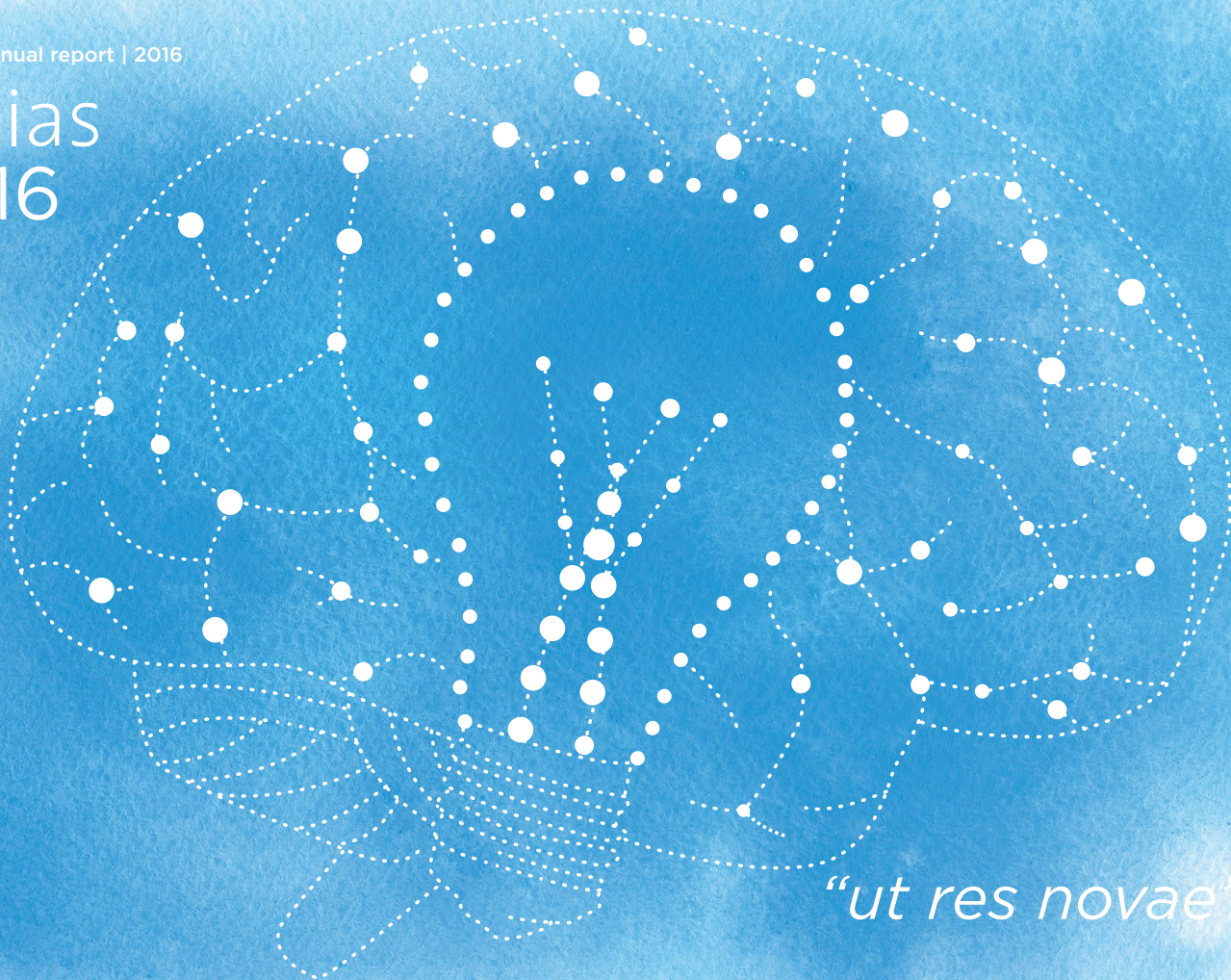


arbias | annual report | 2016

# arbias 2016



*“ut res novae”*



## CEO & Chair

# From the Latin word *ut res novae* is ‘to innovate’

*History: In the 1540s, from L. innovationem, noun of action from innovare (see innovate). anno innovation ‘a year of innovation’*

## A message from the Chair Board of Directors (Martin) and CEO (John)

Martin and I have agreed on most things over the last 10 years including the fickle nature of the year’s journey. On one side of the ledger ‘*ut res novae*’ has been key to all of our achievements this year then to be challenged by a trading result that delivered a loss for the first time in the last 9 years at arbias.

In spite of a number of successful tenders leading to new innovative services, the nature of Individual Funding models which do best advantage the clients we support (and more broadly most folk with a disability), the transient nature of many of our clients means revenue comes and goes with the legislated portability of the funding, such was the impact on a portion of our revenue and final trading position.



John Eyre  
CEO



Martin Jackson  
Chair Board of Directors

## A message from the Chair Board of Directors (Martin) and CEO (John) Cont.

### Governance

We sadly lost the services of two Directors during the year, Candy Maughan a 10 year veteran who oversaw a number of key initiatives and maintained the momentum for our Service User Advisory Council in addition to broader contributions to full Board. Similarly Charles Benevento departed with 10 years of service, providing the Board with a rich experience and expertise in commercial and economic matters and may we say ‘calm’ at the Governance meetings.

With those changes we are now proud to welcome to Mr Gary MacFarlane who will fill the shoes and skills of Charles as defined by the Skills matrix criteria in recruiting Director replacements.

- Gary has a strong background in strategic business analysis and planning, project management – bid directing and governance and market research and financial analysis and planning.
- We are currently recruiting a person with Judiciary experience to the final vacant position in response to our work in the offender space.

### Operations

Over the last 10 years arbias has progressively built services and programs in the Justice/Community Corrections - offender management space. This year has seen a significant escalation in this important work that provides a social benefit through improved community safety and a financial benefit through cost savings to government.

The typical offender more often has an ABI with other high complex needs such as mental health and drug and alcohol issues placing this work well within our expertise and the services to be provided as outlined in our constitution.



## Organisational structure

We underwent a planned organisational restructure in order to defend potential risks associated with the now full roll out of the NDIS. A flattening of the structure at management level to reduce administrative costs and the negative gap between the NDIA efficient price (Unit Cost) and our real cost to deliver high quality services was deemed critical.

Our ability to streamline the management group via attrition was triggered by the departure of Jo Wilson, Director Operations who has moved back to (local) government after 4 years of productive contribution to all programs across Victoria and NSW and importantly to the enhancement of our Policy framework.

To ensure proper support and oversight to staff, senior experienced State Manager level personnel were recruited further supported by the CEO role having to roll (his) sleeves up and combine governance, growth and operations into the suite of responsibilities intrinsic to this position.

We welcomed Raymond Burnett as the new State Manager Victorian services in July supported by Rebekah Loukas as the existing State Manager NSW services.

Denis West who served arbias for 16 years as the Finance Manager also departed our agency which created the opportunity to recruit a Chief Financial Controller, Nico La Rosa again a measure necessary to manage the complexities and new processes associated with the NDIS. Nic brings an expertise that will ensure staff are provided with contemporary corporate support, growth through Tender and grant proposals that include state of the art pricing and bench marking measures that will prove our efficiencies when competing in the market place.



Raymond Burnett



Nico La Rosa



Rebekah Loukas

## FPI

*Funded Partnership Initiative (FPI) NSW delivering Initial Transitional Support services to people post release from prison.*

Entering its 3rd year and now rated as highly successful in reducing re-offending through the administration of individuals case plan goals and a state of the art service model. This service leads best practice models in supporting high complex needs offenders to re-integrate constructively in the community.

## On TRACC

*(Transition Reintegration and Community Connections)*

In late 2015 the NSW government announced that arbias in partnership with ACSO were the preferred proponent for a major (innovative) Offender Management service in NSW. The process post the announcement included a 5 month Joint Development Phase with the Department of Premier and Cabinet and Corrective services (NSW) which resulted in the program being funded via a Social Impact Investment (SII) transaction. Not only was the service model evidence based and best practice but the first of its kind to be funded via an SII transaction that addresses re-offending or recidivism. The service 'kicked off' on 1st September this year and will see its first outcome measure tabled under the watchful eye of BOCSAR in 27 months' time. The program will work with 3900 parolees over 5 years to reduce their levels of re-offending and re-incarceration. There will be a social benefit through increased community safety and a financial benefit through savings to government and the community.

### ***Dame Phyllis Frost Centre – Offender Support Program (OSP) - pilot***

The arbias Dame Phyllis Frost Centre Offender Support Program (OSP) Pilot commenced mid 2016 and provides individualised and integrated support to Aboriginal and Torres Strait Islander (ATSI) women in custody who have a suspected or diagnosed Acquired Brain Injury (ABI) and high complex needs including Mental Health and Alcohol and drug issues.

The key components of the program are:

- Training centre staff in the identification of women in custody with a suspected ABI
- Pre and post release case management
- Providing neuropsychological assessments
- Linking women in custody to regional and rural Aboriginal Organisations and services,
- Providing secondary consultation to regional and rural Aboriginal Organisations

This program is the first of its kind and is examining the most responsive ways to draw on arbias' ABI and complex care expertise and stakeholder engagement to meet the justice and life needs of ATSI women.



### ***TAC – Residential Independence Program at Becket St Glenroy***

Commenced in late 2015 4 young adults, 3 of whom have an ABI as a result of vehicular accidents and one with quadriplegia requiring high personal care transitioned into their new homes in Glenroy, Melbourne.

Through the following key informants, the outcomes for these 4 vulnerable people have been unprecedented in the levels of independence that each have achieved leading to greater unassisted access to the local community and family. This outcome has translated into a reduction in support hours and cost to the individuals. The service offers:

- The latest Assistive Technology as key to delivering greater independence and privacy.
- The physical design and construction of the site providing the residents with independent high quality homes within a 'cluster' style where they are neighbours to each other but enjoy total privacy.

- The service model underpinned by a Practice Leader role ensuring consistent best practice measures and allowing a gradual scale back of support hours including the night support roster.

The TAC view this service as the new standard in housing and support services to their clients.



## *From the Latin word Futurum Noui - ‘Future Innovation’*

### *Department Justice/Corrections South Australia*

arbias received an invitation to engage with the Minister for Police, Correctional Services, Emergency Services and Road safety the Honourable Peter Malinauskas MLC in South Australia in 2015.

The Minister sought an understanding of the Frameworks for best practice to reduce recidivism in his government's ambition to improve community safety and in doing so find for the community considerable financial benefit. This work is underpinned by exploring contemporary evidence base service models that are proven to reduce re-offending and assist ex-prisoners to re-integrate constructively into the local community.

This SA government innovation is underpinned by the 10/20 initiative, a reduction in re-offending of 10% by 2020

Watch this space!!



## *From the Latin word Futurum Noui - ‘Future Innovation’*

### *Extra Offender Management Service (EOMS)*

arbias has submitted a Tender Bid to deliver the Extra Offender Management Service (EOMS) in two localities, Liverpool and the Northern Rivers (covering Lismore, Ballina, Casino and Kyogle local Courts) NSW.

EOMS is a case management service that targets priority adult offenders with evidence-based interventions that assist them to identify and address the criminogenic factors contributing to their offending. The program provides this intervention at new touch points in the criminal justice system, including between criminal proceedings that are underway and sentencing, and following release from a custodial sentence (in the absence of parole). Offenders can enter the service on a voluntary basis.

The EOMS is one component of Justice's plans to reduce domestic violence and adult reoffending in both Aboriginal and non-Aboriginal communities.

EOMS/arbias staff will deliver offender management interventions for a period between 3 and 6 months, screen individuals for a range of issues such as ABI and high complex needs and provide advice to Magistrates post-conviction and pre-sentencing.

In addition and at the direction of the court the service will provide community case management support to the individual to achieve personal goals such as employment, stable housing options, anger management, life skills and where appropriate drug and alcohol treatment programs which in turn will reduce re-offending and incarceration. The case manager will also report back to the court in relation to the progress of the individual.

This critical component of the work will be made more successful in partnership with local agencies and services both generic and specialists such as WEAVE and DVMS (experts in domestic violence) and Aboriginal community.

  
Martin Jackson  
Chair Board of Directors

  
John Eyre  
CEO

## anno innovation 'a year of innovation' Case Example (1)

Dame Phyllis Frost Centre – Offender Support Program (OSP) - pilot



***“I have never seen anything like this in my 20 years of practice. This arbias work is the first of its kind and is shaping up to successfully address many layers of risk of reoffending.”***

*Director of Offender Management Dame Phyllis Frost Correctional Centre*

## Glenda Morgan

Artist Glenda Morgan is a Yorta Yorta woman and participant in The Torch project for Aboriginal artists currently in custody. Glenda is currently engaged in case management support through arbias and is working on a variety of goals as she reintegrates back into the community.

Glenda is a highly creative and a talented artist whose desire is to undertake a certificate or diploma course in fine art. arbias is currently supporting Glenda to get her unique artwork represented by an art gallery to enable Glenda to exhibit and sell her paintings. Glenda uses traditional Aboriginal painting as an outlet to visually express her life experiences and trauma. Glenda's role within community has organically become one of support and nurturing to young aspiring artists. Glenda's painting "Mother's Fish" was inspired by motherhood and her strong spiritual connection with her son. Working with Glenda has helped arbias as an agency to better develop culturally appropriate and innovative practices in working with Aboriginal communities. Glenda has stated that her artwork "takes her away and makes her feel free".



*Glenda Morgan (Yorta Yorta) Mother's Fish 2015 Acrylic on canvas Photo*



anno innovation ‘a year of innovation’ Case Example (2)

On TRACC - (Transition Reintegration and Community Connections) Offender Program NSW – another ACSO arbias Joint Venture (AAJV)

ON TRACC is a state of the art service that embraces a new and significant arrangement (the first ever in Australia) where this justice/offender program is being funded through a Social Impact Investment Transaction (SII).

A five month Joint Development Phase with Corrective Services and the Department of Premier and Cabinet (DPC) NSW negotiated an outcome which provides funding to a comprehensive high quality (wrap around) service which is part funded by government, part funded by the service providers (AAJV) and a major financier (in this case the NAB).

Why SII?

Government is targeting social issues where traditional approaches are struggling

- Children in out of home care
- Chronic ill health in the young
- Re-offending (recidivism)

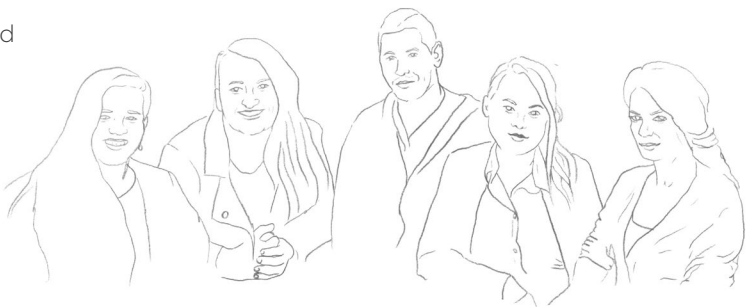
What does SII achieve? how does it work?

- SII's aim is to deliver social benefit and financial return
- SII's bring together capital and expertise from the public, private and social sectors
- Withdrawal from the contract without penalty can be triggered if the intervention is not working or the investors will lose money
- KPIs are outcome based (payment by results) not target based

The On TRACC program is the first of its kind, not only because the program is funded under an SII transaction but because it is an enhanced ‘offender’ service model that operates on the four key pillars below, the difference being is the supports are provided over an extended period up to 12 months through the Aftercare component which operates similarly to an Outreach service, cost effectively ‘keeping in touch’ with the client via phone and text to ensure there is no regression towards re-offending.

1. Intake and Assessment: Assess and identify the offender’s criminogenic needs and personal strengths. Commence service planning, case plan and risk management plan, prior to implement transition
2. Dual Diagnosis Assessment and Bridging Support (Post release workers): Targeted support and clinical consultation for offenders with a dual diagnosis and often triple co-morbidities including People with Acquired Brain Injury. (ABI) (i.e. mental illness and substance use in critical period between initial assessment and first treatment appointment.

3. Jobs, Housing and Life Skills: Actively support offenders’ engagement and achievement of the Corrective Services NSW identified support service domains.
4. Aftercare: Flexible and responsive aftercare approach. Aim is to support offenders once formal episode of support has concluded to maintain an offence free lifestyle in the community via a mentoring program.



The new On TRACC team

## anno innovation 'a year of innovation' Case Example (3)

### *The TAC/arbias Residential Independence Program - Glenroy Melbourne*

arbias staff are proud of the successful resident outcomes that have been achieved at Becket Street South. The independence and well-being of all four residents was enhanced significantly, and (here is the innovation) the cost of providing support reduced by 1/3. This was achieved during nine months of collaborative work with residents and the TAC.

#### **Some of the personal outcomes for Aaron W, Aaron G, Katherine and James include:**

- Increased resident independence and autonomy
- Increased levels of self-determined community engagement and participation
- Less intrusive support regimes
- Lower cost, higher quality service delivery
- Family reconnections and relationship development
- Self directed care practices embedded

### *Aaron W*



*Aaron loves his unit and new found freedom at Becket St Glenroy.*

*The arbias' Glenroy team have been working closely with Aaron to further develop his parenting skills and have recently been able to negotiate the conditions in bringing to reality Aaron's ultimate dream of having overnight access of his son Justyn. They both enjoy and value their time together.*

### *Aaron G*

*Aaron has been supported to achieve his goal of finding volunteer work as a barista. He volunteers once a week at The Common Bean Café that forms part of the Dianella Community Health Centre. Aaron often gets back from work and states to the staff that 'he loves it'.*





## *From the Latin word Futurum Noui - ‘Future Innovation’*

### *Extra Offender Management Service EOMS – NSW*

arbias has submitted a Tender bid to the NSW government to deliver the EOMS services. This service compliments other post release and offender management programs and is expected to operationalise in January 2017.

The key objectives of the Extra Offender Management Service are to:

1. Engage offenders who have a high risk of reoffending soon after criminal proceedings have commenced to invite them to voluntarily participate in assessment and intervention to reduce their risk of reoffending
2. Provide engaged priority offenders with one on one, evidence-based management and offence-focused interventions in line with the Risk Needs Responsivity approach to offender management

3. Work in partnerships with other agencies to deliver consistent and comprehensive management, treatment and services to engaged priority offenders to reduce their risk of reoffending.
4. Provide information to the courts about the offender’s participation and progress on EOMS and, on exit, to CSNSW to support continuity of case planning
5. Contribute to increased community and victim confidence in the criminal justice system through effective responses to reoffenders.

Persistent reoffenders represent a small proportion of all offenders however are responsible for a disproportionate amount of crime. As a consequence, they have a significant impact on safety in their local community and NSW criminal justice expenditure. In the current system, persistent reoffenders are not routinely and consistently identified. Although they may be known to Justice professionals, particularly in smaller communities, they are not identified for particular focus or intervention.

EOMS targets “priority” adult (18 years of age or older) reoffenders:

- Persistent reoffenders who are within a group with a 70% or greater risk of reoffending within 2 years; or
- Repeat offenders, who are within a group with a 50% or greater risk of reoffending within 2 years, charged with a domestic violence (DV) offence.

The EOMS will manage offenders who are community based (i.e. currently or soon to be released from custody) and not subject to mandated offender management (i.e. not under the supervision of Community Corrections).

Suitability will be determined after engagement with and initial assessment of the priority offender. Suitability criteria will include the offender being assessed as having a medium or higher risk of reoffending (according to the Level of Service Inventory – Revised, [LSIR] an actuarial risk instrument), consenting to participate and being able and willing to meet with the EOMS provider.

## Trading Result

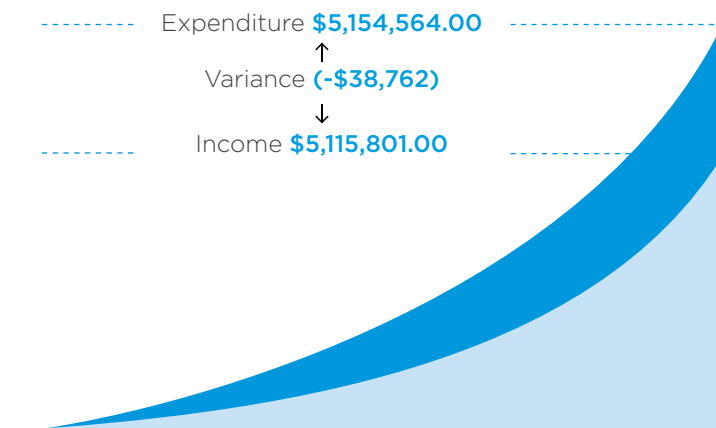
During the 2015/16 financial period, arbias enjoyed another period of growth in income. In order to prepare the organisation for the changes to the industry brought about by the implementation of the NDIS scheme, arbias employed some investment positions to assist the transition. This, along with other staff related expenditure, provided an overall operating result for the period of a loss of **(-\$38,762)**.

Our total income was **\$5,115,801.00** our total expenditure for the period was **\$5,154,564.00**.

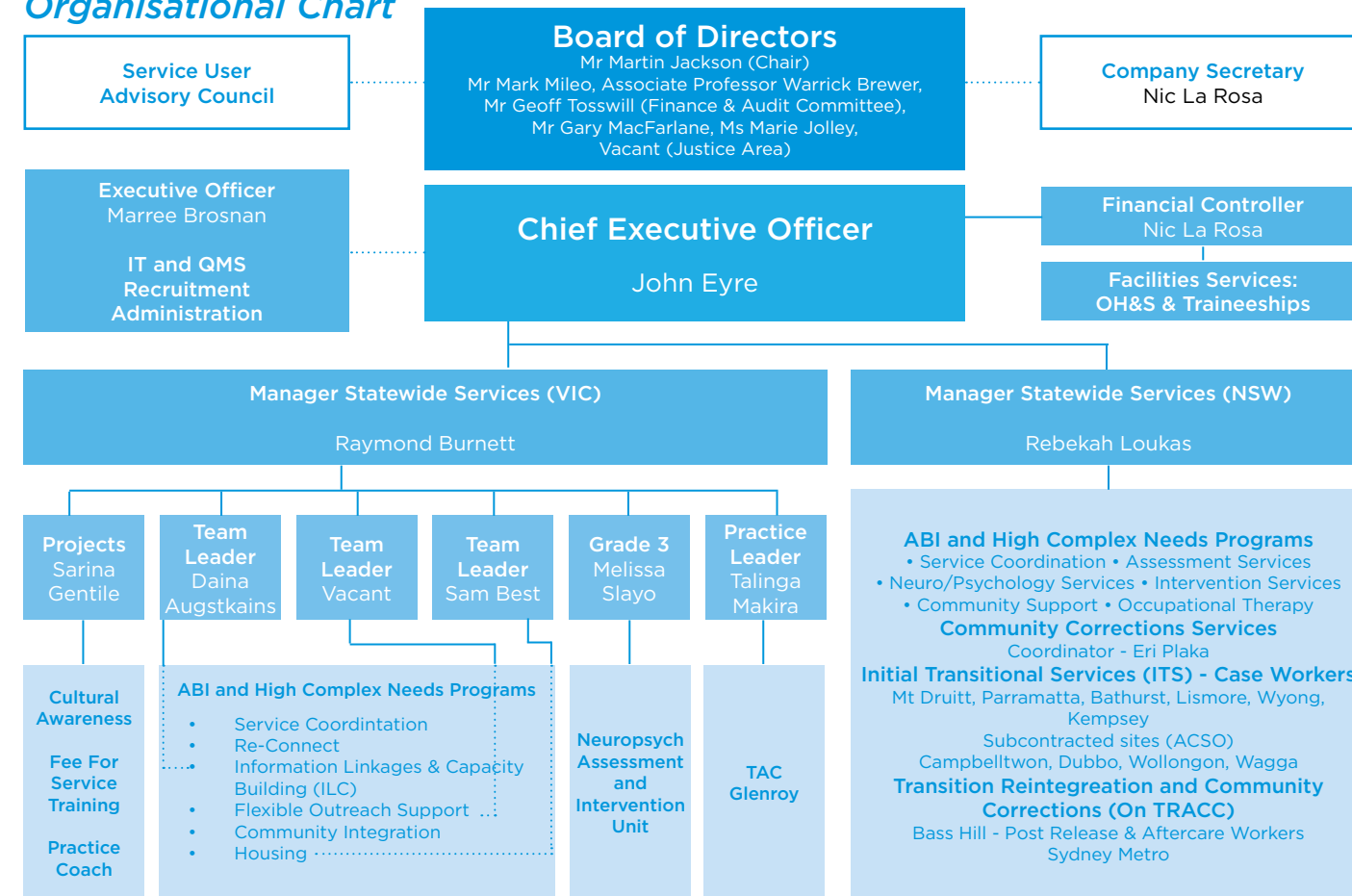
arbias also took advantage of this period of change to re-examine its systems, processes and infrastructure to ensure its efficiency and productivity going forward. Examples of changes implemented include a complete review and upgrade of agreements for the mobile fleet (to assist with administrative and other operational benefits in the field); revised agreements with the leasing fleet to better reflect the actual usage of the vehicles (operationalising additional savings) in addition to a review of the arbias suite of software with a view to ensuring maximum efficiency, accuracy and value. Notwithstanding, it is expected that a return to a

breakeven or better result for the 2016/17 period will occur.

Our Financial Controller, Mr Nic La Rosa, will be more than happy to discuss the exciting future at arbias or provide further clarification around our previous operational results. He can be contacted on (03) 8388 1280 or nlarosa@arbias.com.au.



## Organisational Chart





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