



Annual Report

2020

Brief Note of History

“Allambi House” (AKA The Lake Macquarie Youth Refuge) opened in 1981, later known as Allambi Youth Services Inc. (2001-2015), and now known as Allambi Care.

Traditional Acknowledgement

Allambi Care acknowledge the Traditional Custodians of country throughout Australia, and recognise their continuing connection to land, sea and community. We pay respect to their traditions, culture, aspirations and Elders past, present and emerging. We acknowledge the wounds of the past, and the ongoing failure to recognise and support the importance of Aboriginal and Torres Strait Islander culture. We commit our organisation in walking alongside Aboriginal and Torres Strait Islander peoples in their process of healing, and creating opportunities for cultural connection.

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ABOUT US

OUR VISION & STRATEGY

Vision

Belonging, hope and positive futures.

Mission

Allambi Care serves individuals, families, communities and government agencies. We are committed to addressing safety and growth needs so that we empower people to reach their full potential. Our services are flexible and characterised by innovation and best practice.

Values

- We believe in individual experiences and strengths
- We believe in leadership, support and empowerment
- We believe in innovation and creative practice
- We believe in passion, persistence and a commitment to others
- We believe in honest, genuine and transparent relationships
- We believe in equality and embracing differences
- We believe in “Being With” people through life’s challenges



Needs-Based Restorative Framework



Depicted is the Allambi Care *Needs-Based Restorative Framework* which is grounded in research on optimal human development.

The *Needs-Based Restorative Framework* guides the work of Allambi Care’s residential carers, foster carers, family support workers, casework staff, teachers and clinicians. It is based on our commitment to responding to the multiple needs of people in care rather than requiring them to adjust to a particular service model.

There are three core components to the *Framework*. The central focus is on the normal and shared developmental needs of all people and the defining features of healthy growth as outlined in models such as the *Circle of Courage*. These are **Universal Needs**.

Given that the majority of people that Allambi Care work with have experienced severe adversity and trauma, the second major element of the *Framework* is on understanding and responding to **trauma-related needs**.

The third element of the *Framework* is that of **individually assessed needs**. Some clients are referred to Allambi Care because of specific developmental disorders, mental health concerns, or specific behavioural concerns. These issues require an in-depth assessment and tailored intervention plans.



THIS YEAR ALLAMBI CARE
CONSISTED OF

807
employees



OUR REMARKABLE TEAM

LEADERSHIP TEAM



SIMON WALSH
Chief Executive Officer



BRETT SMITH
Executive Officer Operations



PETER WALSH
Staff and Carer Support



STEPHEN GRAHAM
Partnerships, Engagement and Innovation



KRISTEN BLOMLEY
People, Safety and Culture



MARK BRANSON
Therapeutic Care and NDIS



DR. HOWARD BATH
Consultant – Research, Training and Program Development



KELLY-LEE GOODCHILD
Family and Early Intervention Services



TIM REED
Fostering and Permanency



LYN WALSH
Staff and Carer Support



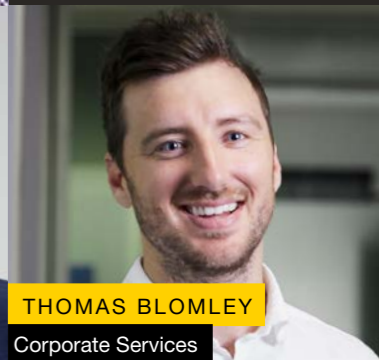
MARK SAID
Organisational Development



LYNDAL DAY
Finance



DR. PAUL BAKER
Clinical Services



THOMAS BLOMLEY
Corporate Services

BOARD OF DIRECTORS



KEN YOUMAN
Chairman – Non-Executive Director



PETER PARSONS
Vice Chairman – Non-Executive Director



GRAEME THOMAS
Treasurer – Non-Executive Director



SIMON WALSH
Secretary – Executive Director



ANNE-MAREE KELLY
Non-Executive Director



BRONYA THOMAS
Non-Executive Director



PAUL SNEDDON
Non-Executive Director



VAUGHAN MARTEN
Non-Executive Director



LYNDAL DAY
Executive Director



BRETT SMITH
Executive Director



This report is the eleventh report I have presented as Chairman of Allambi Care and as President of our predecessor, Allambi Youth Services.

As I write this report I reflect on the last twelve months and the unprecedented changes in our operating environment.

The emotion that overwhelms me is the acknowledgement of the inspirational behaviour of our people in dealing with uncertainty and ensuring that the care of those entrusted to us is not diminished by external factors out of our control. I am aware of many of our people who have made significant personal sacrifices to ensure that Allambi Care is able to provide our best practices to those in our care. I am deeply grateful for your actions and your commitment – you are outstanding.

Operating Environment

The first half of the year was largely characterised by changes introduced by our funding agencies regarding reduction in funding and changes to delivery and outcomes. There appeared to be little acknowledgement of the high standard of care delivered by Allambi. Our senior people continued to negotiate better outcomes for those in our care and I am proud of the stance they have often taken to refuse to accept a lesser standard of care than that we believe is right. The fruits of our argument are starting to make a difference. However, these changes have had a significant impact on our finances and we remain in a difficult position.

The second half of the year has been seriously impacted by the COVID-19 pandemic. I am proud of the way that the organisation galvanised to cover possible issues and produced procedures to cover all contingencies. Management's response has been exemplary but the face to face staff have been extraordinary – exhibiting personal sacrifice, flexibility, and a common desire to support those in our care and to look after each other. Thank you to everyone!

One thing that has not changed is our determination to provide our clients with a safe environment, nurturing of their development and helping them to reach their potential. Our outcome-focused individual care plans for each client continue to set the benchmark in our sector.

Victorian Operations

Our work in Victoria is starting to stabilise and slow growth is happening. I had the pleasure of meeting with many of our staff in Victoria via electronic means. I was very impressed by the quality of staff and their understanding of Allambi's ethos of care. I recognise that we are in this position because of the hard work of those who have put the Allambi Care 'mark' on our operations. Many of our Newcastle people have made sacrifices to be in Victoria at

critical times to support our operations and I acknowledge and am grateful for their contributions. The future is exciting!

During one of our meetings, a staff member asked me 'why do you and the Board do this in a voluntary capacity?' My answer was that 'I have seen the change that we make in people's lives and this encourages me to continue!' I included the story of the toddler who had never been hugged, read to or told he was loved, and the transformation brought about in his life by Allambi Care. I always have a tear in my eyes when I think of this story.

Social Media

Allambi has increased our engagement rates and presence in social media opportunities. We are using new initiatives such as staff profiles and communication on important issues. This is raising our profile in the community and will assist our future dialogue with stakeholders.

Diversification and Community Engagement

We continue to develop plans for the use of our Macquarie Road properties. If these plans proceed, then a world-class facility will be provided for a number of Olympic quality sports to be enjoyed by the community and provide training facilities for professional development. The development is part of our strategic plan to provide extra funding for special 'wrap around' services and facilities for those in our care. This is a challenging but exciting proposal and we hope the future will be clarified over the next 12 months.

We have commenced a number of initiatives that have raised awareness of Allambi's operations. Our TV advertising campaign is continuing, 'Cinema under the stars' events have been held, we have partnered with LMCC and Pingala in a community solar project and staff members have participated in various charity fund raising events. Thanks to those staff members who have spent time in ensuring these things have been successful.

Board Matters

I am grateful for the generosity of the Board members in sharing their experience and time to enhance the performance of our organisation and to ensure good governance. The Board continues to receive presentations from operational areas to ensure we have a good understanding of operations and issues.

It is with sadness that I advise that Vaughan Marten is retiring from the Board at this year's AGM. Vaughan has served on the Board for 9 years. His contribution has been significant and he brought to the Board great experience in Project Management and the processes of 'how to do things properly'. I have a thankful heart for Vaughan's contribution and we will miss his wise counsel. We wish Vaughan and Nettie the very best for their lives moving forward.

Safety

The company is determined to improve our injury rates. New initiatives are being implemented to ensure we are successful in this area. Particularly

pleasing is the introduction of regular auditing of safety by everyone in Allambi Care on a frequent basis.

Thankfulness

Again, our operations have only been possible by the integrity and professionalism of our staff and colleagues who provide care to people who are going through very tough times. This care is often delivered in challenging environments without compromise to high professional standards, integrity and duty of care. I thank you sincerely for your sensitive, diligent and professional approach and for the sacrifices you have made.

I am proud to be associated with this organisation that is making a difference in the lives of many people and I am privileged to be able to contribute to our outcomes.

Thank you for your contribution in making a difference in so many lives and giving hope.

KEN YOUMAN
CHAIRMAN – BOARD OF
ALLAMBI CARE LIMITED

CEO REPORT

Wow, it certainly has been one unique year. As usual though, we have come together and risen above the trials, adapting in ways that have only made us stronger.



A challenge for me every year is to adequately acknowledge the achievements that have been made across the service. It is hard to put into words how well everyone in the organisation has worked together as a team, and I believe that this year we have come together and done this better than ever before. It is a sign of a healthy and well-functioning organisation when we can continue to work in sync in trying times.

Throughout this past year our organisation has been faced with unprecedented challenges when responding to and managing the impact of COVID-19. The swift escalation of the pandemic required a nimble and efficient response, to ensure we were able to protect our staff, and the children,

young people, participants, and families we support. We met this challenge with vigour and prioritised the development of our COVID-19 Emergency Management Plan, which provided organisation-wide instruction for safe response to the many situations we were faced with.

Our staff stepped up like they never have before, prioritising the health and wellbeing of those we care for, often at times with their own interests coming in second best. I have never been more humbled by how dedicated and committed our staff can be. Staff dropped everything to change their work habits and change the way we communicate and deliver services. Staff worked long hours to ensure policies, procedures and practices were in place to keep the rest of us safe. Those at risk received the care and support that was necessary in such a difficult time for many. I can confidently say that we are all proud of how we have managed COVID-19 and as a result we have some solid practices in place for future challenges that we may be faced with.

We were certainly not alone in this struggle and I would like to recognise my sector colleagues and friends who saw benefit in coming together to work as a united front to manage the dilemmas

we encountered. Thank you for your expertise, input and for sharing your experiences.

Something that has come hand in hand with managing COVID-19 is the progression of flexible work arrangements throughout the organisation. Whilst we were looking at this prior to the pandemic, out of necessity we adapted quickly to this style of work to keep everyone safe. Fortunately, many staff have thrived with the new arrangements. We continue to look at how we can meet the work/life balance for staff through flexibility.

Despite the difficulties that this year has brought, we have been able to progress valuable initiatives. Notably the Bachelor of Human Services degree has continued through our bespoke collaboration with the Australian Catholic University. We have now seen four cohorts enter this program, consisting of dedicated staff who are putting their personal lives on hold to improve their education and subsequently the care we provide through our services. Earlier in 2020 our inaugural 2018 cohort graduated with their Bachelor of Human Services degree. This was such a proud moment for all involved and represented the hard work of many who ensured these staff members had the support they needed to complete their full-time work whilst studying. I look forward to seeing the next cohorts graduate from the program in years to come and congratulate those holding their newly earned qualification.

Alongside the Degree, our Diploma program continues to provide an important internal training pathway for staff to obtain their Diploma of Community Services. We proudly saw 83 staff graduate with their Diploma this financial year. This valuable program ensures staff working with our most vulnerable have the knowledge necessary to apply leading care and support. Congratulations to all the new graduates of this program.

Last year we ventured into uncharted waters by establishing operations outside of NSW. By managing a small number of placements, we began providing residential services in Victoria. This venture has proven successful thanks to the passionate staff running this operation. Whilst we are still building our capacity, we are already exploring new opportunities to grow our service provision. I sincerely thank those staff who have taken this operation in their hands and established a quality program. We could not have done it without you.

This year has brought growth across several areas with notable progression evident in our Clinical and Allied Services, Training and Development, and Therapeutic Home-Based Care programs. Our capacity to respond to need and cultivate necessary services not only supports those we care for, but those in the wider community. We continue to recognise our obligation and adapt accordingly.

This ability to identify need and act appropriately has led to the development of several internal Committees throughout the last year. In response to COVID-19 we immediately established an Emergency Response Committee, to manage our response to the pandemic, and future significant emergencies, across the service. Additionally, a group of passionate staff established the Sexuality and Gender Inclusivity and Diversity Committee, which promotes a safe organisational culture and provides resources for those who identify as, or those who provide support to members of LGBTQI+ communities. The Sexual Safety and Wellbeing Committee was also formed to ensure that we continuously strive to be a Safe Organisation for all children and adults cared for, supported by and working within the organisation. Finally, the Cultural Committee ensures the establishment and application of cultural practices across the organisation. These Committees highlight our commitment to go that one step further, to ensure we are doing all we can where and when it is required.

We have also completed several practice reviews throughout the year that have ensured the voice of frontline staff and carers are heard, especially in some of the more challenging times. As CEO and on behalf of the Executive I commit to continue to work toward innovative and effective practice that contributes to quality care for those we serve.

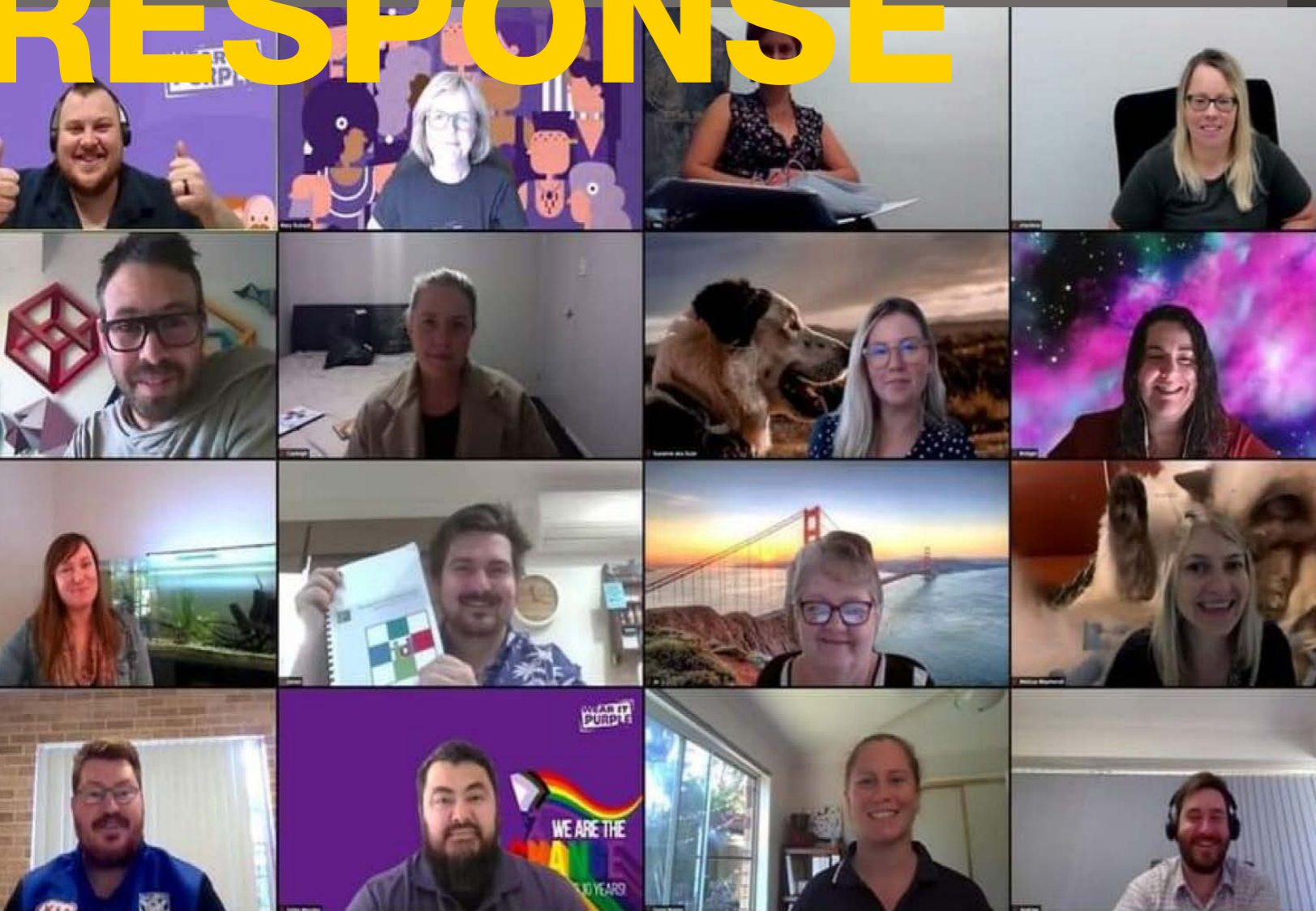
I reflect on the 'Allambi family' that continues to grow and send out heartfelt thoughts and wishes to those staff and carers, and their families, who are living through significant health and personal challenges. We remember those we have lost, and confirm our commitment to staff and carers feeling the impact of these losses.

I finish this year by thanking those that have walked with us through probably the most difficult year in Allambi Care's history. From the Board of Directors, who never fail to instil their support and confidence in our practices, to the Executive Team, who work more hours than possible to lead the way for their teams. And to the senior staff, our management teams, our youth work and disability carers, our foster carers, our ancillary services and those behind the scenes – I thank you for not giving up, for your pledge to take the bull by the horns and never admit defeat. You run this show and there are not enough words to express my gratitude and pride in your work.

SIMON WALSH

CHIEF EXECUTIVE OFFICER

COVID-19 RESPONSE



Allambi Care immediately recognised the high risk and serious nature of the COVID-19 pandemic and the potential effect it could have on the day-to-day operations of the organisation. Swiftly, we developed an Allambi Care Emergency Management Plan (ACEMP) and associated sub pandemic plan. To address the ongoing risks associated with the pandemic we then established a response team, whose main objective was the safety and wellbeing of our staff and the people we care for.

COVID-19 Emergency Response Committee

The COVID-19 Emergency Response Committee (ERC) was formed on the 4th of March and comprised of key departmental personnel across the organisation. The ERC's main function was to gain a thorough understanding of the impact COVID-19 was having across every aspect of the organisation, in particular on our staff and the people we care for. By identifying these key barriers, the ERC was able to collaboratively develop strategies to minimise and eliminate COVID-19 risks and strengthen organisational resilience, whilst ensuring that our communication and key messaging to staff was clear and purposeful.

This ERC continues to meet weekly as the pandemic evolves and frequently reviews the plans that are in place to ensure everyone's safety.

COVID-19 Safe Workplace - COVID-19 Safety Plan

An integral part of our response to COVID-19 was the development of the Allambi Care COVID-19 Safety Plan, which was registered with NSW Health deeming Allambi a COVID-Safe Business. This plan outlines our ongoing commitment to keeping everyone safe by addressing the following:

- Hygiene and safety requirements
- Physical distancing
- Recording contact details of staff, visitors and contractors
- Staff wellbeing and mental health

Frontline Staff

At the forefront of the organisation, frontline staff have been able to maintain a COVID-19 free environment through focused responses in the following areas:

- Increased cleaning frequencies added to daily planner
- Visual COVID-19 hygiene prompts and posters
- Mandatory Infection Control training
- Ongoing vigilance and awareness of their work environment

Emergency Response Kits have been prepared containing necessary items for immediate safety and protection. They are ready for deployment to manage the health and safety of staff, and the people we care for.

Working from Home

Feedback received was positive as workers found creative ways to setup an ergonomic office space in their homes converting spare rooms and in some cases the garage.

Work from home also introduced team video meetings, routine WHS placement audits by video and moved the monthly mental health Breathe group meditation sessions online. The Training Department together with People, Support & Culture worked quickly to transition from face-to-face training to online delivery successfully.

COVID-19 Testing Email

In order to provide a centralised point of contact for all staff, we have established the Covid Testing Email Group. Managed by our People, Support & Culture and Safety Team, this group provides all staff a direct line of contact to notify the organisation of any COVID-19 tests that are being carried out for staff, clients and family members. From here we have been able to develop individualised plans and arrange adequate rostering strategies to support staff, clients and families whilst awaiting results.

PEOPLE, SUPPORT & CULTURE



Allambi's workforce has grown to 807 members in the last financial year which we are extremely proud of given the significant challenges we have faced since the end of February, 2020.

The People, Support & Culture department have remained proactive throughout the pandemic and have been able to successfully adapt our practices in recruitment and training as well as staff support and development to meet the needs of the organisation.

We are proud of the way we have supported our staff through the pandemic with a focus on trying to meet the needs of all employee's personal situations while ensuring our workforce is able to continue to provide the best care to our clients. We continue to work through some challenging times with our team in Victoria who should be commended for the work they continue to do.

We are also excited about the goals we have set ourselves for the next twelve months which includes the introduction of a number of software systems to improve our efficiency and productivity in a number of areas, new strategies to significantly increase our part time workforce and a more mapped out recruitment, mentoring and ongoing training journey for new staff.





03

OUR PROGRAMS AND SERVICES

WHAT WE DO

Due to our commitment to the people we serve, Allambi Care have organically established integrated services to ensure that we meet the varying needs of our community.

DIRECT SUPPORT FOR INDIVIDUALS AND FAMILIES



INDIRECT SUPPORT FOR INDIVIDUALS AND FAMILIES



FUNCTIONS OCCURRING OUTSIDE OF SUPPORT TO INDIVIDUALS AND FAMILIES, HOWEVER ARE IMPORTANT TO MAINTAIN PROGRAMS AND SUPPORT SERVICES AND CONTRIBUTE TO THEIR SUCCESS. THESE SERVICES ALSO HAVE A DIRECT LINK TO THE COMMUNITY AND SECTOR

OVERVIEW

SPECIALIST

HOMELESSNESS SERVICE

421 young people served

HOMELESSNESS YOUTH

ASSISTANCE PROGRAM

57 young people accommodated
26 children restored at home

BETTER OPTIONS PROGRAM

73 families served across 9 LGAs

FOSTERING AND PERMANENCY

135 children and young people

YOUTH HOPE HUNTER

110 families served across 7 LGAs

YOUTH HOPE CENTRAL COAST

69 families served across 2 LGAs

SEMI-INDEPENDENT

LIVING PROGRAM

36 children and young people

NATIONAL DISABILITY

INSURANCE SCHEME

33 individuals

INTENSIVE THERAPEUTIC CARE

95 children and young people

LOCATION OF SERVICE

Individuals and families supported by Allambi Care are located in Victoria, as well as New South Wales in various LGAs including Upper Hunter, Hunter, Lake Macquarie, Port Stephens and the Central Coast.

NSW



VIC





EDUCATION

Learning Without Walls Education Model Evaluation

Learning Without Walls (LWW) is Allambi Care's initiative and commitment to increasing the educational opportunities and outcomes for the young people we care for. Our three core values that best characterise what we do are: Relational. Experience. Opportunity.

The LWW model was established in 2015 in response to the increasing number of children and young people who were chronically disengaged, expelled or suspended from both mainstream and alternative schooling options. The model is based on research in the areas of human development, special education, and developmental trauma. Our aim is to provide a safe and welcoming space

in which a young person can experience acceptance, healthy connections, and positive relationships with education staff.

The structure of LWW is unique and tailored to suit individuals. A qualified teacher provides an individualised program that is based on the young person's assessed academic capacities, diagnoses, interests, and social/emotional needs, in addition to their strengths.

The structure offers several support avenues including one-on-one sessions, learning with suitably matched peers, or participating in small group arrangements. We also offer flexible session times during the day, with short or longer sessions depending on a student's needs.

The common goal for all is reintegration into the most appropriate educational

setting, vocational pathway, or connection with the community. This ensures that our most vulnerable are not isolated and are provided with the opportunity to learn, flourish, and exist in a flexible education environment.

Over the past 12 months, the program has undergone a professional evaluation completed by Howard Bath, Clinical Psychologist, and Parker Jackson, Allambi Care's Education Manager. The evaluation was a mixed method approach where both quantitative and qualitative data was integrated to seek a more panoramic and diverse view of the findings.

The evaluation focuses on the experiences of 20 young people who were enrolled in the program

for 12 months or more and captures information on their history, attendance, social and emotional growth, behaviour development, academic performance, transitions and student feedback.

The evaluation also provided insight into the programs ability to address a range of normative, trauma-related, and individually assessed needs in an educational environment whilst seeking to engage with and teach vulnerable young people.

The evaluation concluded that "there is strong evidence that the program is achieving its goals with these vulnerable and challenging young people" and "is providing an invaluable educational and life skill service for young people who have nowhere else to go and would invariably be at risk for both educational failure and social exclusion".

Some of the significant outcomes that the evaluation found was:

- On average the young people were 8 years behind their chronological age and peer group for literacy and numeracy when they first entered the program
- 50% of young people were able to increase their mathematics score from when they first entered
- 55% increased their reading accuracy and comprehension results
- 85% increased their spelling results
- 85% of young people were able to increase their behaviour development
- 65% of young people increased their attendance from when they first entered
- 30% transitioned into an appropriate support class or school
- 25% transitioned into work or looking for work programs

The qualitative feedback from the students highlighted the significance of the program structure, feeling safe, connected, understood by their teacher, and individualised schoolwork.

When students were asked what they liked most about the program, the most common response identified was:

- I like the one-on-one sessions with my teacher. This was followed closely by
- I like that there are not many other students in my groups and
- I like that I can come for shorter periods of time.

Students were also asked what they did not like about their previous school experience. The most common responses were:

- The other students and
- I would get in trouble easily, followed by
- The schoolwork was hard, confusing and the teachers did not know me.

Allambi Care plans to use the LWW evaluation for reflection purposes within the AC Education Department, however it will also be used as a platform to drive change, advocacy and opportunities for others to adopt.



FOSTERING AND PERMANENCY



This has been both a challenging and exciting year for us. There have been a number of 'firsts', but also lots of unforeseen changes that have required us to adjust swiftly and effectively to ensure we continue to provide effective support and high quality services to our clients, carers and families.

The Permanency Support Program is one of the most significant changes made to the NSW child protection and out-of-home care systems in decades. We are pleased with how we are progressing and adhering to all the new requirements, in particular how we are helping children and young people find permanency through Restoration or Guardianship orders. We are very close to finalising our first 2 Guardianship orders, with another 4 in the pipeline. Additionally, we are currently working on 15 to 20 Restorations at any one time, as well as several adoption applications.

We currently have 135 children and young people in Foster Care, with an additional 7 young people in our Therapeutic Home-Based Care (THBC) Program. A major focus this year has been to develop and grow the THBC program and we are at a very exciting point right now. Being part of a THBC working group with ACWA, senior DCJ staff and other Service Providers, has resulted in good progress that is hoped to see this program expand substantially over the next 6 to 12 months within Allambi Care. This will provide an excellent opportunity to transition children and young people out of Residential placements

and into Therapeutic Home-Based placements with suitably qualified and/or experienced carers.

Our Foster Care Recruitment and Training team have been hard at work due to the release of a new TV commercial this year, resulting in a substantial increase in foster care enquiries. As of September this year, the team have recruited, assessed and approved 25% more carers than the same time last year. The team have also had to achieve this whilst making numerous changes to their processes due to COVID-19. One of these changes has been the introduction of online training and assessments, which they have done effectively and efficiently. Lastly, we have been authorised to train and assess foster carers in Victoria, with 2 assessments underway. We are looking forward to the opportunity of providing foster care in Victoria in the very near future.

Speaking of COVID-19, I would like to congratulate case work staff and carers for how they managed throughout this challenging time. With the clients and their families remaining the focus, numerous changes were made in a very short space of time. In particular the challenges faced with family time (family contact) between children and their biological families was managed remarkably well, as visits changed from face-to-face to online or over the phone. Staff and carers adapted quickly, resulting in minimal disruption to family time. The first ongoing foster care training was also held online and was

quite successful. So, we will continue to offer this to our carers until we can meet in person again. The success of this was due to effective inter-departmental collaboration between Fostering and Permanency, Recruitment and Training, Social Work and Media/ Film staff.

The coming year is going to be a big year for the Fostering and Permanency Department. With some upcoming structural changes and the progress occurring with the THBC program, we hope to transition a significant number of young people from Residential care to more suitable, home-based placements, as well as achieve an increase in restorations, adoptions and guardianship orders. We also hope to continue to influence the sector by continuing to be actively involved in the numerous inter-agency meetings, working groups and high-level policy discussions to ensure children, young people and their families continue to have a voice and receive the most effective support possible.

TIM REED
DIRECTOR - FOSTERING
AND PERMANENCY

CLINICAL SERVICES



Over the last fiscal year, Allambi's Clinical Services have continued to grow in order to serve our unique client, family and caregiver needs, both in size and therapeutic service delivery. Our strategic focus has been on increasing the availability of evidence-based treatment implementation across all of our organisational service delivery areas: Foster Care, Outreach, Residential, Lifemaps and Education.

Within our current environment, Clinical Services maintains an amazing group of dedicated multidisciplinary professionals encompassing the fields of psychology (increased by 1.5 positions), neuropsychology, psychiatry, occupational therapy (new position), speech pathology (reinstated position), counselling, behaviour analysis (4 new positions), clinical administration officer (new position), and a medical receptionist (new position). Additionally, we expanded our therapeutic services to our location in Victoria with the addition of a new psychologist position to serve the young people in our care. Collaboratively, the team have consulted on hundreds of case scenarios through peer consultation and direct delivery to enhance the quality and efficiency of service provision.

Current Services include:

- comprehensive biopsychosocial assessment
- behaviour analysis and intervention
- skills-based interventions
- counselling (multiple models)
- caregiver training
- trauma-informed care consultation
- functional behaviour assessments (FBA)
- psychiatric consultation and medication management
- sensory and mobility assessments and therapy
- comprehensive language-based evaluation and therapy
- consultation to teams
- restricted practices authorization
- risk/crisis management

Earlier in the year, Allambi's Clinical Department co-hosted, along with the Association for Behaviour Analysis Australia (ABAA), a training event that brought together practitioners from across the country to learn from Harvard Professor from the USA, Dr Emily Gould, about advanced practices in Acceptance Commitment Therapy (ACT), an internationally recognised model for positive behavioural treatment. We reached over 75 participants!

Overall, Clinical Services have experienced an amazing year of growth, helping to set the stage for even more comprehensive services for the years to follow!

Despite hurdles, restrictions and increased training demands this year, the Allambi Care Learning and Development Department (L&D) have displayed high levels of innovation, flexibility and resilience to continue enhancing training opportunities for our valued internal and external learners.



Internal Trainings

The L&D team this year have enhanced the 6-day staff onboarding training. The *Needs-Based Restorative Framework* (NBRF) has been redeveloped in consultation with revered trauma expert Dr Howard Bath to emphasise trauma-informed care practices that encompass the Allambi Care framework. This is based on our commitment to respond to the multiple needs of people rather than requiring them to adjust to a pre-determined service model. The *Needs-Based Restorative Framework* guides the work of Allambi Care's staff, including Intensive Therapeutic (Residential) Care staff, Lifemaps staff, foster carers, family support staff, caseworkers and clinicians.

In addition to the NBRF, the L&D team have adapted and responded promptly to transition essential learnings to e-learning platforms, enabling staff onboarding to occur in NSW and Victoria despite COVID-19 complications and Government enforced social distancing limitations.

The L&D team are in the final stages of developing a 6-month staff probation learning package. This will be provided to all new Allambi Care support workers and assist in acquiring advanced skills, knowledge and attitudes in trauma-informed care. This will be introduced in 2020 and will provide a skills-based platform to transition into the Allambi Care Diploma of Community Services.



Diploma of Community Services

Allambi Care's partnership with the Bradford Institute of Advanced Education has again demonstrated success in staff achieving certification in the nationally recognised Diploma of Community Services.

2019/20 has witnessed 83 staff graduating with an additional 56 scheduled to complete the course in September 2020. An additional 40 learners have been enrolled with a plan to enrol 100 learners per calendar year. This has been achieved through refined processes, consultation and an additional Learning and Development Trainer.

A further achievement was a federal audit from Australian Skills Quality Authority (ASQA) Australia's Vocational Education & Training (VET) peak-body

that occurred in December. During this process the content, training strategy and processes were reviewed externally with acclaimed success. The exemplary feedback provided, outlined that the Allambi Care supported diploma is a qualification delivered by industry experts with high levels of support and relevance to adult learners.

The L&D team have also continued to facilitate VET sector mandatory diploma units in relation to trauma-informed care to Victorian staff. This has been achieved in accordance with meeting State requirements and assisted staff in obtaining formally recognised qualifications. Victorian staff have been supported through e-learning and virtual meetings.



Allambi Care's Learning and Development Team

Bachelor of Human Services

Allambi Care's innovative Bachelor of Human Services Degree Pathway, partnered with the Australian Catholic University, has been extremely successful, with 44 students graduating in 2020 and 36 at various stages of the degree. The program has raised the qualifications of staff who are highly experienced and combines their wealth of practice with the increased knowledge a tertiary degree can offer.

Graduates of the Bachelor of Human Services have expressed a strong sense of achievement and valued sharing this opportunity with their colleagues, with many reporting that they would consider undertaking further relevant study sometime in the future. Participants have engaged with practical and theoretical units relevant to their practice while developing their written and oral skillset.

The degree is facilitated and coordinated by Allambi Care with lecturers delivering classes in our tailored training facilities. During the COVID-19 pandemic, as part of the flexible delivery Allambi Care have developed, we were able to shift learning online with minimal disruption and continued success for students.

“I have increased confidence and motivation to speak up about things that I am passionate about and would usually not raise. I have also learnt that Allambi Care are definitely using best practice, which gives me confidence with the work that we do and the support that we provide to others”

“It was a privilege to be offered this opportunity and to do my studies with this cohort. Everyone was supportive, friendly and had an overall ‘we are in this together attitude”

“Thank you to Allambi for facilitating a degree that supported us throughout the last 2 years. I will always be grateful to Allambi for giving me this special opportunity”

“Without the added support and accountability facilitated through Allambi, I would not have achieved this”

TACT Training and Consultancy

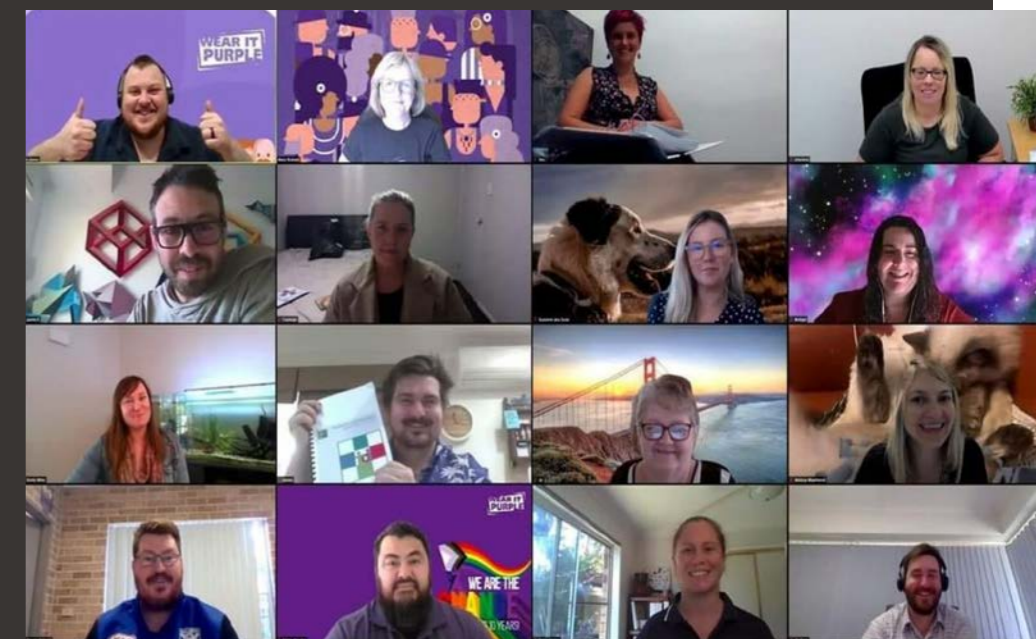
TACT is the external training and consultancy arm of Allambi Care. TACT continues to exclusively facilitate Cornell University's Therapeutic Crisis Intervention Training and updates, Australia wide. This year, as of March 2020, a reduction in required travel occurred due to implemented safety restrictions. Course updates have transitioned to virtual learning platforms and are being delivered around Australia to participants in all states and New Zealand.

In addition, and as an added support during the COVID-19 pandemic, TACT has been facilitating regular community of practice and virtual training webinars to TCI trainers and agencies Australia-wide. These sessions have

focused on providing greater supports through networking for organisations, staff and those we support. Sessions have included self-awareness, emotional competence and adaptations to providing staff support. This has been facilitated by TACT with an advertised focus to ‘encourage, lift and strengthen each other’.

Prior to March 2020, TACT facilitated trainings in the following locations:

- Allambi Care, Newcastle NSW
- Cairns, QLD
- Brisbane, QLD
- Melbourne, VIC





OUTREACH

Youth Hope

Youth Hope is a 12-month voluntary family support program, aimed at strengthening and empowering our local families. The program focuses on the family's strengths, so the supports we offer are tailored around everyone.

Youth Hope has a range of resources and skills to assist families through some of life's challenges. When participating in the Youth Hope program they have a dedicated Caseworker who will spend time getting to know them and understand any worries or concerns they might have. The Caseworker will then develop a family plan, to look at how we as a team can overcome these challenges. We work flexibly and respectfully within the family's home and community to ensure the program best suits each family.

Below we have captured some of the families' experiences and feedback about the program and supports.

Felicity is a single mother of four with the oldest child (23) suffering from cerebral palsy and the youngest child (12) displaying challenging behaviours in the home and in the community. Felicity engaged in the YH program for 12 months and when asked about her experience or if there was anything she could change. After attending the program she said:

"I felt less alone, I feel more confident with my children, I am happier more than depressed and I would not change a thing."

I've never felt comfortable letting people in or sharing the hard parts of my life. I was frightened when I got the call from Youth Hope but April has cracked me.

She gets everything out of me and I feel so much better for having someone that I know genuinely cares about us. I just want to try everything and hear all of her advice. Youth Hope has helped my family so much."

FELICITY

Another mother who took part in the program said:

"Karin (CW) would not give up or take no for an answer and was a voice for myself when I found it difficult to stand up for myself. Karin kept going at times I couldn't keep going, being an advocate for me. Great person to be around she was on top of everything. She would really hear what was going on and was quick to come up with ideas. She knew how to support."

CENTRAL COAST MOTHER

Family Search & Engagement

The Family Search and Engagement program has worked alongside our foster care and ITC programs to, where possible, restore children home. There has been some amazing collaboration through these programs to support families to come back together for the long term. A mother shares some of her experiences.

"Happy, happy, happy, jumping with joy. All is going forward with us now thanks to the Allambi crew. Got my smile back and *Jonny is doing great, I'm so proud of him."

MOTHER AFTER RESTORATION





Social Work

Allambi Care social work team have been busy supporting our Allambi family throughout the year. Throughout this time there have been some amazing group programs created to support families, and children being restored home, research projects through university student placements and lots of individuals and families supported through therapeutic work. Reflective Practice has started to evolve and be embedded across departments, along with monthly wellbeing sessions for staff.

Some of the training that has been offered internally include:

- Reflective Practice Training
- Self Care for Carers
- Circle of Security
- North Carolina family assessment
- Grand Parenting Program
- Strength Based Training (re-development)

This case study is a great example of how collaboration between programs, a strength-based focus and a targeted intervention plan supported a family to stay strong and together.

Case Study

This is a glimpse into the life story of a courageous young mother, J and her hard work and efforts in keeping her gorgeous baby girl safe in her care.

J, you were referred to Better Options during your pregnancy. DCJ was worried about your ability to parent your unborn baby, as well as your history of being involved in violent relationships and using violence towards others. DCJ was also concerned about the drugs in your life and how this was putting you and your baby at risk of significant harm. DCJ told us that your partner and father of your baby was a violent man, who was incarcerated at the time. DCJ also told us that you had two older children, who were both in care since a young age.

The Social Work team commenced engagement with you prior to you giving birth to your baby and continued to support you, working alongside BO Case Worker to wrap services around you and your baby once your baby was born.

You told your Social Worker that you wanted more than anything to keep your baby in your care and learn everything you could about her milestones and developmental needs and how to build a healthy safe attachment with her. You also wanted to change your lifestyle choices and learn how to differentiate between safe and unsafe partner relationships.

Your Social Worker supported you in learning these skills and could see just how much you loved your baby and

how close the two of you were becoming. You enjoyed every moment of being her mother.

When you got to know and trust your Social Worker, you told her about some of your significant trauma experiences as well as the PTSD related symptoms. You asked for ongoing support in managing and processing your trauma. Your Social Worker advocated for your service period to be extended. We worked on developing strategies to manage your symptoms and engaged in narrative therapy to process your trauma. This work was challenging, and it took a lot of courage from you; yet you persisted and soon the benefits became apparent. Your confidence in yourself and your own abilities improved remarkably. You expressed being ready to move away from your family, into your own home. You told your Social Worker that you wanted to pursue restoration for your other children. We worked as a team with your BO Case Worker to apply for housing and to talk to DCJ about your wish to work towards restoration.

You agreed to attend the My Kids and Me group program at Allambi. You met other parents going through similar circumstances and told your Social Worker that this helped you feel less alone in your experiences.

In the group you learned skills in advocating for yourself and your children. You also learned how to cope with past grief and loss and how to respond to the emotions and grief and loss experiences of your children. You learned how to manage your emotions

and communicated your needs effectively. You also learned how to take care of yourself and manage your stress. A solicitor from Legal Aid visited the group and informed you of the legal requirements in terms of restoration.

In celebration of completion of the program, the group participated in a make-over event. You visited the "Dressed for Success" program in town, where you were fitted with a new wardrobe. This was followed by a visit to the Newcastle TAFE's hairdressing department where you had a haircut and blow-dry. The group returned to the Allambi Care office, where you were treated to a professional make-up session. You told your Social Worker that you have never experienced such a lovely day out, having fun without being intoxicated or high on drugs.

J, all your hard work has paid off. You are now living in your own home, no longer being constantly fearful and hypervigilant. You are doing an amazing job as a mother. Your baby girl is meeting all her milestones and has a beautiful attachment with you. Your older daughter has been restored to your care. You have recently messaged your Social Worker to let her know that you are now actively pursuing restoration of your son.

J, you are a courageous woman! Your story, a true inspiration to others. A testimony that with motivation, hard work and a little guidance and support of people believing in our ability, we can indeed make changes to our destiny.

RESIDENTIAL SERVICES



Victoria

Our first 18 months in Victoria has presented Allambi Care with new experiences, vast opportunities to learn and some challenges, both expected and unexpected, in the residential care system. Despite these challenges, we have continued to see positive progress within our Residential Program. An increase in targeted support packages that assist our young people to strive towards independent living has allowed us to provide support further along the continuum of care.

In September 2019, we welcomed a sibling group into our organisation who would be living together for the first time in four years after significant periods of instability in the care system. As an organisation, we advocated for placement stability for these young people upon entry into our care.

The stability of placement has allowed our teams in Victoria and NSW to collaborate on family finding for the siblings and has seen the siblings establish a family connection that continues to grow and develop into a pivotal foundation. The support and commitment of staff combined with this foundation has led to some amazing progress for the siblings in their relationships with each other, their engagement in education and their individual development.

We have also seen our Victorian Allambi Care family grow as we welcomed a Clinically Qualified Therapeutic Specialist to the team. This new addition to our team has allowed us to establish a key aspect of our wraparound model of care, let us provide an essential element of support to our frontline staff in promoting best practice and increase the level of support for the young people we care for.

As of September 2020, Allambi Care will expand to take on a new Therapeutic Residential placement. This will be a first for Allambi Care and is an opportunity for us to apply our framework and practice to support young people in another area of the residential sector in Victoria.

As for everyone the COVID-19 pandemic and subsequent lockdowns in 2020 have presented some unique circumstances, and our Victorian operations have faced some significant challenges for staff and the young people we support. However, the responsibility and commitment of our staff to the young people we support, combined with a collaborative and thorough response by management, has ensured we were able to avoid having a single outbreak in any of our care environments.

Further to this, our team has continued to work towards building our staffing capacity with the goal of reducing the use of external agency staff to cover shifts within our care environments. Despite some testing moments during the second outbreak of COVID-19 in Victoria, we have not required the use of agency staff since June 2020, making us one of the only organisations not relying on agency staff and allowing us to create continuity and predictability for the young people we support during a time of high stress for them.

Our ability to navigate these challenges while continuing to grow as a program and achieve outcomes for our young people is a testament to our staff in Victoria. In a time of uncertainty and unknown, our staff have epitomised the values of the Allambi Care family with their efforts, sacrifice, and commitment to supporting the young people in our care. We can't thank them enough as none of this is possible without them.

New South Wales

Throughout the year the ITC and NDIS department has welcomed several achievements and overcome many challenges. Under the umbrella of the Permanency Support Program (PSP) the ITC department have coordinated several step downs to alternative models for the young people cared for, including

step downs to TSIL, Foster Care, THBC, Kinship Care and Restoration. The work that the ITC staff, with the supports of various teams throughout Allambi, have put into these transitions is monumental.

We currently service 63 participants within our NDIS program, 65 children and young people in our ITC program and 25 young people in our SIL and TSIL program. Over the past year the ITC and NDIS department has serviced 164 individuals, across all of its programs. In line with the requirements of the PSP we currently have four ITCH compliant homes within the ITC program, two of which are at capacity, containing four young people grouped in each. In addition to this, we have recently commenced working with DCJ on the implementation of two interim care houses, with three young people residing in each home. Within this space, Allambi provide short term therapeutic care to young people, with wraparound services that pave the way to a positive transition to Restoration, Kinship Care or Foster Care.

In late March, all office staff began the seemingly impossible task of supporting our participants and young people from their own homes. Each staff member adapted quickly, ensuring that no young person or participant went without support for any period of time.

I'd like to personally thank all staff, including both office and front line staff, for their ongoing commitment to participants and young people, it is your passion for what we do that has ensured the utmost support has been provided to those we care for each and every day.

Q

FINANCIAL REPORT



Overview

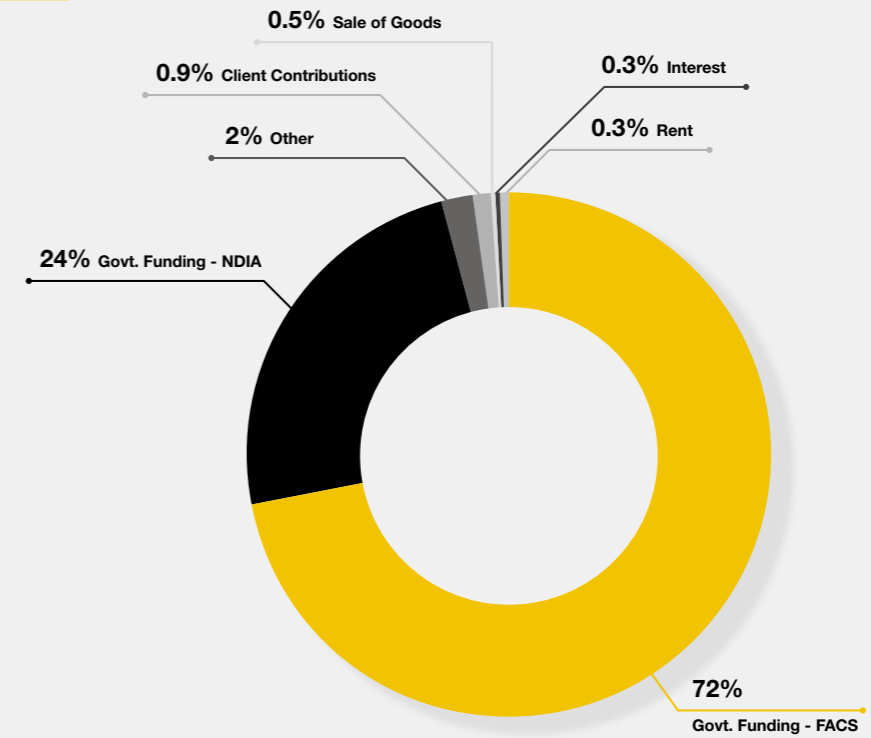
The 2019/20 financial year has seen Allambi face many financial challenges which results from the ever changing funding environment the organisation works within. Significant additional operating costs have been incurred this year associated with COVID-19, expansion of Residential Care Program interstate (Victoria) and higher workers compensation premium costs that have all contributed to an operating loss of \$81,076 for the 2019/20 financial year. The EBITDA result was a surplus of \$1.2m.

Income & Expenditure

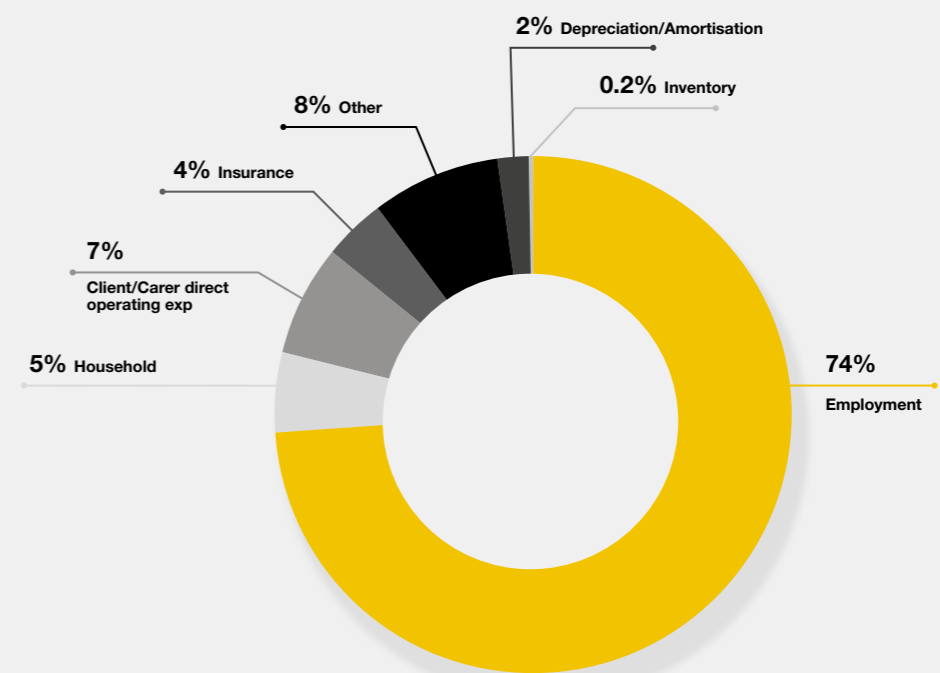
Income has increased from prior financial year by 8.9% or \$6.5m. Expenditure has also increased by 15.2% or \$1.1m during the 2020 financial year. The majority of expenditure relates to employment costs which represent 74% of total expenses.

Outlined below is the breakup of income and expenditure for the 2020 financial year:

INCOME



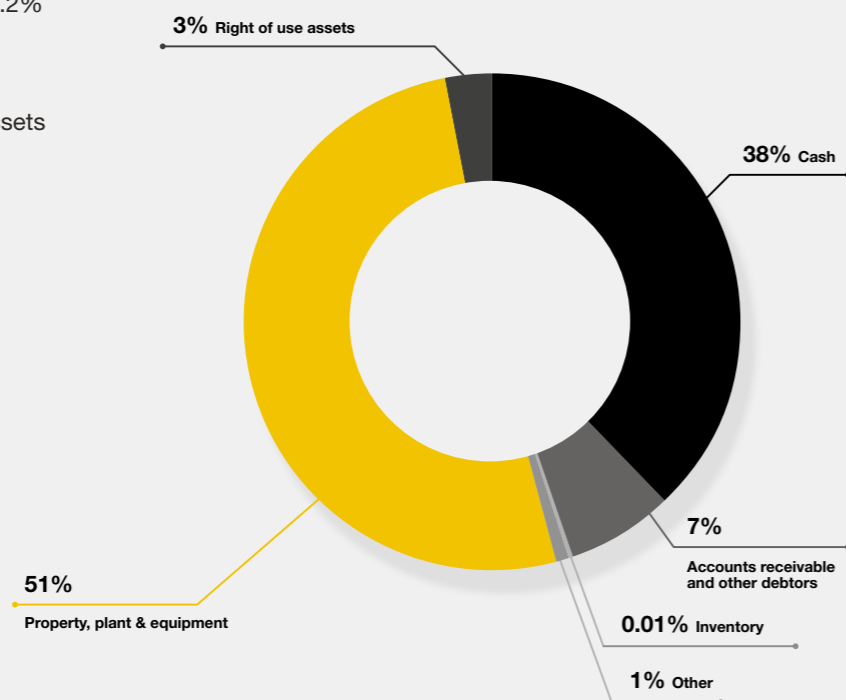
EXPENDITURE



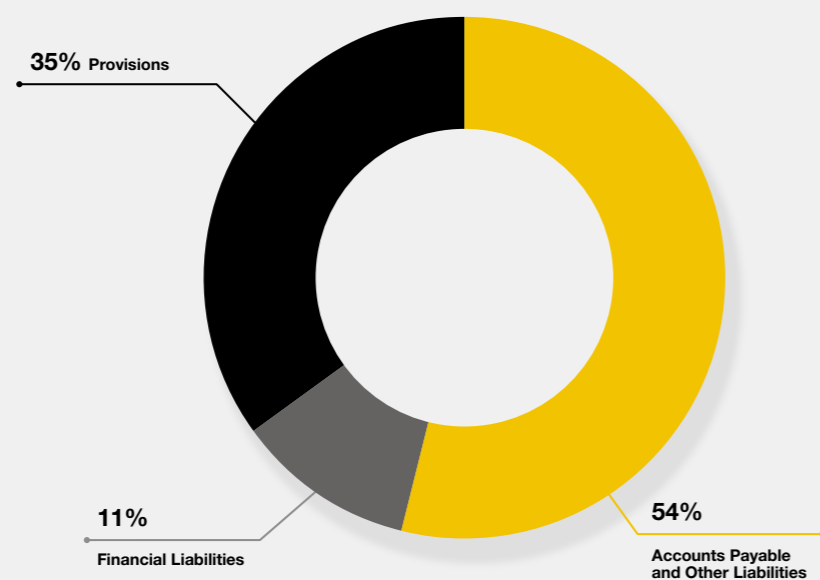
Total assets have increased by \$5.2m or 9.7% compared to 2019. Capital expenditure during the financial year has equated to \$3.5m. Total liabilities has increased \$5.3m or 50% compared to 2019. Net assets have decreased 0.2% to \$43m.

Outlined below is the breakup of assets and liabilities as at 30 June 2020:

ASSETS



LIABILITIES



FIVE YEAR FINANCIAL SUMMARY

	2020 \$ 000's	2019 \$ 000's	2018 \$ 000's	2017 \$ 000's	2016 \$ 000's
INCOME & EXPENDITURE					
Income	80,249	73,682	73,898	71,319	61,933
Expenditure	80,330	69,753	70,293	67,595	58,054
Operating Surplus	(81)	3,929	3,605	3,724	3,879
BALANCE SHEET					
Total Assets	58,916	53,672	45,445	39,645	35,877
Total Liabilities	15,894	10,569	9,066	6,871	6,826
Net Equity	43,022	43,103	36,379	32,774	29,051
CASHFLOW					
Cash at 1 July	18,917	18,281	12,364	12,862	7,597
Cashflows from Operating Activities	7,632	3,202	8,368	6,031	6,253
Cashflows from Investing Activities	(3,497)	(2,566)	(2,451)	(6,529)	(988)
Cashflows from Financing Activities	(427)	-	-	-	-
Cash at 30 June	22,625	18,917	18,281	12,364	12,862

COMMUNITY ENGAGEMENT



Allambi Care hosted and took part in many events throughout the year to support our staff, our families, our kids and our community.



CONNECT WITH US

Community participation and donations allow Allambi Care to continue our work in supporting those who need it most.

We pride ourselves on creating positive experiences for the many individuals and families accessing our services or care. Where possible, we appreciate the community's involvement in facilitating social value and inclusion for those we care for.

Donate Online

You can pledge a single or periodic donation to Allambi Care by visiting allambicare.org.au or contacting us on (02) 4944 5900 to arrange alternative methods of payment.

Fundraising Events

Allambi Care participates in a number of local events throughout the year. You can contact us by visiting allambicare.org.au if you are interested in volunteering your time, or would like to nominate Allambi Care to be the beneficiary of your next event. We are always appreciative of any efforts that aim to communicate our cause and would be happy to provide support for your event where possible.



