ASSESSMENT FOR MENTAL HEALTH SUPPORT SERVICES

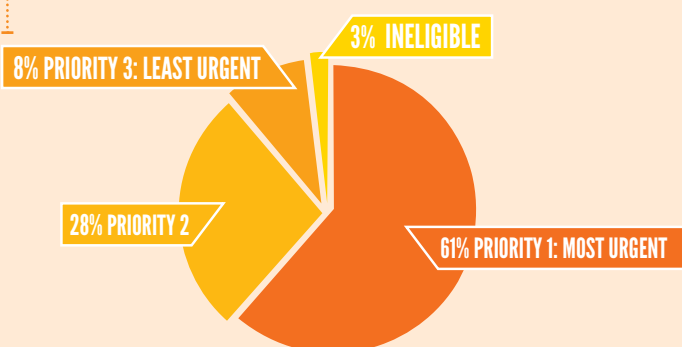
ANNUAL REFERRALS

2505
intake
contacts

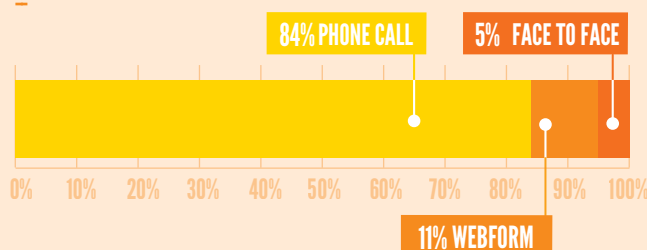
1110
needs
register

721
carer
support

CLIENT COMPLEXITY



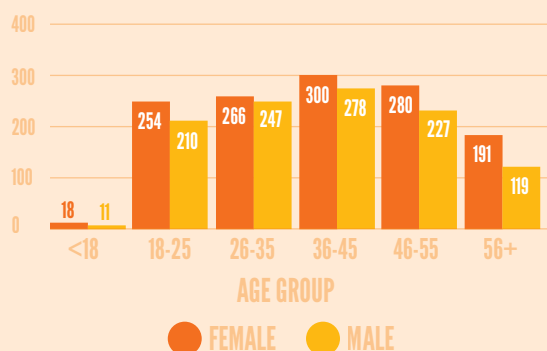
PATHWAYS INTO OUR SERVICE



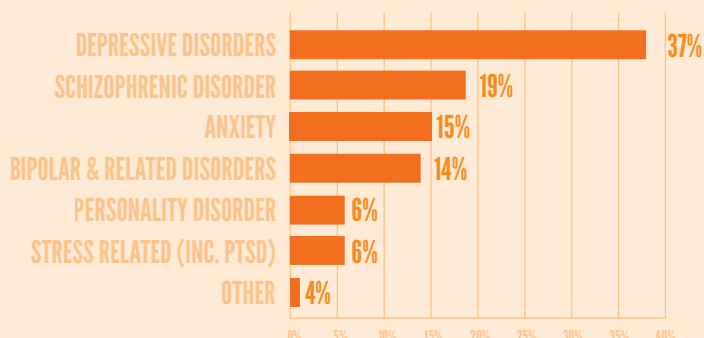
“My clinician helped me to feel really comfortable and to understand the process for assessment and accessing services.”

– MHCSS CLIENT

AGE / GENDER SPLIT



TYPES OF DIAGNOSIS



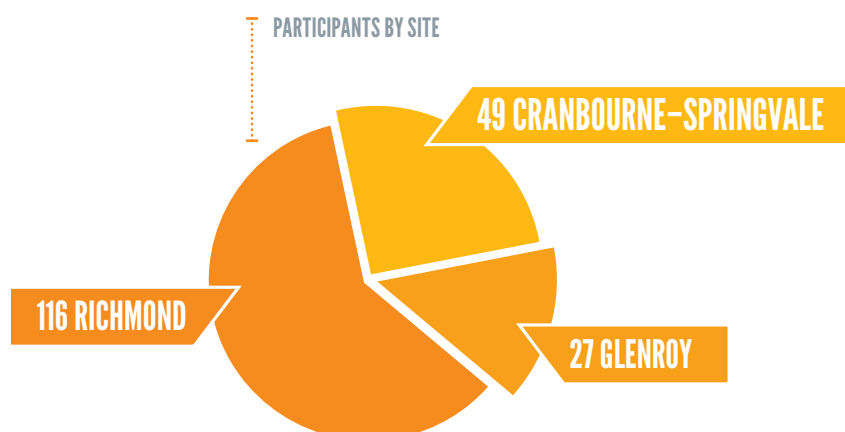
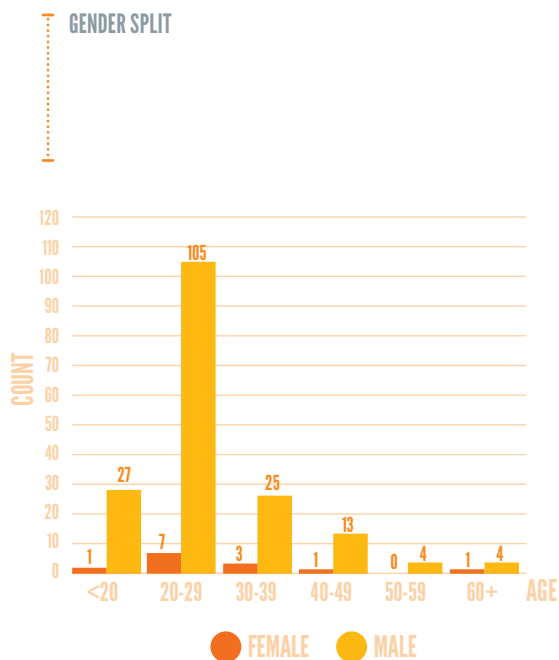
VICROADS SAFE DRIVING PROGRAM

In addition to our Intake and Assessment Services, our team – working at the forefront of service delivery – provided other unique service solutions to those at risk of entering the justice system, including the VicRoads Safe Driving Program (SDP).

This year, 191 people participated in the VicRoads SDP and 100% successfully completed the program.

Participant feedback indicated that almost 90% believe they now have the tools to avoid hoon driving offences in the future.

While services were offered across the program in the following locations, we have forecast an increase next year as the program extends into regional Victoria.



DUAL DIAGNOSIS

Supporting people to enter both mental health and drug treatment services



Funding for our capacity building project – DUETS (Developing Understanding Expertise and Treatment Systems in Dual Diagnosis) has been extended through the Department of Health Australia's (DOHA) Substance Misuse Service Delivery Grant Fund. The funding extension will allow the DUETS team to continue its important work in the area of capacity building for the forensic drug treatment workforce across the AOD sector. Because of system changes and a loss of some of the forensic expertise in the AOD sector, some of this capacity building and training will occur in partnership with Caraniche to address changes in the profile of the AOD workforce.

COATS

MANDATED DRUG TREATMENT FOR OFFENDERS

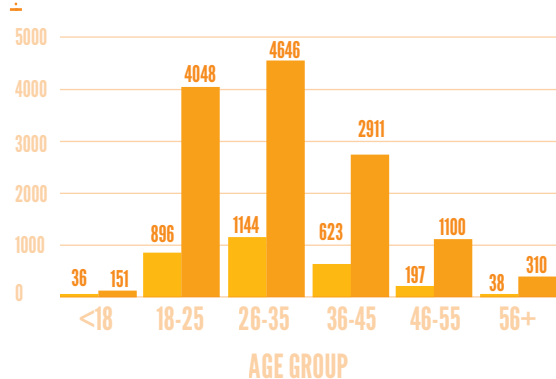
The changes that have occurred through both the drug and alcohol service system, and the justice system, have led to considerable growth and variation for the Community Offenders Advice and Treatment Service (COATS) this year. Changes to mandatory sentencing ruling, as well as parole reforms, have seen increases in referral numbers to COATS. The number of clients being referred to COATS is forecasted to increase by another 2000 next year, and projected to increase by 9000 over the next five years.

ANNUAL REFERRALS

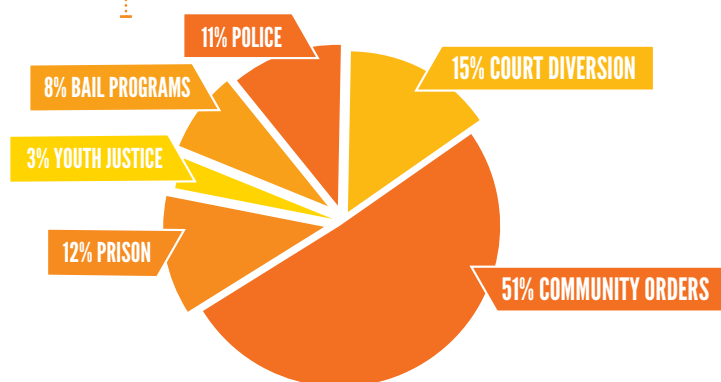
1524 Parole/ Pre Parole	6227 Diversion (courts etc.)	8355 Orders (CCO* etc.)	16106 Total Referrals
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* COMMUNITY CORRECTIONS ORDERS

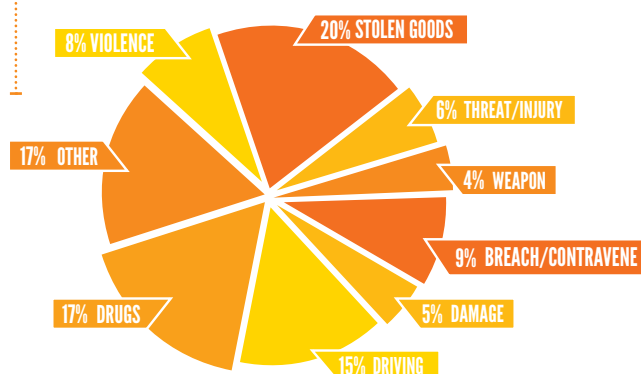
AGE / GENDER SPLIT



SOURCE OF REFERRALS



TYPES OF OFFENCES (FOR COMMUNITY CORRECTIONS ORDERS)

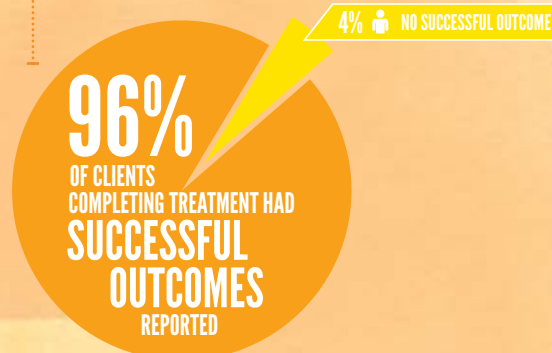


OF THOSE WHO COMPLETED TREATMENT:

(as reported by treatment agencies)

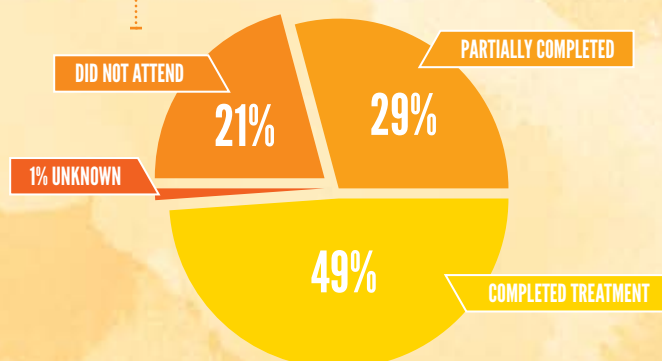
- ➔ **92% ACHIEVED AT LEAST ONE OUTCOME RELATED TO ATTAINING HARM REDUCTION BEHAVIOUR (INCLUDING REDUCED OFFENDING, RISK-TAKING BEHAVIOR AND SELF-HARM BEHAVIOUR, LEARNT RELAPSE PREVENTION AND RESOLUTION OF PRESENTING ISSUES)**
- ➔ **54% ACHIEVED AT LEAST ONE OUTCOME RELATED TO IMPROVED HEALTH OUTCOMES (INCLUDING INCREASED SELF-EFFICACY, LINK TO MEDICAL PRACTITIONER AND/OR TO HEALTH SERVICES AND IMPROVED PHYSICAL HEALTH)**

CLIENTS WHO COMPLETED TREATMENT

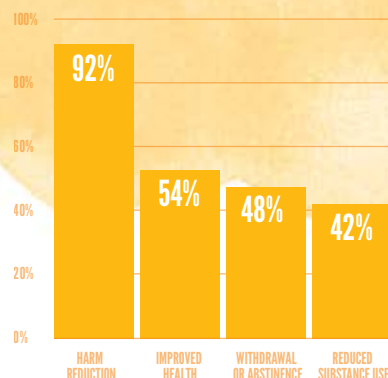


TREATMENT COMPLETION RATES FOR ALL TCA'S* RETURNED IN 2014-15

* TREATMENT COMPLETION ADVICE



TREATMENT OUTCOMES FOR CLIENTS REFERRED THROUGH COATS



KOORI FORENSIC DRUG DIVERSION

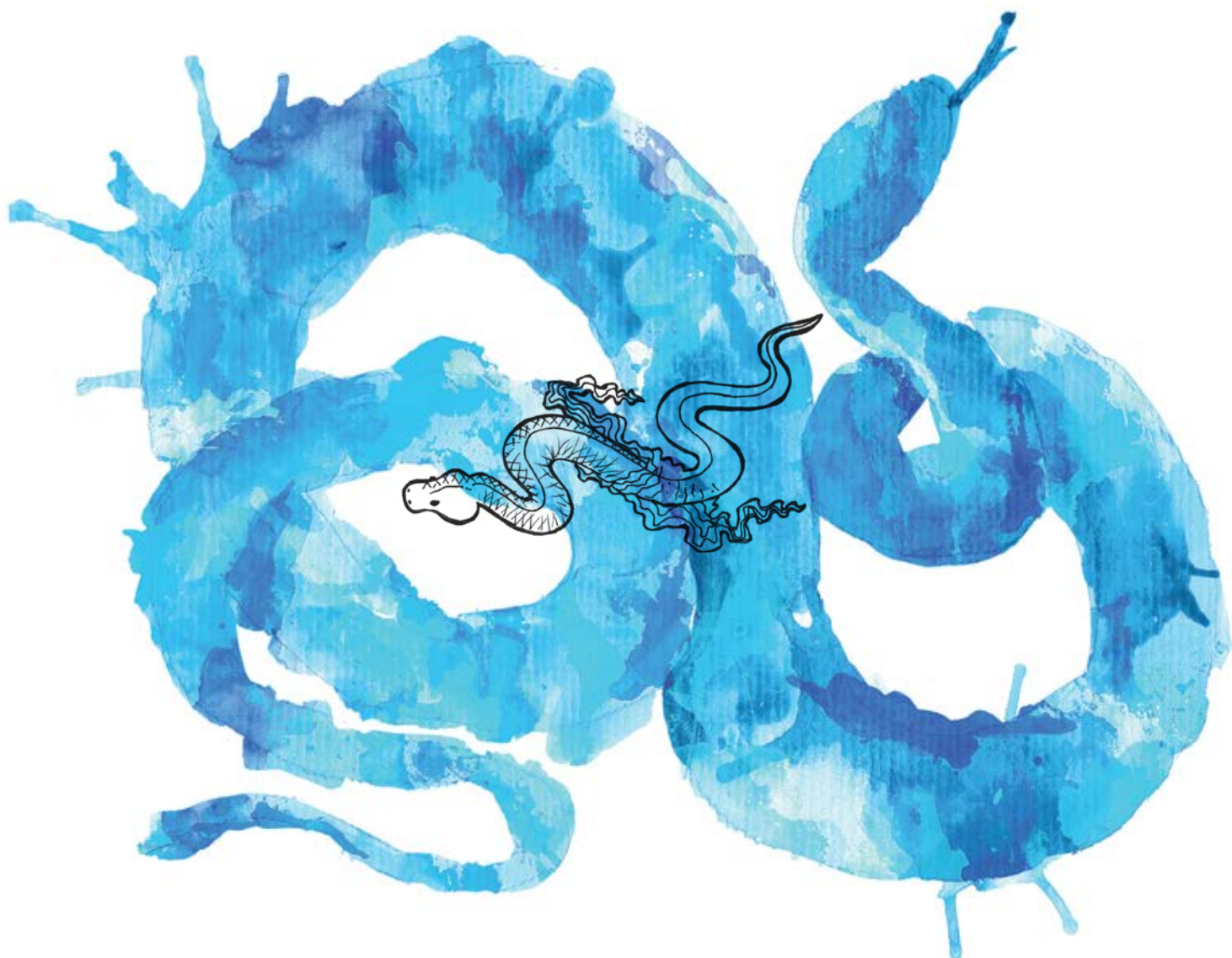
ACSO provides a specialist role of Koori Forensic Drug Diversion across the state, which provides essential support to Koori-specific service providers and mainstream drug treatment providers to facilitate the best possible treatment outcomes for Aboriginal Australians.

Earlier this year, our worker Belinda Baker was recognised for her leadership in the sector, being nominated as a member of the Change Agent Network with our peak body, the Victorian Alcohol and Drug Association (VAADA).

Belinda is passionate about supporting workforce development, collaboration and capacity building. She has engaged in a range of projects to facilitate this.

They include:

- ➔ Workforce development initiatives for the Koori Alcohol and Drug Workers in Victoria – facilitating access and completion of the Dual Diagnosis Diploma for 22 staff members, as well as promoting key professional development initiatives like Suicide Intervention Skills, methamphetamine treatment and opportunities to bring this isolated workforce together for regular training, professional development, networking and conferences
- ➔ Development of quarterly Regional Integrated Agency Networks (piloting in Ballarat and Warrnambool) in response to issues around access and integration between agencies in these locations. Belinda has worked collaboratively with a range of community stakeholders in these regions to bring them together to strengthen local referral partnerships



|
.....
|

"JUST AS A SNAKE SHEDS ITS SKIN, WE MUST SHED OUR PAST OVER AND OVER AGAIN."
— JACK KORNFIELD



'JENNA'
PAST CLIENT OF ACSO

ANOTHER CHANCE *that changed my life...*

Jenna's Story

Jenna is a 38 year old woman who was referred to ACSO's residential services in 2011. She has multiple complex issues including intellectual disability, diabetes, poor impulse control and anger management, self harm, auditory hallucinations and suicidal ideation. Jenna has a significant trauma history including physical abuse leading to placement into foster care at age two. In 2010, Jenna experienced additional trauma of sexual assault when she was raped whilst residing in a Supported Residential Service.

While in our services, Jenna's needs were mapped out and arrangements were put in place to engage with life skills and other programs which decreased the risk of isolation and increased her independent living skills. We also assisted her to access further education and gain employment with the "Big Issue", three days a week. She started seeing a counsellor to begin to unpack her past trauma and to develop strategies to cope with anxiety, anger and frustration.

In December 2014, Jenna worked closely with staff to commence her transition to living independently in the community. Staff helped her to identify and work through barriers and encouraged her to problem solve solutions.

Jenna now lives independently. She has gained substantial autonomy and manages all aspects of independent living including grocery shopping and cooking. She demonstrates a remarkable ability to problem solve and self initiate, and successfully navigates the support services system independently, knowing where to get extra support if needed. She has maintained good mental health, engaged with her local community and volunteers dog walking.

Collaboration was the key to Jenna's success. Her life changing progress is the result of ACSO working in partnership with her, enabling her to be the driving force in achieving her dreams.

***For privacy reasons,
Jenna is not her real name***

SUPPORTING PEOPLE WITH HIGH RISKS & COMPLEX NEEDS BREAKING THE CYCLE OF CRIME

2014-15 OUTCOMES

arbias

POST RELEASE SERVICES

At the start of 2015, ACSO's High Risk team commenced the delivery of the *Corrections Victoria Reintegration Program (CVRP)* across South-East, Loddon Mallee, Hume and Gippsland regions. The service, now referred to as ReConnect, has provided intensive support and interventions to 199 clients and help them attempt a seamless transition from incarceration to community reintegration, of which 46 clients have successfully exited the program.

During the implementation of ReConnect, ACSO relocated from Cranbourne to Dandenong. This enabled us to consolidate our operating structure in order to provide a strong footprint across the South-East, Gippsland, Loddon Mallee and Hume regions. The relocation has also facilitated increased collaboration with Corrections Victoria and other peer service providers across the South-East region. It has also enabled us to provide targeted and localised support to participants.

The Dandenong hub is now ACSO's second largest site and home to over 30 staff members, including those delivering ReConnect, Residential Services, COATS/RAPIDS and Social Educators. Additionally, our new location has supported our growing relationships with AMES and Wesley Mission, who are co-located in Dandenong.

Similar to the delivery of post-release services in NSW, ACSO delivers ReConnect in partnership with arbias. In Victoria, ACSO's sub-contractual arrangement with arbias ensures that participants with an acquired brain injury receive priority access and services that acknowledge and meet the needs of their disability.

Our aim is to obtain outcomes for our clients through the development and implementation of a one plan process and a multi-disciplinary care team approach. The one plan is inclusive of a functional behaviour assessment, short and long term goals, proactive and reactive risk management strategies, clinical intervention and physical wellbeing.

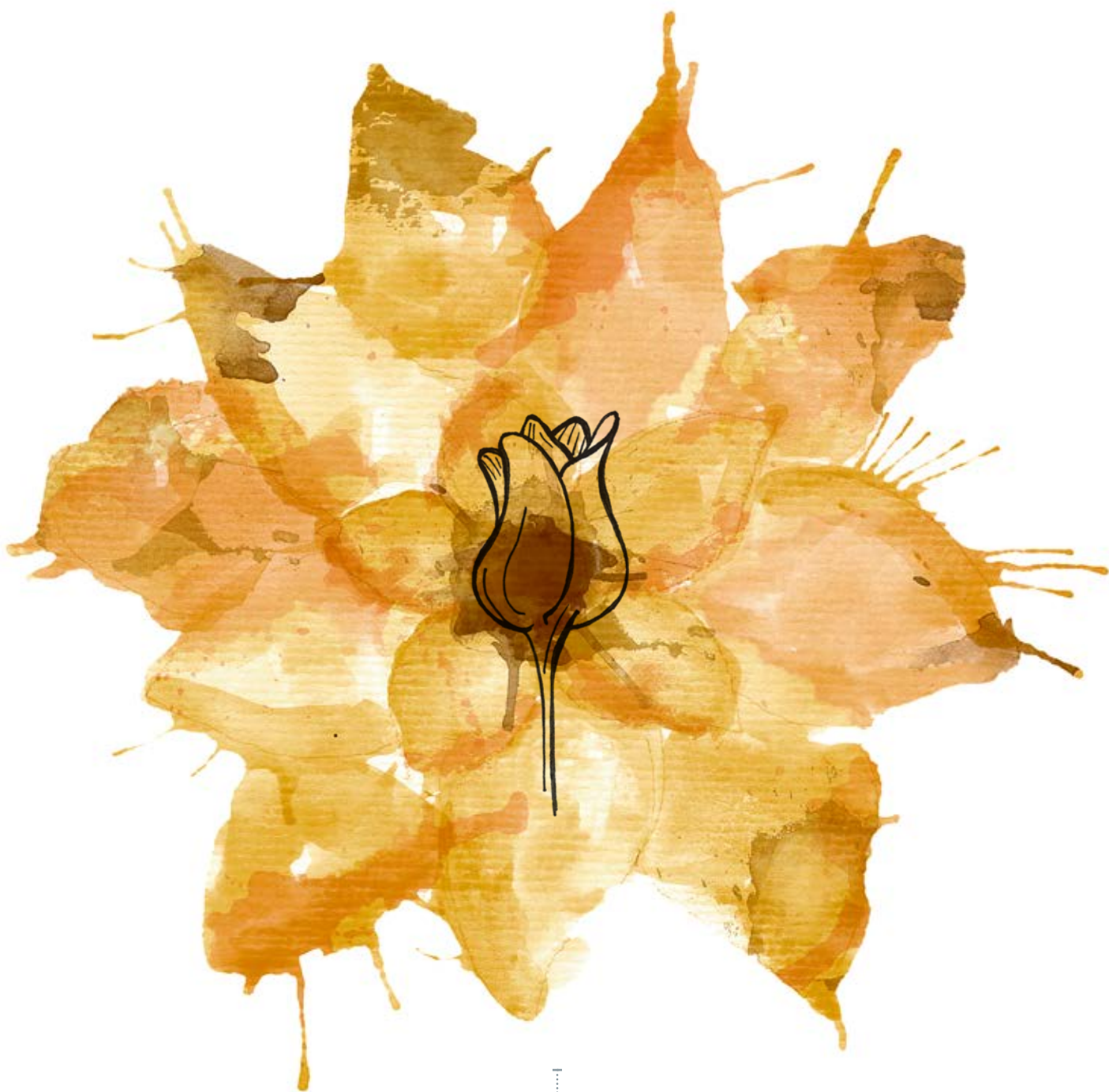


RESIDENTIAL SERVICES

ACSO continues to provide a number of community based residential services across metro and regional Victoria. The service is a unique 24-hour supported residential living model that maintains an environment reflective of community based living. It provides short term post-release residential services along with medium and longer term programs. These programs support people with multiple and complex needs that have to be met so they can transition and reintegrate back into the community.

A significant project that commenced in the last financial year is the development of a new eight- bed residential program for people with an intellectual disability who are also in the criminal justice system. This project will launch formally in February 2016. In line with ACSO's prevention focus, the program will provide intensive support to participants to develop behaviour management strategies to reduce problematic behaviours and criminal justice involvement. The project is the result of a unique partnership between HomeGround and ACSO.

ACSO also runs a 10 bed 24/7 Youth Residential Rehabilitation Service (YRRS) commenced service delivery in Bendigo in August 2014. It is Victoria's only intensive youth transitional service. It provides early intervention for youths with mental health concerns and helps them cope and develop resilience and self-management skills. To date, YRRS has supported nine individuals in their effective transition back into community.



“EVERY BUD HAS ALL THAT IT NEEDS TO BE A FLOWER.”
— SRI SRI



'TONY'
CURRENT CLIENT OF ACSO

ANOTHER CHANCE

that changed my life...

Tony's Story

Tony, a gentleman in his mid-40's, was referred to ACspresSO for work experience from our Employment Services team. When Tony came to ACspresSO he had been unable to gain employment in his preferred field (administration) due to a prior criminal conviction. Tony believed that this conviction was the reason he was not securing a job and he had come to the conclusion that perhaps a change in profession would be helpful. Through our ACspresSO training program, Tony was able to start as a beginner and grow from strength to strength. Tony gained vital knowledge and technical skills in customer service, food handling, coffee making and working in a team environment. Whilst participating in our program, and with the help of our Employment Services team, Tony was able to secure paid employment as the head barista at a restaurant close to his home. Tony has maintained employment.

"The work experience and training at ACspresSO Café gave me the opportunity to learn new skills and work in a team environment. Now I have a new job and a better life. I can't thank ACSO and its employees enough for giving me this chance."

*For privacy reasons,
Tony is not his real name*

COMMUNITY REINTEGRATION INCLUSION AND ECONOMIC PARTICIPATION FOR EVERYONE

2014-15 OUTCOMES

The Community Reintegration team's key focus last year was to provide supports and services to help prevent at-risk clients from entering the criminal justice system. The team also provided much needed community transition services to offenders upon their release from prison.

Much of our work was dedicated to providing social, recreational, education, training, work experience, housing and paid employment opportunities for our clients.



Client social event – pizza making night

LIFE SKILLS PROGRAMS

The foundation of all our work is the delivery of our suite of Life Skills Programs and social activities. These programs and activities have provided our clients with opportunities for positive pro-social interaction and recreational activities. These activities have promoted the achievement of mental health goals, technical and practical skills, and a sense of belonging to their communities.

Over 80 clients were supported by the Life Skills team and 87% who completed their programs reported that they have achieved their personal goals.

WORK EXPERIENCE PROGRAMS

To support our Life Skills programs and activities we have developed a number of specifically designed work experience programs.

Based at our Glenroy Industrial Skills Centre, ***“The Woodwork Shop” has assisted more than 20 clients to gain meaningful and work-related skills in woodwork and carpentry.***

Students in this workshop have learned how to safely use hand and power tools and build, from scratch, blackboards for local schools, cutting boards, planter boxes and park benches – all of which have been donated to local neighbourhood houses.

Based at our Regent St Richmond Industrial Skills Centre, ***“The Pantry” provided retail and customer service work experience to 97 clients and distributed 2,343 food hampers to our clients and local residents.***

Our first hospitality/social enterprise café, ***“ACspresSO”*** commenced trading on 7 April and immediately became a hit with local residents, workers and ACSO staff.



Woodwork Shop participants

INITIAL TRANSITIONAL SERVICE (NSW)

ACSO commenced delivering services in New South Wales for the first time in the organisation's history in October 2014, when we were awarded the contract to deliver the Initial Transition Service (ITS) in partnership with arbias. ITS delivers brief intervention support for high-risk offenders as they transition out of the prison system across 10 sites in NSW. ACSO is responsible for four of the ten sites – Campbelltown, Dubbo, Wagga Wagga and Wollongong. We work closely with the Community Corrections in these locations.

We have exceeded KPI's over the first 12 months by supporting over 160 clients across the four sites, and have consolidated our reputation as a high standard provider in NSW.

ITS supports have empowered our clients to lay the foundations for successful reintegration and we are particularly proud of specific client outcomes. For example, being able to:

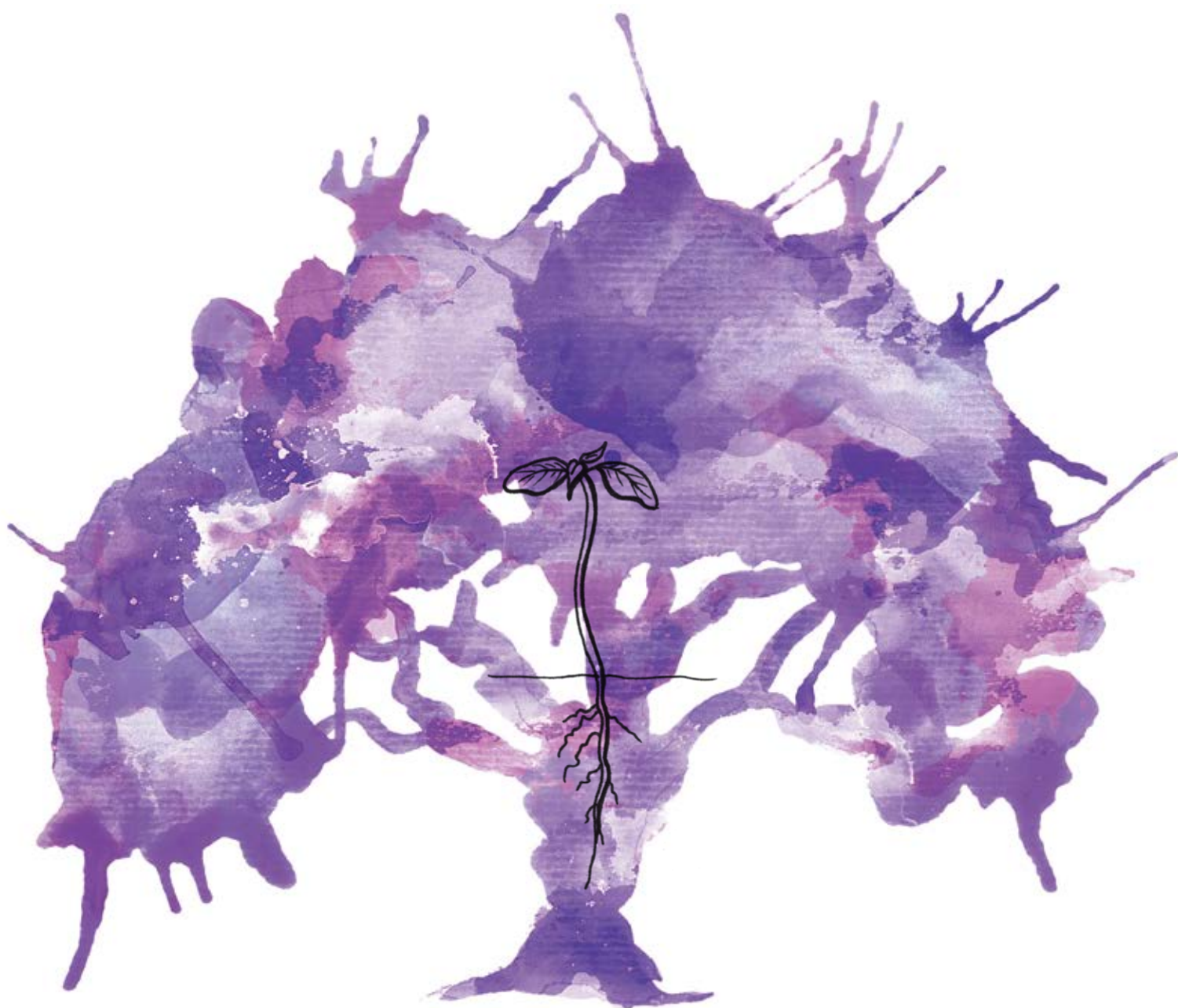
- ➔ Access long-term and secure housing for clients, often for the first time in their lives
- ➔ Establish motivation to engage in, and gain access to, alcohol and other drug rehabilitation
- ➔ Assist clients who have repeatedly breached parole conditions to comply with such conditions

EMPLOYMENT

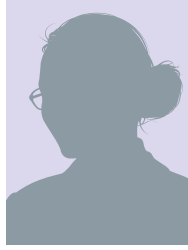
While a key focus of our Community Reintegration work has been to improve the social, recreational, education, training, work experience and housing opportunities for all our clients, our Employment Services team has also been dedicated to assisting our clients obtain paid work and achieve economic inclusion.

ACSO's Specialist Employment Service team supports long-term unemployed jobseekers, with a focus on diverting people at risk of entering the criminal justice system as well as assisting former offenders with intellectual disabilities and mental health issues from offending again. The team does this by finding these clients suitable ongoing paid work.

- ➔ ***Our Employment Services team supported more than 600 jobseekers with job preparedness and employment assistance***
- ➔ ***We achieved 139 paid job placements with over 40% remaining in the job after six months***
- ➔ ***ACSO's Employment Services was awarded the 2014 Northern Business Association Award for outstanding contribution to the local community***



"ALWAYS DO YOUR BEST. WHAT YOU PLANT NOW, YOU WILL HARVEST LATER."
- OG MANDINO



KAYE
COURT BASED ASSESSOR

ANOTHER CHANCE

that changed my life...

A story of hope

"I have been working in the local court representing ACSO for several weeks now. I was approached by the Legal Aid lawyer who informed me about a young man in the police cells who had committed a robbery and was drug affected at the time.

The lawyer introduced me to this young man's family who were clearly upset, and wanting support to help him address his ice addiction.

I quickly understood more about this young man's issues with ice and that this was his first time in trouble with the law. He had committed the robbery to sustain his drug habit, and things went quickly out of control from there. We began assessing him in the cells and arranged a further follow up.

He was released and re-assessed on that day and started his treatment the following day. His family could not be more thankful for ACSO's support and giving him the right opportunity to change his life"

Kaye

Court based assessor in the Goulburn Valley

When I visited Shepparton, Kaye told me about the case of a young man who made a wrong choice while on ice. He had turned himself in to the police. Kaye carried out an initial assessment at court prior to the offender's hearing.

The whole of the young man's family had attended to support him at the hearing and entered the room where Kaye was to carry out the assessment. Kaye offered the young man the opportunity to carry out the assessment in private because "it is sometimes hard to tell the truth in front of family". The client responded,

"They can stay. I've spent my whole life lying and now it's time to tell the truth".

The client's solicitor, armed with Kaye's initial assessment and demonstrable family support was able to get a court order rather than imprisonment.

Stewart Leslie

ACSO Council Chair

ACSO'S PIONEERING SPIRIT

*Addressing gaps
and meeting emerging needs*

DANDENONG ALCOHOL DIVERSION PILOT

Victoria Police identified a cohort continually being arrested for drunk recidivism (people who are charged with repeat offences for drunk and disorderly) in the southern metropolitan Melbourne area. Some individuals had been arrested over 50 times over a 12-month period and repeatedly issued infringement notices, leading to unpaid fines and warrants; some to the value of over \$127,000.

This cohort does not typically seek treatment and there are no existing diversion pathways for this type of offending. As a result, the cycle of drunken recidivism and accrual of fines continues, the individuals' health deteriorates and the community's perception of safety diminishes.

In conjunction with Victoria Police and health and justice services, ACSO has delivered the assessment and treatment planning and referral for clients diverted through the Alcohol Diversion Program. If treatment is successfully completed, and the offender has reduced their drinking and/or offending, their fines will be abolished or significantly reduced.

The pilot has been in operation since April 2015 and ACSO's RAPIDS team has assessed 12 individuals this year. DHHS have provided funding for one rehabilitation bed exclusively for the program. Police are reporting a reduction in the number of arrests. All participants have engaged in AOD treatment and the first participant has successfully graduated – and had his fines abolished.

MELTON ICE PILOT

Melton Police Service Area (PSA) identified a growing problem in the use of crystal methamphetamine (ice), observing increased family violence and volume of crime driven by ice use.

Recognising the problem as a health related matter, ACSO provided support to Melton Police Service Area in the development of the Melton Ice Diversion Pilot. The pilot sought to divert first-time offenders, whose non-violent offending behaviour is driven by their ice use, into a drug treatment program. The pilot has been in operation since June 2015 and ACSO's COATS program has assessed seven clients. So far, 90% of individuals offered this diversion program have taken up the opportunity and six out of the seven participants assessed have engaged well with drug treatment.

ACSO CONNECT – WALK IN CLINICS FOR DRUG TREATMENT

Our walk-in clinic model was rolled out across regional Victoria in order to offer additional drop-in locations in remote and rural areas. This has allowed ACSO Connect to operate with local service providers, including hospital and acute health services – as well as headspace in some areas to target hard to reach population groups and facilitate a “soft entry point” into our Intake and Assessment Services.

By creating an opportunity for local referrers and providers to direct consumers and their families to a walk-in clinic close by, we can provide an immediate response for people seeking support. We currently have 25 walk-in clinics operating weekly across regional catchments, and will continue to expand this model to include other health sites and community service locations – such as headspace and Primary Health Networks.

ACSO CONNECT: GP DIRECT – DEDICATED SERVICE FOR GPs

ACSO recognised that strong referral pathways within the community are essential to ensure client care in partnership with primary health care providers such as GPs and their staff. System reform across intake for AOD and MHCSS saw some disruptions to existing referral pathways. In response to this, ACSO launched GP direct. This is a fast tracked response, which means busy GPs can refer via phone, fax or web through a dedicated pathway and response. Since its launch in June 2015, the GP direct service has already seen 43 referrals.

PUMP – DUAL DIAGNOSIS BRIDGING SUPPORT GROUP

Over the past few years NEXUS and ACSO have developed a close, productive and creative partnership that has resulted in a number of key activities and projects around Dual Diagnosis (DD) capacity building and service delivery. One of these activities is the PUMP program. The focus of this program is to assist clients who have made contact via ACSO’s intake services and who have been accepted for assessment and are now on a waiting list. During this waiting period for service, people’s motivation and capacity to maintain hope and stay engaged with service providers can often fluctuate.

It is expected that by providing an active wait list program and process, clients will remain engaged and be better prepared to participate in their assessment and treatment. The wait list program is seen as an active part of the overall process of engagement and treatment. It provides a combination of direct face-to-face group-based programs with additional phone contact, e-mail, social media etc. Participants will receive information, tools and interactive activities to help them get a better understanding of the interaction between their mental health and substance use, and vice versa.

A number of ACSO’s staff were trained, a co-ordinator appointed and the trial part of the PUMP project was commenced. The initial numbers participating in the face-to-face elements of the program have been low; however there appears to have been very positive outcomes for participants – in particular if they completed more than one session. The non-face-to-face element of the program has yet to be developed and implemented. This program has enormous potential, and NEXUS remains committed to assisting ACSO to further develop this initiative.

Provided by Nexus

PUMP BRIDGING SUPPORT GROUPS

- ➔ 25 WEEKLY WALK IN CLINICS
- ➔ 5 PILOT GROUPS
- ➔ 48 PARTICIPANTS



“I have never been asked about the positive things about using drugs... usually everyone is all about the negatives about using... and they kind of forget why you were using in the first place.”

– PARTICIPANT FEEDBACK
PUMP GROUP



Allan with his customer services awards from Bunnings

A story of perseverance

Allan was a disadvantaged job seeker who was living in the Yarra area. He was experiencing housing instability and was living in his car for many years. Allan suffered from poor self-esteem and was stigmatised by his African community for being homeless.

His homelessness rendered him unreliable at work and he would usually find it difficult to keep a job. The Employment Services team assisted Allan with job ready skills and secured stable accommodation for him. Our PND employer partner, Bunnings, provided Allan with paid employment and our employment services teams provided Allan with additional in-home and in-work support.

In nine months Allan has won more than six Bunnings customer service awards for being an outstanding team member. Allan has also managed to save some money to support his parents in Africa.

“This has been a life-changing experience and created a positive outlook to achieve my goals in life.”

— ALLAN



PROJECT NEW DAWN

Project New Dawn (PND) is an innovative program targeting individuals currently experiencing homelessness and unemployment. It provides them with both housing and paid employment opportunities with our employer partners, BP and Bunnings. PND:

- **Established three new houses, including our first “women only” house**
- **Assisted nine homeless people with both a home and a job and four of our tenants have secured stable accommodation and ongoing paid work for more than six months**
- **Was a finalist in the Victorian Homelessness Awards & ACSO’s PND Coordinator, Paul Singh, received the CoAct Local Hero’s Award in recognition of his outstanding work in tackling homelessness and unemployment**

GREEN ARMY

As part of our early intervention and diversion focus on assisting young people at risk of entering the criminal justice system, ACSO commenced two Green Army projects in the Bendigo region in early 2015. The projects, funded by the Department of the Environment, were designed to bring at-risk young people aged 17-24 from the local community together to work on the environment, land care management, conservation, weed control and revegetation. Project participants came from various backgrounds but all had limited employment opportunities, work skills and employment prospects. They also had a range of issues such as criminal histories, drug and alcohol abuse issues and mental health concerns.

The Green Army project in Maryborough was hosted by Goldfields Employment and Learning Centre. Work was carried out at Brian Dowie Reserve.

The project in Kyneton was hosted by Macedon Ranges Shire Council. The work was done at Bald Hill Reserve. Their combined highlights include:

- 70% of the participants successfully completed the full project
- More than 12 hectares of weed control was completed
- 50,000 plants were propagated and 15,000 plants potted into tube stock
- 5.2 kilometres of fencing was repaired, eight cameras were installed, 87 nesting boxes were repaired and 67 new boxes were installed

A story of self-belief & teamwork



Green Army team

SEARCH AND RESCUE AT BALD HILL RESERVE

During the course of the project the Green Army participants were involved in the search and rescue of two bushwalkers at the Bald Hill site. The two bushwalkers, aged in their eighties, were part of a larger group but became separated and lost without a mobile phone or water for more than two hours in the dense bushland. The bushwalking group had unsuccessfully searched for the lost members.

The Green Army participants were proactive in organising a coordinated search effort with the bushwalking group. The participants gathered their first aid kit, a blanket and water bottles and formed a search line. They planned to call emergency services if the walkers were not found within an hour. Fortunately, the participants were able to locate the walkers and administer basic first aid to one who had fractured her wrist in a fall. The young Green Army participants are to be commended for their input, maturity and common sense approach in planning the search, and their empathy and concern for the lost walkers after finding them.

The bushwalking group and The Honourable Greg Hunt, Minister for the Environment, have since contacted the Green Army participants to recognise their efforts and thank them.

“Both our projects have given 18 young people the opportunity to learn about teamwork, accountability and responsibility as well as develop self-belief in their capabilities. This experience gives them hope and purpose to better themselves and become valued and important members of their communities. As supervisors, we have been privileged to closely work with these young people and help change their future course in life for the better.”

– GREEN ARMY PROJECT SUPERVISORS
KRISTIAN GOODMAN AND WAYNE BREEDING



MESSAGE FROM THE CHAIR

Mr Stewart Leslie

I have discussed ACSO with a lot of people over the past twelve months. When I tell them our vision I am met with a mixture of support and incredulity. Everyone wants a safe community. The majority want an inclusive one that provides every member of the community the opportunity to fully participate in the community's social, cultural and economic life.

But "freed of crime and prisons"? I've encountered outright derision, scepticism and, as I mentioned before, incredulity. How is this possible? How can one organisation like ACSO make a difference?

Everything ACSO plans to do and everything we deliver is tested against our vision. Please consider the following:

- We have expanded ACSO Connect to support those outside the criminal justice system seeking treatment for mental health, alcohol and drug issues. If we swayed only a small number of the 5,000 Victorians we connected to treatment, from addiction related offending, we have contributed to a safer community. Our clients can continue or return to active participation in our community because of the treatment ACSO Connect provides.
- By working with eminently qualified and experienced consultants we are exploring and examining the current justice system and creatively considering what "the system" could do differently to profoundly improve its outcomes. This ACSO funded initiative will consider all elements of our vision and provide our policy makers with food for thought.
- Our 8th International Criminal Justice Conference had as its theme Do Prisons Change Lives? The timing of this conference could not have been better. A recent Victorian Ombudsman's report has concluded that: "Long term solutions do not lie within the walls of our prisons or with a single government department. Victoria needs a whole-of-government approach to focus on the causes of crime rather than its consequences." The speakers and sessions at the conference will assist in developing that whole-of-government approach.
- ACSO has put forward a plan to build and operate the Goulburn Valley Addiction Recovery Centre. This residential drug and alcohol rehabilitation facility will provide short-term residential accommodation for the delivery of rehabilitation services and assist in the recovery of people with drug and alcohol addictions. Those who complete the centre's programs will return to active participation in the community. All will learn strategies to stop them offending or reoffending due to addiction.

These are just four examples of what one organisation does. All are initiatives that started during the 2014-15 year; a year in which we continued to provide our COATS service, opened ACspresSO Café, delivered early intervention and diversions, continued residential and employment services and invested in the capability of our team and our organisation.

ACSO does all this with a dedicated, innovative and hard-working team led by our Chief Executive Officer, Karenza Louis-Smith. Karenza reports to ACSO's Council. On behalf of the Council, I thank her for her leadership.

During the year I have met team members in Warrnambool and Shepparton. I am always inspired and humbled by these people, who I am proud to call my colleagues. They are the people who deliver on our vision on a client-by-client basis, helping them back into the community and setting up the support to prevent them from offending or reoffending.

I am fortunate to have the support and expertise of ACSO's Council Members. I thank the Council for their contribution to ACSO during the year and look forward to their continued support during 2015-16.

Stewart Leslie
ACSO Council Chair

ACSO is an ambitious organisation. Our vision – a safe and inclusive community freed of crime and prisons – reflects our mission (principally) for the Victorian community but ultimately for the Australian community.

2014-15 COUNCIL MEMBERS



ERSILIA BARBONE

Deputy Chair: ACSO Council

Member: ACSO Council

Member: ACSO Council Executive Committee

Member: Justice Innovation Committee

Appointed to Council in 1996, Ms Barbone is a Registered Legal Practitioner and a partner with White Cleland Pty Ltd. She has been practising law for over 20 years, having practised as a solicitor almost exclusively in the area of commercial litigation, enforcement and insolvency work. She is a member of the International Women's Insolvency and Restructuring Confederation – Australian Network Victorian Branch and an associate member of the Insolvency Practitioners Association of Australia.

Over her career, Ms Barbone has held a number of appointments in various organisations including Chair of a school advisory board, Deputy Chair of philanthropic organisation Enable International (since deregistered) and Chair of ACSO's former Governance and Strategic Positioning Committee. She continues to provide pro bono advice to various non-profit organisations.

Ms Barbone has witnessed ACSO's growth and change from the early days of the Epistle Society to its expansion as VOSA and subsequently its current form as ACSO.



KATHLEEN BARKER

Chair: Quality, Safety and Service Delivery Committee

Member: ACSO Council

Member: ACSO Council Executive Committee

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

She is the founder and principal consultant of Andeol Consulting established in 2009, where she specialises in organisational coaching, leadership and team development and business transformation. She is an alumni of Leadership Victoria, is actively involved in community leadership and has been a member of the National Excellence in Personal Injury Management Awards Judging Panel, Personal Injury Education Foundation (PIEF) since 2010.



THE HON. SALLY BROWN AM

ACSO's Patron

Member: ACSO Council

Appointed to Council in 2004, Ms Brown was elected Patron in 2011. After working as a solicitor, tertiary lecturer and barrister, Ms Brown was appointed a magistrate in Victoria in 1985; one of the first two women appointed to the Court. In 1990 she was appointed Chief Magistrate. Between November 1993 and June 2010 she was a judge of the Family Court of Australia. As a decade long board member of the Australian Institute of Judicial Administration and a member of the inaugural board of the National Judicial College, Ms Brown was instrumental in the development and delivery of judicial education in Australia, particularly education relating to gender and culture, and the incidence and impact of family violence and sexual assault.

She has maintained a long-standing interest in juvenile justice, sentencing, child protection and human rights; she chaired the Board of the Australian Institute of Criminology for seven years, has been a member of the Alfred Hospital Board and the Board of the Australian Drug Foundation, and is a member (and former Victorian president) of the International Commission of Jurists. Her name was entered on the Victorian Honour Roll of Women in 2003 and she was appointed a member of the Order of Australia in 2006.



ANDREW CHADWICK

Chair: Audit, Risk and Compliance Committee

Member: ACSO Council

Member: ACSO Council Executive Committee

Appointed to Council in 2014, Mr Chadwick is an Associate of Chartered Accountants Australia and New Zealand. He has been a member of the Risk, Audit and Compliance Committee since 2009 and was appointed Chair of the Committee in March 2014. He was with BHP Billiton for 12 years as a senior manager in Group Reporting, which included responsibility for external financial reporting for six years. Previously he was a partner with accounting firm KPMG for 12 years, where he specialised in assurance and advisory services. Mr Chadwick first became involved with ACSO in 2001 and 2002 when he was engaged to provide financial consulting advice.



JUSTICE PAUL COGHLAN

Chair: Justice Innovation Committee

Member: ACSO Council

Justice Paul Coghlan was admitted to practise in 1969. After nine years as a solicitor, he joined the Victorian Bar in 1978, where he specialised in criminal law. He was a judge of the Supreme Court from 1995 until 2009 and was the principal judge of the Criminal Division of the Court between 2010 and 2012. In 2001, following highly regarded service as a Senior Crown Prosecutor and Chief Crown Prosecutor, he was appointed Victoria's fifth Director of Public Prosecutions. He was appointed as a judge of the Court of Appeal of the Supreme Court in 2013 and retired in early 2014 after over 40 years in practise.



KAREN CORRY

**Chair: Information and Communication Technology Sub-Committee
(only Council member on this sub-committee)**

Member: ACSO Council

Member: Audit, Risk and Compliance Committee

Appointed to Council in 2014, Ms Corry is a qualified Chartered Accountant and built her career at KPMG, where she was a partner at KPMG Consulting until 2002. She is a professional consultant and Director of her own consulting business, where she focuses on strategy, governance and risk services, particularly focusing on the interaction between business and information technology. She is a Board member at Eva Tilley Memorial Home and has recently retired from the Department of Premier and Cabinet (DPC) Audit and Risk Management Committee after serving for 12 years. She maintains her involvement in DPC's Audit and Risk Management Committee as chair of the sub-committee of Service Victoria.



LOUISE GLANVILLE

Member: ACSO Council

Member: Justice Innovation Committee

Appointed to Council in 2014, Ms Glanville is the Deputy CEO of the National Disability Insurance Agency (NDIA). In that role she is working towards the roll out of the National Disability Insurance Scheme. Prior to joining NDIA, Louise spent three years at the Attorney-General's Department as First Assistant Secretary and A/G Deputy Secretary in the Civil Justice and Strategic Policy and Coordination Groups.

Louise has also worked with the Victorian Department of Justice as Executive Director, Legal and Equity Group. In her career she has held positions in local and state government, academia, the private sector and ministerial offices. She holds a Bachelor of Arts and Bachelor of Social Work from Melbourne University, a Bachelor of Laws from Monash University and a Master of Arts (Research) from Victoria University.



STEWART LESLIE

Chair: ACSO Council

Chair: ACSO Council Executive Committee

Ex-Officio Member: Audit, Risk and Compliance Committee

Ex-Officio Member: Quality, Safety and Service Delivery Committee

Ex-Officio Member: Justice Innovation Committee

Appointed to Council in 2009, Mr Leslie is a Fellow of Chartered Accountants Australia and New Zealand and holds the Graduate designation from the Australian Institute of Company Directors. For 15 years he was a partner with accounting firm KPMG, where he specialised in assurance and advisory services. Since retiring from that partnership in 2001 he has been appointed to a number of governance roles in the public sector.

He is a member of the Emergency Services Telecommunications Authority, which provides emergency call-taking and dispatch for the State of Victoria. He is also a board member of 100 Story Building, which provides opportunities for marginalised children and young people to build literacy skills, confidence and a sense of belonging. He also holds a senior management role at a significant philanthropic foundation. Mr Leslie is a past member of the Board of the Royal Women's Hospital.



JACQUI WATT

Member: ACSO Council

Member: Quality, Safety and Service Delivery Committee

Appointed to Council in 2014, Ms Watt is a member of the Chartered Institute of Housing. With a Social Policy degree from Edinburgh and a Masters in Management, her previous board roles include the Community Housing Federation of Australia and Social Enterprise Coalition in Scotland. Previous work experience includes being CEO of two peak bodies advocating for Community Housing and a year as Director of Client Services at Anglicare Victoria. Ms Watt has had direct service delivery responsibility in the fields of alcohol and drugs, mental health, disability and social housing over the past 30 years.

She has provided facilitation of stakeholder think tanks for both government and NGO's. Ms. Watt is also a member of ACCE (Adult, Continuing and Further Education) Council for Loddon Murray.

In February 2015 Ms Watt took up the CEO role at No To Violence and Men's Referral Service. She will soon be chairing the Housing with Conviction Board and support ACSO's Social Housing Entity into development.



MICHAEL WRIGHT

Member: ACSO Council (resigned in February 2015)

Independent Member: Justice Innovation Committee

Appointed to Council in 2004, Mr Wright was Council Chair between 2007 and 2013. He is currently Managing Director of Monash Partners Academic Health Science Centre. He has held senior positions in the Victorian Government: Deputy Secretary of the Department of Premier and Cabinet and the Ministry of Transport, and CEO of the Victorian Channels Authority and the Victorian Cancer Agency. Mr Wright has been a member of several state and federal public sector boards, including TAC and National Rail Corporation. He was Managing Director of the Miller Consulting Group for 25 years. He is currently also a member of the Board of Oxfam Australia.

MEMBERS TAKEN LEAVE OF ABSENCE



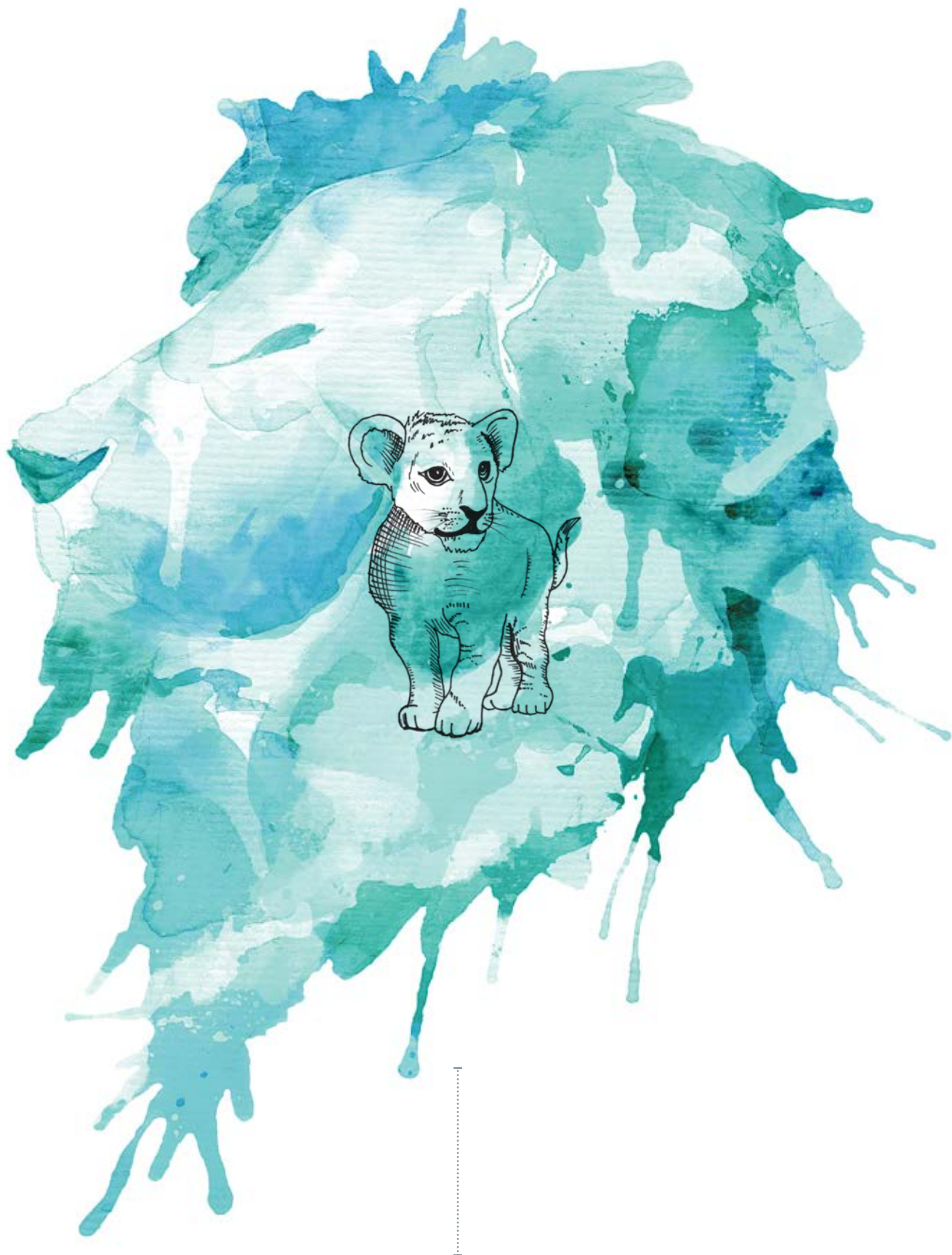
STEPHEN AITKENSON



DR LEIGH GASSNER



DR DANNY SULLIVAN



"THE MIND IS EVERYTHING. WHAT YOU THINK, YOU BECOME."
- BUDDHA



REMBERTO RIVERA
CHIEF FINANCIAL INFORMATION OFFICER, ACSO

ANOTHER CHANCE

that changed my life...

Remberto's Story

My father left before I was born and due to my family poverty and circumstances, I lived with other family members whilst mum worked to pay them to take care of me.

I attended four different schools between 1st & 6th grade and consequently my grades were terrible. During year 7, I ended up at a reformatory boarding school for boys, run by the National Police; not because I was a bad boy, but because I did not have anywhere else to live.

There I learnt to smoke at twelve, tried marijuana at 13 and was introduced to liquor at 15 by a paedophile teacher who was grooming one of my friends.

Despite all of that, I met an amazing maths teacher in year nine who without knowing it changed the course of my life. He taught us algebra, which I learnt easily and excelled at. From that moment, I discovered that I was capable of learning and that I in fact, was intelligent.

This "changed my life"... from year 10, I top my class. At the end of year 12 my school was approached by the country's Reserve Bank to send the best performers to sit an entry exam and after successfully passing the test, I was offered a well paid job, by my country's standards. The rest is history, I now hold four degrees and for the last four years I have been part of the Executive team at ACSO. I have no doubt Mr Ezequiel gave me a second chance.

Remberto Rivera
Chief Financial Information Officer, ACSO

ONE YEAR INTO OUR FIVE YEAR STRATEGIC PLAN

ACSO's mission is to influence change in the lives of people who have found themselves on the wrong side of the law; people who without help and support could soon find themselves there. People who find themselves homeless, without an income and without hope. Those with chronic addiction, mental illness or intellectual disability. People who in so many ways are often victims themselves.

Our ultimate goal is to deliver services that change our community for the better and make it a safer, more inclusive place for everyone to live. As we forge a path into the future our strategic plan helps us push toward our goal of creating **"a safe inclusive community freed of crime and prisons"**.

Twelve months into our strategic plan we are able to look back on some of our highlights with a sense of pride and achievement.

INSPIRE, INNOVATE AND LEAD

We will provide thought and practice leadership to influence better client, community and policy outcomes.

- ➔ We will establish a Justice Innovation Lab (JI Lab) built on our culture that supports dynamic thinking and continuous improvement
- ➔ We will continue to connect with and influence other service systems in order to provide the best outcomes for people in the criminal justice system

SUSTAINABLE GROWTH

We will continue to grow a planned, vibrant and sustainable ACSO.

- ➔ We will identify and pursue growth opportunities that fit within our vision and mission and realise and strengthen existing business
- ➔ We will continue to explore and build key alliances that support our strategic direction

ONE ACSO

We will maintain our unique, flexible, unified and outcome-focused culture.

- ➔ We will identify and embed the "One ACSO" culture
- ➔ We will build a team that love their jobs

BUILDING CAPABILITY

We will leverage our information, technology and intelligence systems to create better client, community and organisational outcomes.

- ➔ We will build data, information and knowledge to provide intelligence to the sectors with which we interface
- ➔ We will innovate and optimise technology to support our staff to better deliver client services

FIVE YEAR STRATEGIC PLAN FOCUS FOR 2016

As we look to the future, we see the value and importance of ACSO operating in the prevention space. Our aim is to use our skills, knowledge and expertise to prevent people from entering the criminal justice system. We can achieve this by providing the support structures that help people take control and make positive changes in their lives before they fall into the criminal justice system. In doing so we, in a metaphorical sense, begin to "place a fence at the top of the cliff".

LOOKING BACK

"TRANSFORMATION IS A PROCESS, NOT A DESTINATION"

The ACSO JI Lab has launched its first project in partnership with REOS Partners. Commencing in 2015 we will work with a number of sectors including police, prisons, courts, drug treatment, mental health and the housing sector along with community leaders to understand how we can better divert people from entering the criminal justice system.

The first community workshop was held at the 2015 ACSO International Criminal Justice conference at the MCG.

A FOCUS ON EARLY INTERVENTION

The establishment of ACSO Connect was aimed at providing a simple, streamlined gateway into voluntary mental health and drug treatment programs in Regional Victoria.

We have received over 11,000 enquiries from regional Victorians seeking assistance and have connected around 5,000 individuals to community based drug treatment and mental health support services.

OUR STAFF ARE THE HEARTBEAT OF OUR ORGANISATION

Our baseline survey shows over 70% of our people love their job and a similar amount value the culture at ACSO. 60% of our leadership feel we lead change well across the organisation and the sector, and it is an area we can look to grow our expertise in.

WE WILL ENSURE THAT OUR PEOPLE HAVE THE TOOLS, TECHNOLOGY AND SYSTEM SUPPORT TO DELIVER OUR PROGRAMS

1500 users external to ACSO collaborating on shared care through our Penelope platform. Our new data warehouse has been designed, tested and is ready to be launched in 2016. We will collect, integrate and interpret data and at the push of a button we will be able to share information and intelligence to the right person, at the right time.

LOOKING FORWARD

We will work with REOS Partners in our first JI Lab project to gain a strong understanding of service gaps and emerging trends in the criminal justice system today and how we might better divert people from a life of crime.

At the end 2016 we will have identified several projects to pilot that can help us achieve better consumer outcomes, create longer term savings for Government and build safer more inclusive communities.

ACSO will focus our energies on building a stronger footprint in NSW delivering services that are making a significant difference in Victoria. Our NSW programs will form up to 25% of our total operating expenditure.

These programs will include work with people already in the criminal justice system as well as a range of prevention, diversion and early-intervention programs.

We will build a strong culture of investment in our people, helping them grow their skills, expertise and abilities with ACSO. We will provide accredited training programs, secondment opportunities and continue to invest in leadership training to help our people lead and manage change.

We will launch our first graduate and interns program helping bring new people into entry level jobs in the sector.

We will embed the next generation of Penelope across ACSO enabling us to create a more intuitive case management systems for our people and our community partners to use.

ACSO will launch our new data warehouse portals for our major funding partners to be able to share real-time program data with them.

FOCUS FOR 2015-16

THE LEGACY PROJECT CONTRIBUTION TO OUR SECTOR & COMMUNITY

In 2012-13, ACSO committed to make significant investments to recognise that we wanted to be more than just a good service provider; we wanted to leverage our experience to become a thought leader in the sector.

Through the now entitled “The Legacy Project”, ACSO has commenced significant transformative scenario planning to move us closer to our vision of creating a safer community freed of crime and prison. This multi-year project reflects the legacy ACSO will provide society by gaining a deeper understanding of service gaps and emerging trends in the criminal justice system, and how we might go about reshaping our response to them.

We seek to find answers to some of the hardest questions of our time:

- A. How do we create a safer and more inclusive community?
- B. How do we reduce the likelihood of people, especially those known to be “at-risk”, choosing to offend?
- C. How can we create innovative and effective alternatives to prison?
- D. And, how can we reduce recidivism among current and past prisoners?



In partnership with Reos Partners, ACSO seeks to explore new and innovative ways of tackling the complex and challenging issues experienced within and across the Victorian and Australian criminal justice system. We do not plan to replicate what already exists, but to openly explore and examine what could be different. Done in conjunction with key external stakeholders the aim is to seek input, support and resources, and to design possible alternatives to the current system.

OPERATIONAL FOCUS REGIONAL STRENGTHENING PROJECT

The implementation of the new Intake and Assessment Services for Mental Health Community Support Services and Alcohol and other Drug Services across regional Victoria saw us establish a hub and spoke regional footprint. We did this by setting up six regional hubs and supporting 31 satellite sites. ACSO's operational team grew by over 50 staff, with 30% of our team now located in regional hubs and sites. This highlights the importance of a strategy to support and develop our regionally-based teams.

In early 2016 ACSO's operations will have decentralised and moved towards local leadership from our hub offices via our “Regional Strengthening Project”. Our new regional management structure uses key principles from the “matrix management model”:

- ➔ ACSO contracts and complex stakeholder relationships are led by three Group Managers who are our “functional experts” within three service divisions; Intake and Assessment, High Risk and Employment and Skills. These senior functional managers will support, consult and resource the Regional Managers to ensure the critical organisational frameworks are appropriately implemented, reviewed and improved. These frameworks are: risk management, contract compliance, service quality and client outcomes, and staff professional development
- ➔ Service delivery to our clients is led by the Victorian State Manager and our new Regional Management Team. Our Regional Managers are the “ACSO face” of each region and hub office. They lead people, culture and performance and are directly responsible for local Co-ordinators, Advanced Practitioners and frontline staff

CHIEF OPERATIONS OFFICER

VICTORIA STATE MANAGER – REGIONAL SERVICES

REGIONAL MANAGERS

NORTH WEST METRO
Glenroy Hub

GIPPSLAND
Traralgon Hub

GRAMPIANS
AND GREAT SOUTH COAST
Ballarat Hub

SOUTH EAST METRO
Dandenong Hub

LODDON MALLEE
Bendigo Hub

HUME & GOULBURN VALLEY
Shepparton Hub

GROUP MANAGER INTAKE
AND ASSESSMENT SERVICES

GROUP MANAGER HIGH
RISK SERVICES

GROUP MANAGER EMPLOYMENT
AND SKILLS SERVICES

ACSO'S RESPONSE TO THE CHALLENGES OF ICE ADDICTION IN REGIONAL VICTORIA

One of the most difficult tasks for families of clients affected by substance abuse with multiple and complex needs is gaining access to effective residential treatment programs.

Our 30 year experience delivering programs to people with drug, alcohol or mental health issues informs us that people who successfully complete a community based rehabilitation program are much less likely to re-offend than if they went to prison – helping them get off drugs and stay off drugs helps make the community safer.

ACSO intends to build and run a residential drug and alcohol rehabilitation centre to provide rehabilitation for people from the Goulburn Valley who are starting to get into trouble from their substance usage.

The Goulburn Valley Addiction Recovery Centre (GV ARC) will help people get their lives back on track.

People will come to the centre voluntarily, often on the recommendation of the court to keep them out of prison and to help them get their life back on track. The centre will have spaces for up to 48 people at a time and will offer a 3 month long rehabilitation program, and shorter (4-6 week) "circuit breaker" stays.

These programs are designed for young adults who may have got into trouble with the law for drug offences and who may have made poor choices, but who have not been convicted of serious crimes. Program residents who need it, will undertake a detox program, with other specialist providers at their facilities, before they come to the centre.

The centre is a partnership between ACSO and Odyssey House Victoria. Both are leading providers of support and rehabilitation for people living in Victoria, and have substantial experience running successful community based residential facilities.

The residential programs are highly structured and provide a balance between work, therapy and recreation. Giving back to the community is an important principle of the treatment program. Residents from the centre will contribute to the building of a playground in the area, landscape beautification and will grow produce for sale at local markets.



Proposed Goulburn Valley Addiction Recovery Centre

“ACSO has provided me with new strategies to stop me from relapsing. They have been supportive and encouraging from staying away from alcohol, which has been my demon.”

– ACSO PROGRAM PARTICIPANT



“RISE ABOVE THE STORM AND YOU WILL FIND THE SUNSHINE.”
— MARIO FERNANDEZ



'LACY'
CURRENT CLIENT OF ACSO

ANOTHER CHANCE

that changed my life...

Lacy's Story

Lacy is a 21 year old woman with an intellectual disability, bipolar disorder and post-traumatic stress disorder. Lacy had a significant history of self-harm, substance use and binge drinking and was first known to Child Protection Services as a 12 month old when she was placed into the care of her maternal grandmother. Lacy has endured a history of trauma, abuse and neglect. She had significant contact with the criminal justice system, with charges for arson, assault, threats to injure, criminal damage and theft.

ACSO began outreach support with Lacy in March 2014. Prior to this, Lacy received support from another provider at a 2:1 staff ratio 24 hours per day. We initially provided 1:1 staff supports, in place 8 hours per day, though this rapidly decreased when Lacy's partner moved in with her. Our approach started changing with Lacy guiding what she required rather than having supports dictated to her. A significant turning point for Lacy was the news she was to be a first time mother in November 2014.

We initially supported Lacy to access education through St Luke's (literacy and numeracy), to attend legal appointments and she joined the Living Skills Program. Then our focus shifted to assisting her with medical appointments leading up to the birth of her baby.

Child protection became involved with Lacy early in her pregnancy, and the intent was to remove Lacy's child from her care after she gave birth. Lacy spent her entire pregnancy aware of this and concerned as to how she would cope.

"I won't have my baby growing up in care like I did, it was horrible."

Lacy began to recognise that the internal dynamics of her family was creating a major obstacle to her achieving her dream of caring for her baby. The thought of her losing her child empowered her to sever ties with her family.

Lacy and her partner relocated to Maryborough and has worked extremely hard to prove herself to be a fit parent. The move to Maryborough has been a positive one for her new family, with their now 10 month old baby girl remaining in their care. Mental Health Services are now no longer involved and have closed her case and she has limited support from ACSO as directed by her.

**For privacy reasons,
Lacy is not her real name**

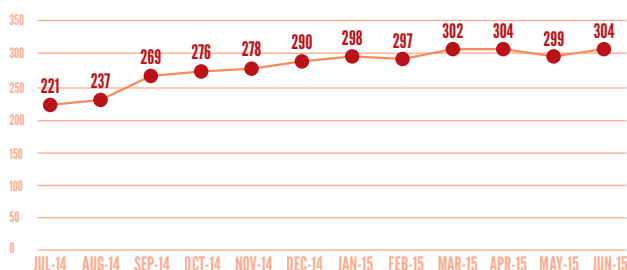
OUR PEOPLE

SUPPORTING A GROWING WORKFORCE

Our people are integral to delivering our wide range of programs and services as well as achieving our outcomes. We strive to build and maintain a capable, informed and flexible workforce, and we embrace the diversity of our staff's cultures, skills and experiences.

Our staff members are our greatest asset, and we rely on their skills and dedication to deliver on our mission and vision. We can be confident in the services we are providing our clients and their families by supporting our workforce to be the best they can be within a great team environment; an environment with access to increasingly modern systems and resources.

STAFF NUMBERS



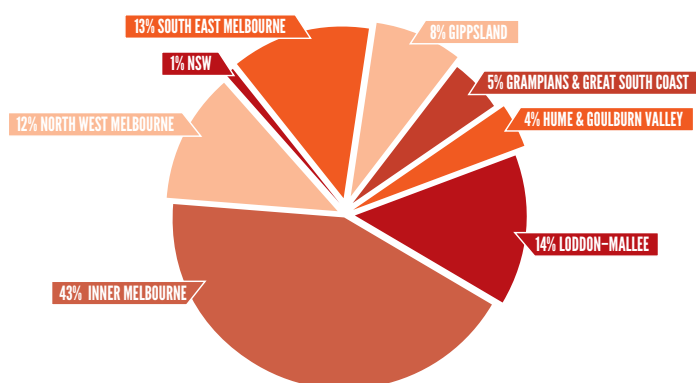
"Growing" is the key word that best describes ACSO's workforce. We saw staff numbers increase by 38% over the course of the year to a total of 304 in June.

RECRUITMENT PER (NEW) PROGRAM



We welcomed 138 new staff members and each has made a significant contribution to ACSO's success over the past year. 66 of the 138 new staff were required to support the new programs that ACSO introduced during the 2014-15 financial year, each with the relevant skills and experience needed to ensure the effective and successful delivery of these new programs.

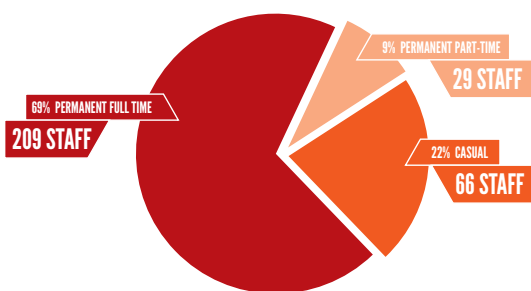
STAFF BY REGION



Our regions continue to grow as our services and programs expand across Victoria and beyond, with 30% of our staff now operating in regional Victoria and NSW.

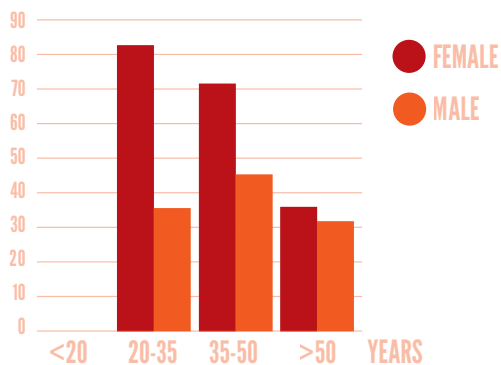
OUR STAFF PROFILE

EMPLOYMENT TYPE



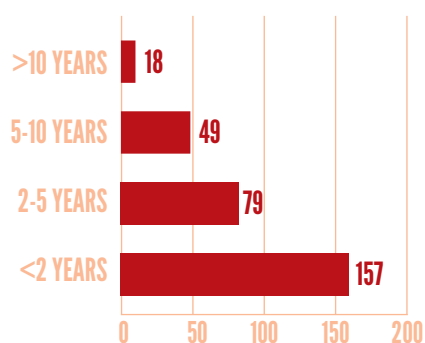
Our blend of permanent and casual staff enables us to respond quickly to emerging trends and opportunities.

STAFF BY AGE GROUP AND GENDER



We also enjoy the benefits of a workforce drawn from across the age spectrum.

EMPLOYEE LENGTH OF SERVICE



While we enjoy the continued and committed support of our long serving staff, we also reap the rewards of the fresh thinking and ideas new staff bring.

PROFESSIONAL DEVELOPMENT



2014-15 Emerging Leaders Graduates

Leadership development

ACSO is proud to have the Global Leadership Foundation as a partner for the delivery of leadership and culture development programs.

This year's "Emerging Leaders" program was titled "Achieving Results Through Others". It provided 24 participants with the skills, knowledge and experience to try something new in group collaboration.



Professional Training

ACSO recognised the benefits of providing regular training and learning opportunities for staff. Such training enables staff to prosper by developing their careers. Such training and opportunities also ensures ACSO maintains a highly-skilled workforce. These are just some of the programs provided for ACSO staff:

- ➔ Mental Health First Aid across Victoria
- ➔ Workplace Violence
- ➔ Working With Justice Clients
- ➔ Motivational Techniques
- ➔ Supporting and Leading Teams through times of Stress and Crises
- ➔ Clinical Supervision
- ➔ Acquired Brain Injury

Research & Evaluation

ACSO is a partner in a linkage project funded by the Australian Research Council led by the University of NSW, in partnership with Deakin University, WISE Employment, NSW Corrective Services, ACT Corrective Services, Australasian Corrections Education Ass Inc, Edith Cowan University and Break Thru People Solutions.

Now in its second year, "A Future Beyond the Wall: Improving post-release employment outcomes for people leaving prison" will ***'examine how services can best promote ex-prisoners' social and economic participation in order to help them reduce reoffending, maximise their potential and achieve positive, healthy lifetime outcomes.'***

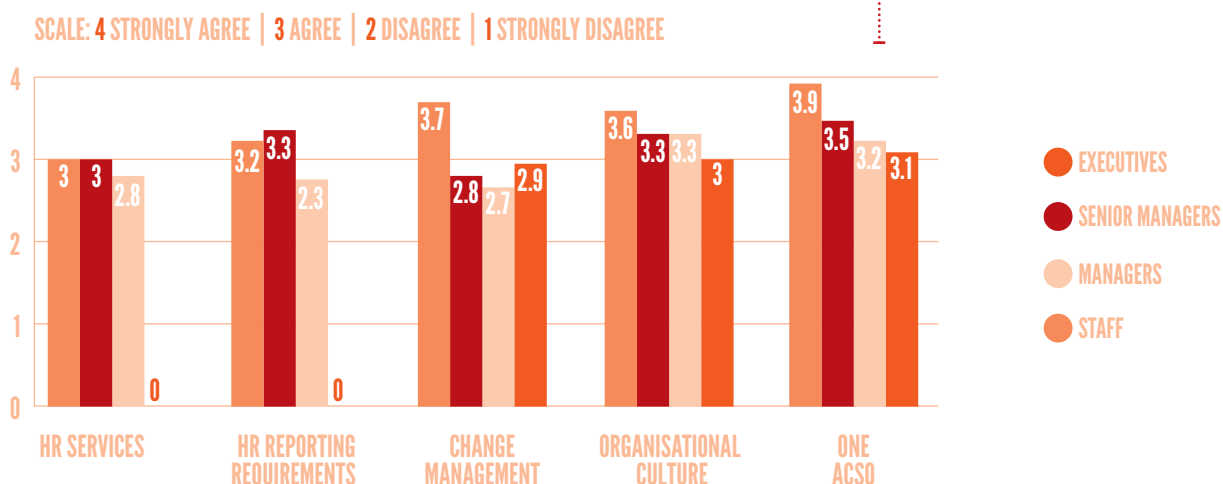
ACSO is also represented on the Research Advisory Committee for the NHMRC funded research, 'Prison and Transition Health (PATH) Cohort Study: PATHways to Successful Transition; which is led by the Burnet Institute and the Criminal Justice Research Consortium, facilitated by Monash University.

ONE ACSO

The development of ACSO's organisational culture is a key priority. Using the term "One ACSO", our aim is to maintain our unique, flexible, unified and results-focused culture. In early 2015, we conducted a staff survey to ascertain feedback across five key areas:

- ➔ *HR services*
- ➔ *HR reporting requirements*
- ➔ *Change management*
- ➔ *Organisational culture*
- ➔ *One ACSO*

A SNAPSHOT OF THE RESULTS: 2015 SURVEY HEADLINES



CULTURAL AMBASSADOR REPORT

I joined ACSO in 1983 as a volunteer. I then became a permanent staff member and have been here ever since, in various roles. As a foundation member, I was delighted to be asked to take on the role of ACSO's Cultural Ambassador.

It's been a wonderful journey over the past 32 years. During that time I have witnessed a vision become a reality- to create an agency dedicated to offering offenders "another chance".

Our CEO, Karenza Louis-Smith, has led the organisation's recent growth with passion and enthusiasm. This means we now have a significant "footprint" across Victoria and into parts of NSW. Along with the Management Team I have had the pleasure of visiting all our regional sites (via what is now affectionately called the "Hub Crawl"), and have shared our history and culture with staff members.

I was very pleased to see that the "One ACSO" culture is quite healthy at the moment and in tune with the original aspirations of our founder, Stan McCormack. It is gratifying to have the opportunity to work with staff to ensure we maintain, at our core, our values of belief in humanity, a pioneering spirit, integrity and passion.

There are many new exciting innovations and opportunities unfolding at ACSO, and my challenge is to ensure our vision, mission and core values are shared and demonstrated across all locations.

I am continuously impressed with our staff members' commitment and passion for their work and their resolve to uphold our core value that everyone deserves "another chance". I am looking forward to working with staff during the coming year.

Christine Cappello
Cultural Ambassador

REWARDS AND RECOGNITION

ACSO EMPLOYEE AWARDS 2014

At the end of each calendar year ACSO celebrates the achievements of individuals and teams, from across the organisation, that have operated above and beyond the scope of their usual responsibilities.

THE CAPPELLO AWARD FOR THE ACSO EMPLOYEE OF THE YEAR

Award Recipient: Care team supporting a client to transition from Armadale house into the community

This award recognised the incredible effort and support this team gave to a highly complex and often challenging ACSO resident who had resided at Armadale house for 12 years. The team enabled the client to leave our care and transition into mainstream support services.



CONNECT DIVISION EMPLOYEE OF THE YEAR

Award Recipient: ACSO Connect Loddon Mallee Team

For amazing team work in setting up the new Bendigo hub and transitioning into the new Connect contracts.

Highly Commended Certificate Recipient: Danielle Stone

For her hard work and commitment to support all of the regional teams during transition.



HIGH RISK AND COMPLEX NEEDS DIVISION EMPLOYEE OF THE YEAR

Award Recipient: Aspin House and McShee House (joint winners)

For successfully transitioning several clients from ACSO's residential programs into mainstream support services.

Highly Commended Certificate Recipient: Jen Doherty

For her passion and commitment to client outcomes.



COMMUNITY REINTEGRATION DIVISION EMPLOYEE OF THE YEAR

Award Recipient: Jasmine Chung and Paul Singh (joint winners)

For achieving fantastic client outcomes as well as forming strong alliances with key business stakeholders.



THE CONSUMER ADVISORY GROUP



The CAG

We are seven current and ex-clients of ACSO. We help ACSO understand what consumers need by providing advice, knowledge and guidance. We assist in evaluating the effectiveness of ACSO programs and services, and consider matters referred by its Council, Executive, Senior Management and Program Managers.

Some of our successes from last year include:

- ➔ Presenting at Navitas College, which runs Criminal Justice courses. After our presentation students tell us that, while they get plenty of statistics, they find it really powerful to hear the personal stories of what it is like to be in prison or a mental health facility. We also take students from the college on short-term placements. One student, who completed their placement with CAG, now works in ACSO's outreach program
- ➔ Participating in a Quit Australia focus group discussing how to assist newly-released prisoners to continue to refrain from smoking
- ➔ Presenting at drug and alcohol community information sessions designed to assist parents of drug users
- ➔ Proposing to work in partnership with Forensicare to form focus groups to develop the proposed mental health programs for Ravenhall Prison
- ➔ Continuing our involvement in all aspects of ACSO, including having a representative on the ACSO Council, giving input into the development of ACSO's websites and consumer communication, and presenting at new staff inductions

I want to thank Susie Beach, the Project Officer, and the all the members of the CAG for their invaluable work over the year. I find their enthusiasm inspirational, along with their ability to use past positive and negative experiences for the benefit of ACSO staff and clients.

Christine Cappello

Coordinator, Consumer Advisory Group

BUSINESS SERVICES EMPLOYEE OF THE YEAR

Award Recipient: Tammy Rowe

For seamlessly implementing a new payroll system across ACSO, while in a new role.

Highly Commended Certificate Recipient: Alexia Santos da Costa

For "leading from the front" and delivering on multiple essential "back of house" projects while operating above and beyond her normal work load.



EMERGING LEADERSHIP ENCOURAGEMENT AWARD

Award Recipient: Jennifer Strauss

In recognition of her transition into her first leadership role, while establishing the new hub and operations team at Shepparton.



EXCELLENCE IN LEADERSHIP AWARD

Award Recipient: Lee-Arna Howle

In recognition of leading the bidding tenders which secured the Connect business, and for her hard work during transition and establishment of the new division.





“FOR TO BE FREE IS NOT MERELY TO CAST OFF ONE’S CHAINS, BUT TO LIVE IN A WAY THAT RESPECTS AND ENHANCES THE FREEDOM OF OTHERS.”
— NELSON MANDELA



CHERYLE
CONSUMER ADVISORY GROUP TEAM MEMBER

ANOTHER CHANCE *that changed my life...*

Cheryle's Story

My name is Cheryle and I would like to share with you what being a Consumer Advisory Group member means to me.

Before I joined the group, I was feeling quite lost and felt like there was no light at the end of the tunnel. I had felt this way for many years. But being a member of CAG has given me a better insight into my own problems and has helped me "hang in there".

The current and past members of CAG work hard at overcoming their problems and it makes me smile with pride at their achievements and how they grow in their journey.

Personally, I have gained a lot of confidence and become a more tolerant and caring person during my time with CAG. I enjoy being a part of the group members' lives during the time we spend together each month.

I hope my experience as a mum with a son who uses drugs – and has served several years in prison – helps members of our group understand some of what their families feel; what they go through and the troubles that affect them, and the fact parents keep loving and supporting them regardless.

Cheryle

Cheryle is a valuable member of our CAG group: she came to ACSO for counselling and support regarding her son, who is a chronic drug user and who has been to prison several times. Over the years, Cheryle has grown in strength and confidence and she is a great contributor to the group. Some of the girls call her "mum". Many in the group admit they did not understand how their crimes affected their families until they heard Cheryle speak about her experiences. She is invaluable at our staff presentations because she highlights how families are often the forgotten victims in the criminal justice system. She talks about the issues facing families and their struggle to cope.

BUSINESS SERVICES

2014-15 OUTCOMES

INFORMATION COMMUNICATION TECHNOLOGY 2014-15 OUTCOMES

Enable

- Enabled Business Processes
– Invested \$600k
- Initiated a data warehouse project
- Initiated sound project management and improved change management
- Implemented a statewide telephone system that enables ACSO Connect Intake and Assessment Services
- Increased staff with technical roles from 9 to 16 (43% increase)

Serve

- Supported internal staff and external Penelope portal clients as our customers
– Invested \$466k
- Supported 1,832 customers (15% increase), through 9,100 tickets (12% increase) with an internal Net Promoter Score of 42 (38% increase in service satisfaction)
- Continued Penelope training and communication to Penelope portal clients

Protect

- Protected staff, clients and the business from technical risks – Invested \$114k
- Increased security by adopting the ASD Top 4 cyber security mitigation strategies
- Initiated replacement of CCTV systems

2015-16 FOCUS

- AIM TO INCREASE SERVICE LEVEL AND PROFESSIONALISM
- ADOPTING ISO 38500 TO GUIDE THE CORPORATE GOVERNANCE OF ICT AND DATA GOVERNANCE
- APPLYING THE SKILLS FRAMEWORK FOR THE INFORMATION AGE AS A COMPETENCY FRAMEWORK FOR TECHNICAL ROLES
- FURTHER EMBED PROJECT MANAGEMENT AND CHANGE MANAGEMENT ACROSS THE ORGANISATION
- IMPLEMENT ENTERPRISE ARCHITECTURE TO INFORM CHANGE
- INTRODUCE NET PROMOTER SCORE TO MEASURE EXTERNAL CUSTOMER SATISFACTION
- CONTINUE A FOCUS ON MOBILITY AS A KEY ENABLER

As Chair of the ICT Sub-Committee, I have provided direction to the ACSO team in developing its strategy around data and information. The team has been building up the variety of data it holds on alcohol and drug related instances and I have watched this data come to life. The information gained from this work will guide ACSO to where it can best use its resources and services to support those people in need in the community. This data is early in its development but I am proud to be part of this journey as the information available has the power to help to change lives.

Karen Corry

ACSO Council Member

Information and Communication Technology Sub-Committee Chair

CASE MANAGEMENT SERVICES

Over the last three years, ACSO has implemented Penelope – our state-of-the-art Case Management System (CMS) as developed by Athena Software. Penelope is an advanced system that stores client (case) information in a way that allows ACSO and other stakeholders to record, document, measure and report on clients and their progress. In conjunction with Athena we have developed a portal that allows service providers immediate access to assessment reports, appointments and attendance status – as well as being able to communicate client progress and record service outcomes.

ACSO has invested over half a million dollars in the past two years to develop and implement Penelope into its operations. The system currently administers around 25,000 client referrals into drug treatment across the state. This enables more than 1,200 external users to communicate and share information about clients receiving treatment. The investment has paid off already. By streamlining processes and significantly reducing the need for phone, fax and email communication, Penelope has helped ACSO save time; time now re-directed back into client care.

Penelope provides centralised real-time (client) data access that only requires a browser such as Internet Explorer, Safari, Chrome or Firefox. It unites remote locations and mobile workers. It combines all aspects of an organisation's operations into a coordinated, comprehensive and coherent system. It is a system that provides a unified framework for monitoring performance and outcomes from a variety of perspectives and operational domains (e.g. client self-rated improvements, compliance with business and accreditation requirements, program utilisation, etc.).

INTRODUCING DATA WAREHOUSE

ACSO's contractual (external) reporting to funders and internal management – and operational reporting requirements – is complex and resource intensive.

To fulfil these needs and to produce the desired reports, the organisation currently relies on a team of business analysts and programmers to interrogate live data from Penelope – our Case Management System (CMS). This is a laborious process and when the reports are developed, the data is presented in stationary tables which have limited opportunity for manipulation and analysis.

In order to overcome these issues and to capitalise on the richness of the organisation's data, management developed a business case for a Data Warehouse project. This was presented to ACSO's Council with funding from organisational reserves. The organisation is investing half a million dollars of its net assets to fund this worthwhile project.

ACSO has an extensive database of client-related information. The Data Warehouse will allow us to enrich this data by combining multiple data sources and using available knowledge to generate new information. This will result in deeper and (potentially) more strategically-important knowledge. These new insights will influence our decision making but also, more importantly, allow us to better advocate for our clients.

In the near future our funders and managers, instead of receiving static reports, will be able to use our Data Warehouse portal. Through this portal they will be able to access more dynamic reports, which will enable them to manipulate the data in a variety of different ways.

PROJECT MANAGEMENT

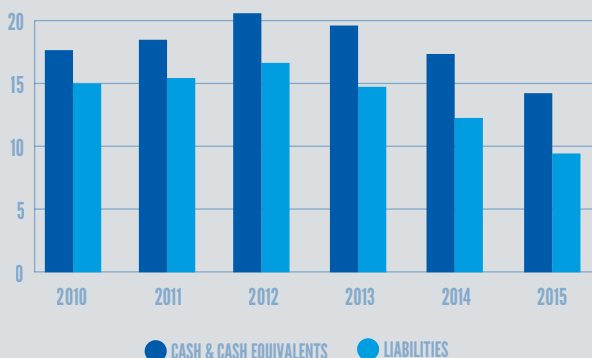
Rising costs are leading to increased scrutiny into how health and social care providers run their organisations. ACSO is constantly researching and investing in the development of more advanced skills to effectively select and manage our projects. Over the last year, ACSO has made substantial investments to set up a Project Management Office (PMO). The implementation of a professional Project Management Office allowed ACSO to better control finances and human resources, shorten development times and lower costs/improve productivity.

Health and social work is complex, so having clear ways to support the management of these complexities is vital. Change is constant, and project management is particularly effective for helping managers in this line of business respond to evolving needs and requirements. Projects are often coordinated with limited resources, complex deliverables, demanding timescales and changing requirements: not the easiest context in which to run a project. Having the right tools and processes are extremely helpful in managing these complexities.

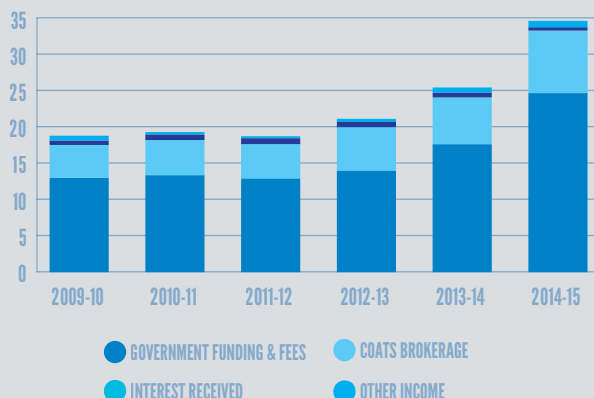
ACSO's project management approach is based on the (Project Management Body of Knowledge) PMBOK® Guide and a comprehensive set of PM Processes, Techniques and Tools. In addition, ACSO's PM uses a combination of the more process-driven methodology of PRINCE2® on the one hand, and the relatively flexible and iterative Agile/SCRUM approach on the other. Agile/SCRUM is particularly suited to situations where projects are not originally completely defined or involve changing requirements.

2014-15 FINANCIAL PERFORMANCE

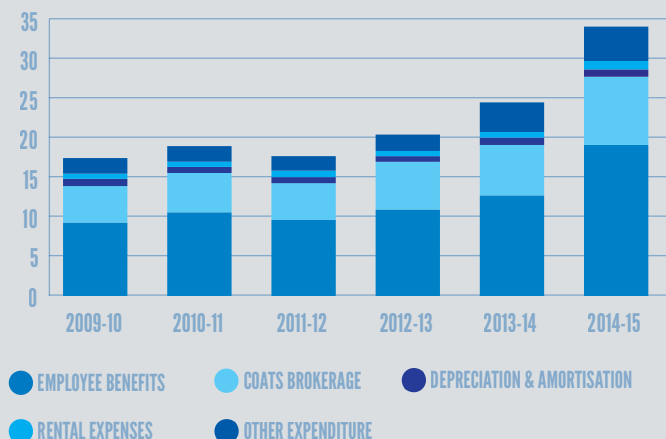
CASH ASSETS TO LIABILITIES \$'M
AS AT 30TH JUNE



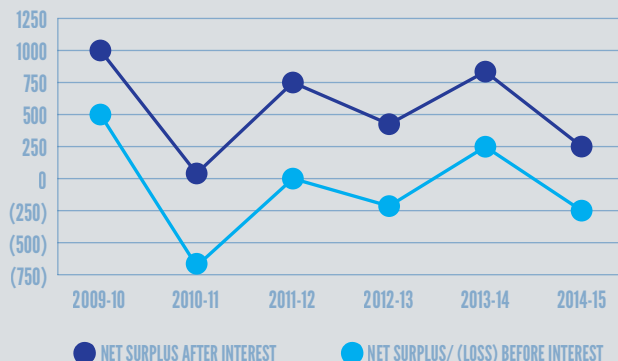
REVENUE \$'M



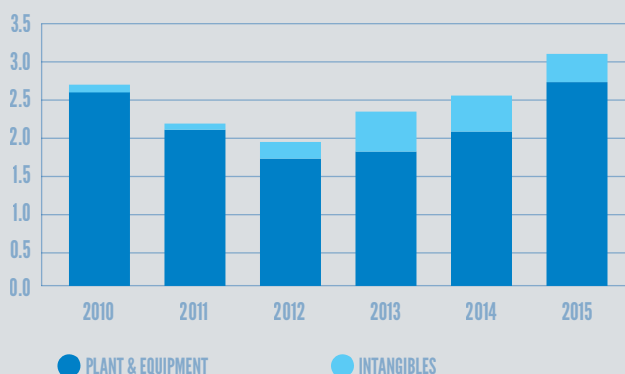
EXPENDITURE \$'M



NET PROFIT (LOSS) \$'000



NON-CURRENT ASSETS (CLOSING WRITTEN DOWN VALUE) \$'M
AS AT 30TH JUNE



INCOME AND EXPENDITURE

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue						
Government funding & fees	12,744	13,245	12,792	13,828	17,542	24,504
COATS brokerage	4,757	4,912	4,726	6,022	6,433	8,530
Other income	511	195	235	435	757	789
	18,011	18,352	17,753	20,285	24,732	33,823
Expenditure						
Employee benefits	9,317	10,686	9,667	11,021	12,796	19,141
COATS brokerage	4,757	4,912	4,726	6,022	6,433	8,530
Depreciation & amortisation	824	751	709	715	776	974
Rental expenses	615	724	779	645	788	1,027
Other expenditure	1,998	1,936	1,876	2,084	3,694	4,396
	17,511	19,009	17,756	20,487	24,487	34,068
Net surplus / (loss) before interest	500	(657)	(4)	(202)	245	(245)
Interest received	515	707	753	642	571	501
Net surplus after interest	1,015	49	749	440	816	256

ASSETS AND LIABILITIES AS AT 30TH JUNE

	2010	2011	2012	2013	2014	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets						
Cash & cash equivalents	17,559	18,529	20,630	19,627	17,703	14,025
Trade receivables	1,121	1,082	1,081	436	181	465
Other	110	155	212	237	384	964
	18,790	19,766	21,923	20,300	18,268	15,454
Non-current Assets						
Intangibles	99	75	220	526	482	380
Plant & equipment	2,584	2,083	1,700	1,784	2,049	2,714
	2,682	2,158	1,919	2,310	2,531	3,094
Total Assets	21,472	21,924	23,843	22,610	20,799	18,548
Liabilities						
Trade & other payables	13,513	14,262	15,444	13,582	10,858	7,736
Provisions	1,452	1,106	1,092	1,282	1,379	1,994
Total Liabilities	14,965	15,367	16,536	14,864	12,237	9,730
Net Assets	6,507	6,557	7,306	7,746	8,562	8,818

2014-15 FINANCIAL PERFORMANCE

WORKING CAPITAL AS AT 30TH JUNE

	2010	2011	2012	2013	2014	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & cash equivalents	17,559	18,529	20,630	19,627	17,703	14,025
Other current assets	1,230	1,238	1,293	673	565	1,429
Total Current Assets	18,790	19,766	21,923	20,300	18,268	15,454
Trade & other payables	13,513	14,262	15,444	13,582	10,858	7,736
Provisions	1,452	1,106	1,092	1,282	1,379	1,994
Total Liabilities	14,965	15,367	16,536	14,864	12,237	9,730
Working Capital	3,825	4,399	5,387	5,436	6,031	5,724

In my role as a forensic psychiatrist, I assessed a person in prison, who faced a custodial sentence. Imagine my surprise, and delight, some years later, when I met them at the ACSO office, employed, proud, and passionate about helping others. The personal impact of that support and acceptance was clear. ACSO had been an integral part of their journey from a bad place to one in which they had a purpose and a future.

– DR DANNY SULLIVAN
ACSO COUNCIL MEMBER
QUALITY, SAFETY & SERVICE DELIVERY COMMITTEE MEMBER

FINANCIAL PERFORMANCE

The net loss before interest for the 2014-15 financial year was \$245,000, compared to a \$245,000 surplus for 2013-14. Once the \$501,000 interest earned was included, ACSO was able to post a net surplus of \$256,000 (2013-14 \$816,000).

Government funding and related fees increased from \$17.5 million in 2013-14 to \$24.5 million due to increased program activities.

Community Correctional Services and Drug Treatment Services Protocol (COATS) brokerage activity continued to increase during the year by \$2.1 million to \$8.5 million for the financial year.

Interest earnings decreased by \$70,000 to \$501,000 for the year as a result of increased cash payments (caused by COATS brokerage and regional investment) and decreases in interest rates. The amount of interest earned during a period is subject to the volatility of interest rates.

Employee benefit-related expenditure increased by \$6.35 million (a 50% increase) during the financial year due to the impact of additional staff numbers to meet increased program activities, plus the continued increase in the salary base as per the Fair Work Australia ruling and National Wage Case. The Fair Work Australia ruling and National Wage Case, which is industry wide, will see staff under the SCHCADS award continue to receive above CPI increases for the next six years.

FINANCIAL POSITION

ACSO's cash position remains strong, despite cash and cash equivalents decreasing by \$3.7 million over the year to \$14.0 million as at 30 June 2015. This result was due to regional investment of \$700,000 and continued decreases in COATS brokerage liabilities during the period.

Non-current assets increased by \$700,000 due to the investment in new regional Hub locations and systems.

Liabilities for Trade payables decreased by \$3.1 million due to decreases in available COATS brokerage (\$3.8 million) and the timing of payments of trade payables.

Comparing current assets (excluding non-current assets) to liabilities (current and non-current), ACSO has maintained net working capital worth \$5.7 million (\$6.0 million as at 30 June 2014).

ACSO's retained earnings as at 30 June 2015 now stand at \$8.82 million

FINANCING AND INVESTING ACTIVITIES

ACSO's current investment policy is restricted to Commonwealth Bank term deposits, investment and standard business accounts.

**“OUR SERVICE DELIVERY
MODEL INTEGRATES PREVENTION,
EARLY INTERVENTION, DIVERSION
& REINTEGRATION PROGRAMS,
TO ACHIEVE BETTER OUTCOMES
FOR OUR CLIENTS”**



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