



A year of
inspiring
innovation
and positive
impacts.

Annual Report

22/
23

DOING SCHOOL DIFFERENTLY · A DEDICATED TEAM FOR EACH CHILD · REFLECTING ON 20 YEARS OF FOSTER CARE · REUNITING LONG LOST FAMILIES · WE ARE REDEFINING TEACHING METHODS · WE'VE DEVELOPED A DEGREE COURSE WITH UNE · EXPANDING OUR SERVICES ACROSS BORDERS · BETTER TRAINED TEAMS FOR BETTER OUTCOMES

ALLAMBI CARE



Acknowledgement of Country.

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.



Times are tough and the demand for our support is greater than anytime in our 40 year history. It's why we'll never stop training our team and looking for innovative ways to give kids and families a better future.



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.

Vision.

Belonging
Hope
Positive Futures

Our Commitment Areas.

Quality
Culture
Acknowledgement
Connection
Innovation

Contents.

01

OUR REMARKABLE TEAM

- 10 CEO REPORT.
- 12 CHAIRPERSON REPORT.
- 15 NUMBERS WE'RE PROUD OF.
- 16 COMMITMENT TO RECONCILIATION.

02

OUR IMPACT

- 20 DOING SCHOOL DIFFERENTLY.
- 22 REFLECTING ON 20 YEARS OF FOSTER CARE.
- 24 GOOD NEWS STORIES.
- 28 A DEDICATED TEAM FOR EACH CHILD.
- 30 EXPANDING OUR SERVICES ACROSS BORDERS.
- 32 ACKNOWLEDGING STAFF AND THEIR SERVICE.
- 36 BETTER TRAINED TEAMS FOR BETTER OUTCOMES.
- 40 COMMUNITY ENGAGEMENT.

03

FINANCIAL INFORMATION

- 46 FINANCE.
- 50 AREAS OF OPERATION.
- 52 ALLAMBI CARE GOVERNANCE MAP.
- 54 LEADERSHIP TEAM.
- 55 BOARD OF DIRECTORS.



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- YouTube
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01

OUR REMARKABLE TEAM

CEO report.

I extend my deepest gratitude to our team, our stakeholders, and our community for your ongoing support.

Simon Walsh
Chief Executive Officer



I am honoured to present Allambi Care's 2022/2023 Annual Report—a testament to our commitment to making a difference in the lives of those we serve. This report is a snapshot of our achievements and milestones over the past year, all made possible by the dedication of our remarkable team.

Last year, I shared with you our ambitious plans for two significant endeavours that were in their early stages of development. Today, I am thrilled to report the successful launch of both ventures.

Our dream of creating a registered school for special purpose has been realised after 40 years of anticipation. **North Academy**, serving 20 students in years 9 and 10, offers an alternative learning environment that has surpassed all expectations. We achieved an

outstanding result in our first audit and received the distinction of being the first school recommended for a 5-year accreditation in 2023. I encourage you to explore North Academy's Annual Report to witness the incredible impact it has on students seeking an alternative to mainstream education.

This year marked the inception of **TracksHealth**, a clinical services initiative that opened its doors to the community in March. It allows our skilled clinicians to extend their expertise to the broader community, complementing the exceptional clinical support already provided by Allambi Care. TracksHealth offers a suite of professional services, and we are proud to contribute to our local community in this way.

Both North Academy and TracksHealth exemplify our commitment to sharing our expertise, passion, and dedication beyond the boundaries of Allambi Care. While these ventures have not been without their challenges, we remain optimistic about their future and look forward to seeing them flourish in the years ahead.

Our vision extends not only to the community but also to our broader sector and colleagues. **Tact Training**, which provides Therapeutic Crisis Intervention training across the nation, continues to make a significant impact by upskilling professionals in crisis and trauma response—a crucial element in improving outcomes for children in need.

Additionally, we are proud to have been awarded the rights to train an adaptation of Kevin Campbell's Family

Finding, Family Seeing model, known as **Connecting Families**. This training focuses on enhancing youth, family, and community engagement and advocates for a more inclusive model of practice that leads to improved outcomes for those we support.

Our dedication to culture and the reunification of Aboriginal children and young people with their family, community, and country remains a high priority. This year, we introduced our **Innovate Reconciliation Action Plan**, which guides our commitment to providing the best outcomes for Aboriginal children, young people, and their families. Our Cultural Support team play a pivotal role in this initiative, sharing their wealth of knowledge and insight.

In our pursuit of growth, we expanded our reach by taking on a contract to operate in **Northern NSW**. Under the leadership of Director Lindsay Fish and Executive Officer of Operations Brett Smith, we welcomed new staff, foster carers, families, and children to our service, all of whom have integrated seamlessly, and we eagerly anticipate the opportunities this expansion will bring.

Our operations in **Victoria** continue to exceed expectations. The team secured a tender to operate foster care in the Southern Division and is actively working on recruiting carers for this program. Allambi Care's therapeutic and resilient approach to care has earned recognition at the government level, thanks to the dedication of Brett Smith, Mark Harrison, and their team.

Looking ahead, we have committed to a new **Strategic Plan** that will guide us through to 2025. This plan emphasises our priorities: providing quality service, nurturing our organisational culture, honouring our First Nations families, staff, and children, and maintaining our focus on connection and innovation. It will serve as our compass, ensuring that the needs of those we care for remain central to our service delivery.

This year we have maintained a focus on the continued improvement of our systems and processes. We have completed an audit of our systems to increase productivity and have implemented new initiatives to capture and understand data and allow us to provide a real time response to those we support. These initiatives are exciting and will provide much benefit in the future.

Feedback from those we support is a priority and has been achieved through continued application of our Client Voice Survey. Responses directly impact policy and service delivery and allow us to identify best practice and make improvements where required. We are also developing a Youth Leadership Group for further consultation and feedback, and are working on including parents with lived experience in our programs. Both projects will ensure the voice of those we support is heard and prioritised in operations across the organisation.

We have accomplished many goals this past year, reaching more children, families, participants, and our local

community. Allambi Care stands as a resilient organisation with the capacity to achieve our ambitions, grow our staff, and maintain our position as a leader in the sector. Our Board of Directors, a team of volunteers characterised by resilience, optimism, and support, encourages us to think creatively and find solutions to meet the ever-evolving needs of our community.

There is an abundance of remarkable achievements by the dedicated people of Allambi Care that I could share. This report offers just a glimpse of our collective accomplishments.

In closing, I extend my deepest gratitude to our team, our stakeholders, and our community for your ongoing support. Together, we are making a profound impact on the lives of those we serve, and I look forward to our continued journey of positive change.

Chairperson report.

I am proud to be associated with Allambi Care and the impact that is being made on the lives of many people.

Ken Youman

Chairperson – Board of Allambi Care Limited



As has become customary in our sector, the year has again been characterised by complexity, change and dealing with things that are beyond our control. In addition, this year we have had significant growth and diversity in our operations which have stretched our resources. Many people have made personal sacrifices in order that Allambi Care has been able to continue to provide best practice to those in our care.

I am, as always, deeply grateful for your commitment and abilities – you are inspirational!

SAFETY.

The Board remains determined to provide a safe working environment for our people and clients. Focus this year has been on our lost time injury frequency rate. I acknowledge that we operate in a challenging and sometimes unpredictable environment. However, we will make even more effort to address safety issues so that we might continue to improve. We will continue to encourage staff to discuss safety issues with peers and supervisors. Following the established procedures are critical in reducing safety incidents. I am cognizant of the fact that you have made efforts to improve, and I offer you my gratitude for doing so.

GOVERNANCE.

The Board of Allambi Care are determined to remain an ethical, responsible, flexible and agile not-for-profit organisation. We owe it to our stakeholders to be transparent and beyond reproach in our operations. To support this philosophy, and to ensure that all our operations remain transparent, effective and best practice, we are introducing an additional risk evaluation measure.

An internal auditor, a local firm Cutcher and Neale, have been contracted to provide internal audit services. This review will report to the Board's Audit Sub Committee and any remedial action required will be implemented through the company's usual management processes.

We have also focused this year on the

Whistleblower and Conflict of Interest policies and revised documents will be available soon in our procedures documents.

GROWTH – NORTHERN NSW.

Allambi Care has taken over contracts previously held by a service in Northern NSW. This has been a growth opportunity and one that allows our best practice model of care to be distributed more widely in the State. The handover and transition management has been complex, and I express the Board's thanks to Brett Smith and the supporting staff from Newcastle who have made the transition successful. We welcome our new staff in Northern NSW to the Allambi 'family' and thank them for their generous accommodation of change.

GROWTH – VICTORIA.

Our operations in Victoria have met expectations and additional contracts have been secured. The Board looks forward to working closely with our staff in Victoria in providing Allambi Care best practice to our clients. We offer thanks to the staff for their implementation of our therapeutic model of care which is making a difference in children's lives.

NORTH ACADEMY.

The North Academy school has started operation at our West Wallsend site. Twenty students are currently enrolled, and the plan is to extend the size of



the school by 2025 to accommodate years 11 and 12. The Board extends thanks to Mark Said, Parker Jackson and the school and support staff for their efforts in getting the school to a start-up situation and for its continuing success. The school has passed all audit and evaluation inspections from the authorities and we have a five year permission to operate, which is significant.

THE CARE SECTOR.

The sector is experiencing dynamic change, and the result is making planning and long-term strategies difficult to implement. Government policy continues to change and requires a dynamic response from our team. Our executive staff continue to argue for best practice for our clients and they are to be congratulated for their tenacity in this area.

There has been a significant increase in the number of companies providing emergency services in our sector and this has affected the quality of services and in some cases made staff retention by Allambi Care difficult. We welcome the government's proposed changes in this area.

We welcomed the Minister, Kate Washington, to Allambi Care and had the opportunity to explain our strengths and the many issues confronting the sector.

Many of our people made presentations to Kate and I was proud of the way we promoted our service and the quality of what we do.

RUSHFIELDS ACTION SPORTS CENTRE – MACQUARIE ROAD.

Progress on this proposal has been slow due to having to satisfy some DA conditions of approval. The Board is waiting on a final business case regarding this proposal so that a final determination on its future may be made.

INNOVATION AND RESEARCH.

Allambi Care continues to be represented on peak bodies and committees regarding operation of the sector. Papers have been presented at international conferences by our people and the first exchange of personnel with international companies has commenced. Dr Howard Bath, Dr Paul Baker and Brett Smith continue to promote and evaluate our therapeutic model with both Universities and other organisations. Our future in caring is enhanced and secured by the work of our people. We are extremely fortunate to have researchers of such a high standard and credibility.

PEOPLE.

The Board acknowledges that a well-trained and highly motivated group of employees is essential for our best practice in the sector. We are therefore committed to education and providing a work environment that led us to being an 'employer of choice'.

The degree course, organised by Allambi Care, for our people to enable the best possible articulation of prior learning, has been changed to being presented by the University of New England. We look forward to a long and rewarding relationship with them.

We continue to run a publicity campaign to raise public awareness of Allambi Care and the benefits of being an employee or foster carer. To enhance our community profile, many employees have volunteered to join in community events, and we are grateful to them for their participation.

Engagement with the community has also been enhanced by a series of promotional videos that allow our people to 'tell their story' and these have been well received in the community. Our social media footprint continues to expand.

This year, Allambi Care ran a 'Summit' event to recognise our employees who have achieved both employment and quality milestones. It was great to be able to celebrate the achievements of these people with thanks and joy!

BOARD.

This year, the Board has again functioned well and in a harmonious manner to enhance the performance of Allambi Care and to ensure good governance. I am thankful for the generosity of the non-executive Board members who volunteer their time and considerable abilities.

I advise that Kristen Blomley and Cherie Johnson have resigned from the Board. I thank Kristen and Cherie for their valuable contributions to Board deliberations.

THANKFULNESS.

Again, as I comment every year, our operations have only been possible by the integrity and professionalism of our people who provide care to those 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. Your contribution is making a difference in so many lives and giving hope.

I am proud to be associated with Allambi Care and the impact that is being made on the lives of many people. I feel privileged to be able to contribute to our outcomes.

Numbers we're proud of.

946

**STAFF EMPLOYED
BY ALLAMBI CARE**

218

**FAMILIES SUPPORTED
TO STAY TOGETHER**

Outreach: Hunter 103, CC 61, Social work - Individual clients serviced through Social Work: 30, Number of clients who attended group programs: 24

273

YOUNG PEOPLE SUPPORTED
NNSW 50, VIC 60, HUN 163

537

**YOUNG PEOPLE
SUPPORTED TO ACHIEVE
SAFE & STABLE HOUSING**

Homelessness services 448 clients,
Homelessness Youth Assistance Program
89 clients

542

**INDIVIDUALS EDUCATED
TO PROVIDE YOUTH AND
FAMILY SERVICES**

Diploma in Community Services graduates 467,
Bachelor of Community Services graduates 75

55

**INDIVIDUALS SUPPORTED
IN INDEPENDENT LIVING**

Commitment to reconciliation.

Allambi Care are committed to improving reunification of family for the children and young people we care for, reconnecting children back with their family, extended family, and community.

By becoming an active participant with Reconciliation Australia and developing our Reconciliation Action Plan (RAP), Allambi Care are showing our commitment to supporting families and bringing them to the table for family inclusive practice and promoting self-determination, enabling lifelong connections for disconnected young people and families.

Allambi Care have developed our second RAP to demonstrate our continual commitment to enhance and strengthen the importance of family, culture and community. Community, Youth, and Families play an integral part in ensuring we are delivering the supports and achieving the goals outlined in our RAP.

Our RAP will assist to raise a realisation of reconciliation which is needed in the sector, for the challenges our Aboriginal and Torres Strait Islander people face both from the past and present. Through this journey, Allambi Care will explore ways that can innovate change, create belonging, inspire hope for the future and strengthen connections with families and community through service and delivery.

RIGHT:
Awabakal NAIDOC
march. Allambi Care
were proud to be major
sponsors of this event.

BELOW:
Celebrating
Reconciliation Week.





02

OUR IMPACT

Doing school differently.



The North Academy teachers and staff have been instrumental in assisting my son to return to school after two years of school refusal.

Parent of a North Academy student

Research suggests that 20% of children are chronically disengaged from school across Australia. Factors such as mental health, childhood trauma and socio-economic status can impact school engagement and attendance. Students with chronic absenteeism are more likely to drop out of school and experience poorer long-term health and social outcomes.

North Academy is a response to the community-need, offering an independent non-government special assistance school to support vulnerable and disadvantaged young people with complex trauma, developmental or mental health needs. North Academy stems from Allambi Care's

commitment to ensuring that no child or young person is excluded or left behind in education. It is located in West Wallsend, NSW and welcomed its first intake of 20 students in Term 1, 2023.

It offers the community an alternative to mainstream education, which features small class sizes, shorter school days and a unique and personalised blend of wellbeing and education to meet each student's academic, social and emotional needs. Doing school differently is in the school's DNA and is a driving force behind the initiative. North Academy is currently registered and accredited for students in years 9 and 10 and offers students the opportunity to obtain the Record of School Achievement (RoSA) award.

Parker Jackson, Principal of North Academy reflects on the impact he has seen in the first cohort of students, in particular their social growth. “We enrolled 20 students who all had stories of disadvantage in education. Our first cohort of students are young people who are disenfranchised by the mainstream model of school. Most were chronically disengaged for most of their high school career, some have experienced extreme bullying and others did not receive the much-needed care and support they needed to thrive. One of the standout moments of impact this year are the friendships that have been created. We have young people who have for the first time in their life been included in a ‘group chat’ with friends at school and going to the movies together on the weekend. We have created a platform so our young people can experience a sense of belonging and in return we are seeing much happier young people at school.”

The North Academy team is particularly proud of the determination of Morgan, a young person supported by Allambi Care. Morgan came to Allambi after being formally exempt from mainstream education due to his challenging behaviours. Morgan is now on a path to complete his Record of School Achievement Award and has one of the highest attendance rates of any young person at North Academy.

During this first year of operation, the North Academy team also went through an audit from the NSW Education Standards Authority (NESA)

to demonstrate our evidence to comply with legislation. The team were thrilled to pass the audit and were given the maximum length to operate (5 years), which is usually reserved for well-established schools. With a plan to expand the North Academy offering to young people in Year 11 and 12, North Academy are well positioned to continue to positively impact the lives of our young people.

IMPACT IN ACTION.

North Academy has worked with a young person who had not left their house in two years due to high anxiety. Now linked to support and a Psychologist, this young person is attending school full-time. The young person’s Mother shared their feedback with the team.

“The North Academy teachers and staff have been instrumental in assisting my son to return to school after two years of school refusal. They have displayed professionalism, understanding and patience in nurturing and building my son’s confidence and trust. He is now able to attend school, leave our home and has started to partake in external activities such as golf and bowling. I cannot express the depth of gratitude myself and family feel towards North Academy. I took my son bowling for his birthday for the first time in 2 years, as a parent I can’t express the words of how happy I am to see him ok.”



Reflecting on 20 years of Foster Care.

Getting to witness and hear such incredible stories is what inspires me, and I have no doubt is what will keep me here for the next 20 years.

Tim Reed

Director Fostering & Permanency Team

In 2023 Allambi Care reflected on the significant milestone of providing 20 years of Foster Care services in the community. During this time, over 370 children and young people have been supported by approximately 400 authorised Allambi foster carers. Many people have contributed to making this possible, including staff and foster carers, with so many lives positively impacted by these wonderful people.

Over the years there have been numerous long-term placements (the longest is still going after 17 years). Children and young people feeling valued, and having loving and stable homes is so important, this is something worth celebrating. Similarly, a number of children have been supported to find

permanency, through restoration or guardianship orders. This is always worth celebrating and it is thanks to a real team effort, with many people contributing that these goals can be achieved.

There have been many challenges over the years, such as the Covid pandemic, staff shortages, funding cuts and working in an industry that is in a constant state of change, however the biggest challenges and difficult times present themselves when a team member leaves. Over the last 20 years there have been a few goodbyes to some amazing carers due to illness or other tragedies, as well as some staff members and children and young people. It would be remiss to reflect on the last 20 years without paying tribute to all of these wonderful people

and all they meant to the Allambi Care team.

As a program, a stand out moment of impact over the last 20 years was the transfer of case management to Allambi Care from the Department of Communities and Justice (DCJ). This resulted in Allambi Care having an increased level of responsibility, and also being able to make more decisions about the children and young people it supported. This came about from the Wood Inquiry (2008) into Child Protection Services in NSW. This was a significant change for the staff at the time, as it allowed decisions to be made by those who were working closely with the child or young person and their family.

One other significant moment was the move to the Charlestown office. This resulted in the majority of staff being able to work in the same location, which was welcomed by everyone. This facility allowed people from all of the different Allambi programs to meet together, work more productively as a team, and reinforce that everyone was working together to achieve great things for the children, young people and families.

There's a need to be constantly learning and evolving to do this work well, and respond to the ever-changing demands and expectations of the sector. However, one of the most significant learnings over the last 20 years and subsequent change in practice has been how biological family, kin and community are recognised. This is critical to a child or young person's identity, even more so

for Aboriginal and Torres Strait Islander families.

As an organisation, 20 years ago Allambi Care was 'doing the norm', which allowed a child or young person to see their parents about four times a year with supervision. Families were often viewed as people who might be dangerous to staff and foster carers, and who were likely to pose some kind of risk to their children. Although not something to be proud of, there was an obligation to follow court orders regarding family contact.

Fast forward 20 years and it is pleasing to report that things are very different regarding 'family time', supporting a child or young person's identity and culture, and finding as many meaningful 'free and forever' connections as possible.

There is now an understanding of how critically important it is for children and young people to be connected with as many healthy relationships as possible, which is not limited to their parents and biological family. Whilst biological families are vitally important, it is both necessary and beneficial for everyone to have an array of connections so they truly have a 'village' of people to turn to for support.

Over the next 20 years hopefully there will be a resurgence of foster carers to the sector, not just in NSW but across the country. The number of carers has been in decline for a number of years, however the need is arguably greater

than ever before. It would be great to be able to assist more children to return to their family or kin, in accordance with the premise that all children and young people should be with family or kin whenever possible. This would enable the children and young people in alternate care arrangements to be in 'home-based care' with suitable foster carers, enjoying the stability and hope that this care arrangement offers. Finally, for Aboriginal and Torres Strait Islander children and families, the hope is for significant change so that the over-representation is no longer present in out of home care, and so that Aboriginal and Torres Strait Islander children remain with their people, in community and on country.

After nearly 20 years of working in the OOH sector, primarily in foster care, it is the people and their stories who provide the most inspiration. It's a privilege to work with so many incredible people who truly are inspirational for so many different reasons. From the birth parent who bravely turns up to family time every second week, despite the effort and cost it takes to get there, to the staff who go above and beyond every day, even when they feel drained and tired. It is the foster carer, who opens up their home, their life and their heart to the children and young people who need their support. It is the children and young people, who despite all they have been through, somehow find a way to face another day, regardless of how hard it may be.



Good news stories.



REUNITING LONG LOST FAMILIES.

Family Finding at its core is about reconnecting young people to previously unknown family members and significant others, with the aim to expand a young person's support network. This work is core to Allambi Care's commitment to lifelong connections for our young people.

The impact of this work is seen through connections made for a 16 year old young person supported in ITC at Allambi. After successful Family Finding work, this young person was supported to travel to South Australia to meet his father, brother, uncle and sister after not seeing them for 16 years. This connection has led to an ongoing relationship with his father and extended family, allowing for joy, love and healing to be part of this young person's life.

The Family Search and Engagement team have delivered four Connecting Families training sessions with Allambi Care case management staff as part of core practice training. This training supports organisational knowledge and embeds in our practice the importance of family inclusion and lifelong connections for all children and young people living in out of home care.

Our strong focus on this practice has led to a decrease in the number of young people who are self placing due to a lack of consistent family connection.

The Family Search and Engagement team were proud to present at the 67th Annual ACRC event in the USA – sharing Allambi Care's journey to lifelong connections.



WE ARE REDEFINING TEACHING METHODS.

The Learning Centre team are characterised by their passion for making a difference, willingness to think outside the box and their persistence to build connections with our young people. The team work collaboratively to build the capacity for chronically disengaged young people to return to school and/or alternate settings.

This approach encourages our Educators to provide unique learning experiences. The young people at the Learning Centre recently participated in a sustainability project that encouraged them to turn 'Waste to Art'.

What participants learnt at this project aligned with the values of the Learning Centre, as it:

- Taught them about the importance of living sustainably (independence).
- Encouraged collaboration and creativity (generosity).
- Increased confidence in their ability (mastery).
- Resulted in the clean-up of the river running by the Charlestown Office (belonging).

The young people were invited to display their artworks at the Council's Living Smart and Living Together Festival and their creations were entered in the 2023 Waste to Art Exhibition.

"Initially, our young people were reluctant to begin, looking at the waste as 'rubbish' and not seeing its potential to be anything else. After some gentle coaxing and inspiration from their teacher Anthony a robot was created... and from there they could 'see' a turtle and fellow marine creatures, a chicken and baby chick, giraffe and a dog. One of our young people also built an outdoor table out of discarded pallets." Timeka Capizzi, Education Manager.

Some other achievements in the past 12 months include supporting:

- Three short-term placements to assist young people that have been suspended to remain engaged in their learning whilst working with their team to enable a successful return to school.
- One student to complete overdue assessments, avoid expulsion and return to school over a six-week period.
- Five young people to develop consistent study habits, complete assessments and sustain their placements in mainstream high schools.
- Two students to complete their HSC via Distance Education and one of those to move into employment.

- One young person to attend the Learning Centre to rebuild their belief in education after three years of being chronically disengaged and begin a slow, supported transition to school.
- Three semester-long interim placements to build structure, routine and positive connections with education in order to prepare for enrolment in alternate settings for 2024.

During Term Four we plan to capitalise on our young people's interest in sustainability and work on a solar-powered electric vehicle project.



WE'VE DEVELOPED A DEGREE COURSE WITH UNE.

The Bachelor of Community Services degree pathway is an exciting opportunity to further staff education and careers by undertaking study through Allambi Care and the University of New England (UNE).

In partnership, UNE and Allambi Care have developed a degree program which accelerates studies based on previous education, such as a Diploma in Community Services, and by taking work experience in community services into account. In previous years the degree pathway has only been available for staff at a management level with three years' experience, but together with UNE we have now opened this opportunity up to staff in a frontline role with a minimum of five years' industry experience, and staff in other roles in the organisation with five years' experience.

“Over the past five years 75 staff have graduated from a Bachelor of Human Services with UNE with a 100% pass rate. The average tertiary completion/graduation rate is 73%, so we are very proud of everyone involved in the degree program.” Mark Said – Director of Organisational Development.

The current 2023 cohort of 19 is in their first year of the Bachelor of Community Services degree with UNE, and 2024 will see a cohort of 23 begin their studies.

The university cohort's capstone projects have led to significant impact on the organisation, bringing fresh

perspectives and innovative solutions. The outcomes of these projects not only benefit the organisation directly but also inspire a culture of continuous improvement and dynamic exchange of ideas.

The students addressed real-world challenges experienced by young people and staff.

Below are a few of the projects that have brought about change:

- PASE Supervision for staff
- Leaving Care Policy
- Pregnancy in Care
- Creative Art Therapy for Young People

This ongoing training and learning has a far-reaching effect across the organisation, from inspiring change, to directly helping young people in our care.



IMAGE:
Allambi Care welcomed
Kate Washington,
Minister for Families
and Communities, and
Minister for Disability
Inclusion.

**A dedicated
team for
each child.**

The strength of the multidisciplinary team is that the language, interventions, and support is all consistent whilst still having enough flexibility for the individual clinician to still work within their style and scope.

Dr Paul Baker

Director – Clinical Services

Allambi Care has provided in-house wrap-around Clinical support for children and young people as part of our model of care, striving for access to a multi-disciplinary team to support best outcomes for those in our care. Allambi identified a need within the wider community to offer high quality psychological, behaviour support services and allied health services.

The result of this was TracksHealth. Opening its doors in April 2023 – TracksHealth is a clinical services provider offering services to children, adolescents, and adults, through a client-centered approach that factors in, in-depth assessment, individualised intervention plans and evidence-informed practices.

The name TracksHealth was chosen to convey the sense of a personal health journey.

“We believe in supporting young people and their families by walking alongside them on their health journey and meeting them where they are at. Our logo was designed to represent a close-up view of walking tracks and pathways through a topographic map style. The topographic map is reminiscent of indigenous painting styles.” Dr Paul Baker, Director – Clinical Services.

In a short period of time, the TracksHealth team have had significant impact on the local community – assisting a number of young people and their families, many of which had been on waitlists with other services for extended periods of time, with accessing clinical services.

TracksHealth clinicians have been able to advocate for and provide psychoeducation to a number of families around accessing further support for their child and young person, particularly regarding NDIS supports.

IMPACT IN ACTION.

TracksHealth has been working with a 14 year old and her full-time carer. The team consists of the Foster Carer, the management team, Behaviour Specialist, Psychologist and Speech Therapist. Through regular communication, targeted planning, and intervention the team implemented a person-centred approach to wrap around and meet the current needs of the young person and the Foster Carer.

The strength of the multidisciplinary team is that the language, interventions, and support is all consistent whilst still having enough flexibility for the individual clinician to work within their style and scope.

Through ongoing work, and the amazing implementation and support of the Foster Carer, this young person is thriving, developing independent life skills, as well as executive functioning skills, attending school full-time, nurturing strong social connections, and considering future ambitions.

Consistency is what allows the young person to not only be set up to succeed but also transpose the skills to everyday life. When challenges arise, the team can respond in a targeted, measured way by

leaning on each other to provide the most effective care to both the young person and the Foster Carer.

The beauty of a multidisciplinary team is that it builds the foundations at each stage that the individual needs, allowing them to feel more confident within themselves, feel safe within the process and ultimately continue their journey to living a healthy and high-quality life.



**Expanding
our services
across
borders.**



The learning process is ongoing. I've learnt that we can't solve everything, and we need to be patient.

Lindsay Fish

Director – NNSW Operations

Allambi attracts brilliant people who are extremely committed and passionate about supporting the young people we care for.

Brett Smith

Executive Officer – Operations

The Allambi Care model of care for children and young people has seen us expand our services into Northern NSW and has supported continued growth in Victoria. Through relationships, our reputation for best practice, and multidisciplinary responses, we are positioned to make a positive impact across these regions.

VICTORIA.

Allambi has been operating in Victoria since 2019, and continues to shift the culture of best practice in the state. The challenge of embedding the 'outside of the box' thinking that Allambi is known for, has led to more positive outcomes for young people in residential care, and families, as well as successful relationships with significant government partners.

Engaging family finding and cultural connection, as well as championing embedded NDIS supports into the OOH system, has been central to this impact, enabling more continuity in care for young people and their families.

Allambi's role in the National Therapeutic Residential Care Alliance (NTRCA) is helping to shift the view of residential care in Victoria and nationally.

NORTHERN NSW.

The Allambi Care expansion into Northern NSW came from a connection with existing Foster Care provider UPA. Allambi Care and UPA have held a long-standing professional relationship for over 10 years, with Allambi Care staff working alongside the team at UPA and holding

a connection to the operations and program in NNSW.

The past 12 months has seen a focus on building the team with the required experience and expertise in the out of home care space. Lindsay Fish, Director Northern NSW reflects on the last 12 months of operation: "I firmly believe there is a shift in the culture within the team here in NNSW. The work is still hard, challenging and stressful, however there's a sense of increased support and resourcing for the team. We still have a lot of work and improvement to go, however the team is encouraged to speak freely and honestly about how they are feeling."

The team have also celebrated the successful transition of approximately 24 Carer households and approximately 50 CYP within the set-out timeframe. The Youth Worker support cohort has expanded to meet the ongoing needs of the families and young people, increasing from five to 35 in less than 12 months. This has allowed us to staff our own emergency placements instead of using agency staff – resulting in more consistent relationships with our Carers and young people.

Whilst the team have experienced several placement breakdowns and continue to work through other complex cases, they've managed to create some positive outcomes and pathways for some of these children/young people. Two in particular are thriving and kicking goals.

Across our expansion into these new regions there is one common thread: the resilience and commitment of our teams.

Acknowledging staff and their service.

As we stride forward into another year of growth, success, and collaborative achievements, it was a great pleasure to come together for the inaugural Allambi Care Summit Awards.

To honour the dedication, commitment, and outstanding contributions, Service Awards were presented to staff who have been with Allambi for 10, 15 and 20 years. In addition to the service milestones, we also recognised individuals and teams who have shown exceptional dedication and outstanding performance in their respective roles. We believe it is essential to applaud the exemplary contributions of our team members, for their efforts fuel our collective success and drive us towards achieving our organisational goals. We also acknowledge the fantastic cohort of staff who graduated in the Bachelor of Community Services.





Recognised for 15 & 20 years of service.



TOP FROM LEFT:
Nekia Stewart
Sandra Mallia
Tegan James

“What has kept me at Allambi Care is working with our young people and the teams that support them. I have the pleasure of getting to see the resilience, courage and determination shine through in our young people and see them achieve goals with the dedication and support of some amazing teams – including youth workers all the way to senior management.”

Nekia

“I love being a part of the Allambi Family. It’s such a supportive environment to work and they are very supportive of your personal development, not wanting you to stay stagnant, but encouraging you to grow in your role.

The things that we do for children and young people and their families are second to none.

I have no desire to work anywhere else.”

Tegan



BOTTOM
FROM LEFT:
Adrian Russell
Justin Marks
Daniel Pratt

“Allambi provides a platform for me to help vulnerable kids and families. The schnitzel wraps from the café are pretty good too.”

Dan

Congratulations to the evenings award winners.



TOP FROM LEFT:
Brittany Thompson
Danielle Blain
Jeremy Kocon

BOTTOM FROM LEFT:
Kyle Wormington
Theresa Robinson



**Better
trained teams
for better
outcomes.**

One of the most extraordinary outcomes of our program has been the emergence of a springboard effect. Witnessing the incredible transformations within Allambi Care, several staff members have embarked on further educational pursuits, including enrolling into the 2024 university degree program.

Ben Jones

Manager of Learning & Development

The essence of Allambi Care lies in its commitment to empowering individuals and enriching the lives of vulnerable people within our community.

The Allambi Care Learning and Development program strives to be a catalyst for profound change, supporting our dedicated staff to build a meaningful and rewarding career and enhancing the well-being and outcomes for the individuals we support through enhancing their knowledge, skills and attitudes.

The past 12 months

has seen the Learning and Development team continue to facilitate and deliver core objectives through staff onboarding, probationary learning and the Diploma pathway, as well as growing the external training offerings through Tact Training.

ENHANCEMENT OF 5 DAY ONBOARD TRAINING.

In 2023, an enhancement to day 1 of onboarding occurred to ensure that staff were equipped with the necessary skills and information to complete their support worker role. The training was enhanced

with new content and engagement activities to keep staff engaged and completing practical tasks. In addition, an online orientation unit was developed allowing staff to attend the induction with developed knowledge of the history of Allambi Care and the support worker role. This process has enabled greater focus on fundamental skills required for the role on day one. Feedback demonstrates a significant improvement in staff competence and confidence levels entering their induction week and ultimately first shifts.

PROBATIONARY LEARNING OVERHAUL.

The Learning and Development Team have enhanced the 6-month probationary learning and journey for new starters. All content has been reviewed and there's been an overhaul of content to ensure learners are receiving support in relevant areas of need. The content is also being transitioned to a new digital program known as SCORM to enhance engagement and the learning experience. This is scheduled to be complete and rolled out in January 2024.

CONNECTING WITH FRONTLINE.

In 2023, the Learning and Development team introduced monthly house visits by our induction and diploma-based trainers to the programs across ITC, NDIS and SIL. The intention of this is to ensure support workers feel supported

and are able to provide feedback. The house visits have been well received and provided valuable insight on operations and staff support needs.

ALLAMBI SUPPORT HUB.

The Learning and Development Team have continued to populate an internal resource known as the Allambi Support Hub or ASH. This is a resource library that is accessible from all Allambi Care computers and smartphones. ASH Hub enables staff to access 'how to' guides and videos whilst on shift at the click of a button and provides support with practical elements. It includes topics from petty cash to in-depth knowledge on formal diagnosis. The benefits are that staff can access this information around the clock and view at their own pace as needed. ASH also has a built-in referral form where staff can identify topics of need which are then developed and added to the resource Hub.

APPLICATION OF FRAMEWORKS – TAILORED TRAINING.

In 2023, Learning and Development Trainer, Mark Robinson facilitated monthly tailored training sessions to direct care staffing teams. This training assists teams to deepen their knowledge, understanding and application of Allambi Care frameworks specific to the individual that teams are working with. This training provides a tailored, unique and strategic approach to providing targeted and best

supports for the individuals we care for, and is a collaborative approach. Training has included involvement with the Allambi Care cultural team, clinical team and family finding programs to identify goals. Below is an excerpt from a clinician who attended a recent session:

“From a clinical perspective, this training format gave me the opportunity to gain a wealth of experiential knowledge from the workers that will inform my practice and procedures moving forward. This one day gave me more insight than what 6 months' worth of team meetings and placement visits could provide me around understanding the relationships and connection the team has with (CYP), her felt safety at the placement, and how to help build on and improve her coping strategies during crisis.”

3 PILLARS OF TRANSFORMING CARE.

Allambi Care's external training program known as Tact have now begun to facilitate and auspice Howard Bath's '3 Pillars of Transforming Care' program. This is well renowned trauma training that is highly sought by the sector, particularly in QLD and SA. Allambi Care staff members Mark Robinson, Nathan Trimble and Sunet Rossouw have been identified as trainers and in June, attended an Instructor Train the Trainer Course with Howard Bath and US colleagues in Sioux Falls, South Dakota. During this time, they were certified as Instructors. Tact will facilitate courses throughout Australia

as it continues to diversify and expand portfolio offerings and all staff are eager at the opportunity to learn and train alongside Dr Howard Bath.

TACT ENHANCEMENTS.

Not only has the Allambi Care external training arm expanded in offerings with the '3 Pillars of Transforming Care' and 'Connecting Families' Training offerings – Tact has also benefited from the recent announcement of external consultant Alexandria Gravenall joining the team in a full-time capacity from 2023. Alexandria brings a wealth of experience across a 15 year career in the sector working in out-of-home care programs in QLD. Alexandria is a certified TCI Instructor and will assist Tact with growing resources and increasing the amount of training opportunities for TCI due to growing demands. Tact also rolled out a fresh new website in September 2023 increasing user experience and administrative automations.

DIPLOMA OF COMMUNITY SERVICES.

Since January 2023, the Learning and Development team have supported an additional 36 staff members to successfully complete their Diploma of Community Services. An additional 44 Allambi Care staff are scheduled to complete and graduate in November 2023. Out of the 80 enrolled, only 4 staff have resigned from the program, demonstrating an incredible retention rate for qualifications when compared across the VET sector.

The Learning and Development team continue to deliver the Diploma Pathway program, which was conceived with the understanding that traditional educational settings can be daunting for some individuals. The last 12 months has seen a heartwarming transformation in the participants' approach to learning. The transformation is encouraged by the powerful relationships and connections that have flourished between learners and experienced trainers who have walked the walk in direct care roles.





Shannon Sp
SSI A

Shannon Sp
SSI A

Community engagement.



IMAGES:
The Allambi Care inaugural Spicy Brain event to celebrate the contribution neurodiversity and disability makes to our community.





ABOVE & RIGHT:
Allambi Care
School Garden Bed
Competition at the Lake
Macquarie City Living
Smart Festival.



LEFT:
Wear it Purple event
- celebrating the rich
diversity that exists
within our communities.
We are privileged to
support our rainbow
young people.





IMAGES:
Wear it Purple event
- celebrating the rich
diversity that exists
within our communities.
We are privileged to
support our rainbow
young people.





IMAGES:
Cinema in the Park.





ve care.



Did you know
you could be
a foster caregiver

Did you know
you could
foster care



AMBI CARE

03

FINANCIAL INFORMATION

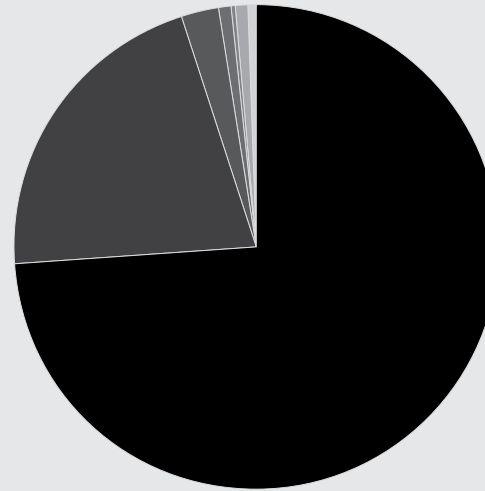
Finance.

OVERVIEW

In the 2022/23 financial year Allambi has achieved an operating surplus of \$2.506m.

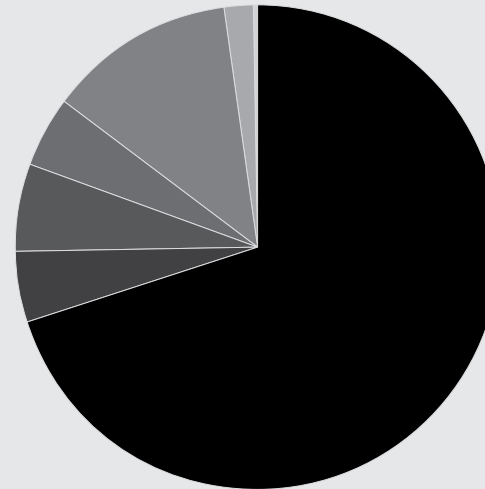
INCOME & EXPENDITURE

Income has increased from prior financial year by 12.7% or \$13.2m. Expenditure has also increased by 15.0% or \$15m during the 2023 financial year. The majority of expenditure relates to employment costs which represent 69% of total expenses.



INCOME

- State Funding (74.1%)
- Commonwealth Funding (21.0%)
- Other (2.7%)
- Client contributions (0.8%)
- Sale of goods (0.3%)
- Interest (0.6%)
- Rent (0.5%)

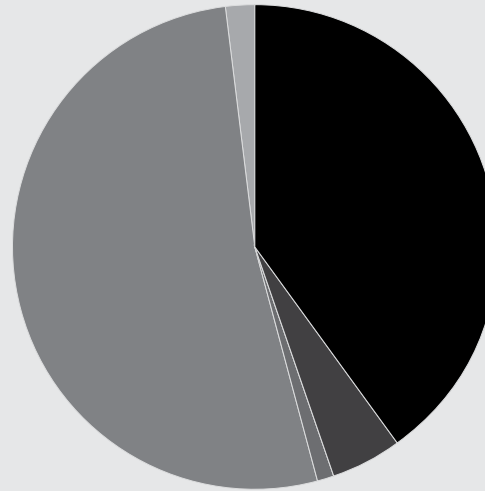


EXPENDITURE

- Employment (70%)
- Household (5%)
- Client/Carer direct operating exp (6%)
- Insurance (5%)
- Other (12%)
- Depreciation/ Amortisation (2%)
- Inventory (0.1%)

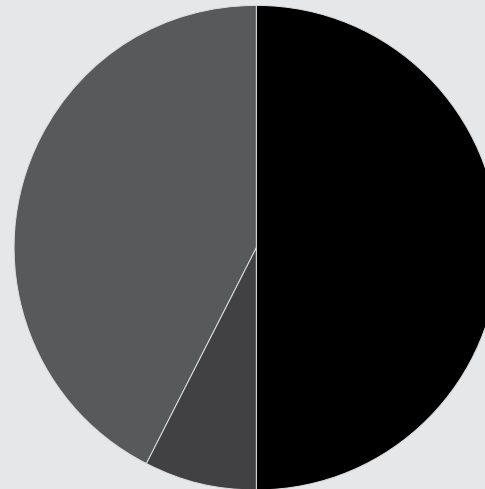
BALANCE SHEET

Total assets have increased by \$8m or 10.5% compared to 2022. Capital expenditure during the financial year has equated to \$3.1m. Total liabilities has increased \$5.6m or 37.8% compared to 2022. Net assets have increased 4% to \$64.7m.



ASSETS

- Cash (38%)
- Accounts receivable and other debtors (5%)
- Inventory (0.01%)
- Other (1%)
- Property, plant & equipment (55%)
- Right of use assets (1%)



LIABILITIES

- Accounts Payable and Other Liabilities (44%)
- Financial liabilities (6%)
- Provisions (50%)

Income & Expenditure	2023 \$ 000's	2022 \$ 000's	2021 \$ 000's	2020 \$ 000's	2019 \$ 000's
Income	117,289	104,043	87,929	80,249	73,682
Expenditure	114,783	99,784	86,196	80,330	69,753
Operating Surplus	2,506	4,259	1,733	(81)	3,929

Balance Sheet

Total Assets	85,204	77,078	58,232	58,916	53,672
Total Liabilities	20,479	14,858	13,477	15,894	10,569
Net Equity	64,725	62,220	44,755	43,022	43,103

Cashflow

Cash at 1 July	29,467	22,547	22,625	18,917	18,281
Cashflows from Operating Activities	8,849	8,362	1,080	7,632	3,202
Cashflows from Investing Activities	(3,103)	(549)	(439)	(3,497)	(2,566)
Cashflows from Financing Activities	(1,109)	(893)	(719)	427	-
Cash at 30 June	34,104	29,467	22,547	22,625	18,917





Areas of operation.



NORTHERN NSW

- Foster Care
- Family Finding
- Clinical Services

HUNTER

- Foster Care
- Intensive Therapeutic Residential Care
- Family Finding
- Clinical Services
- NDIS
- Court Support
- Family Support
- Homelessness Support

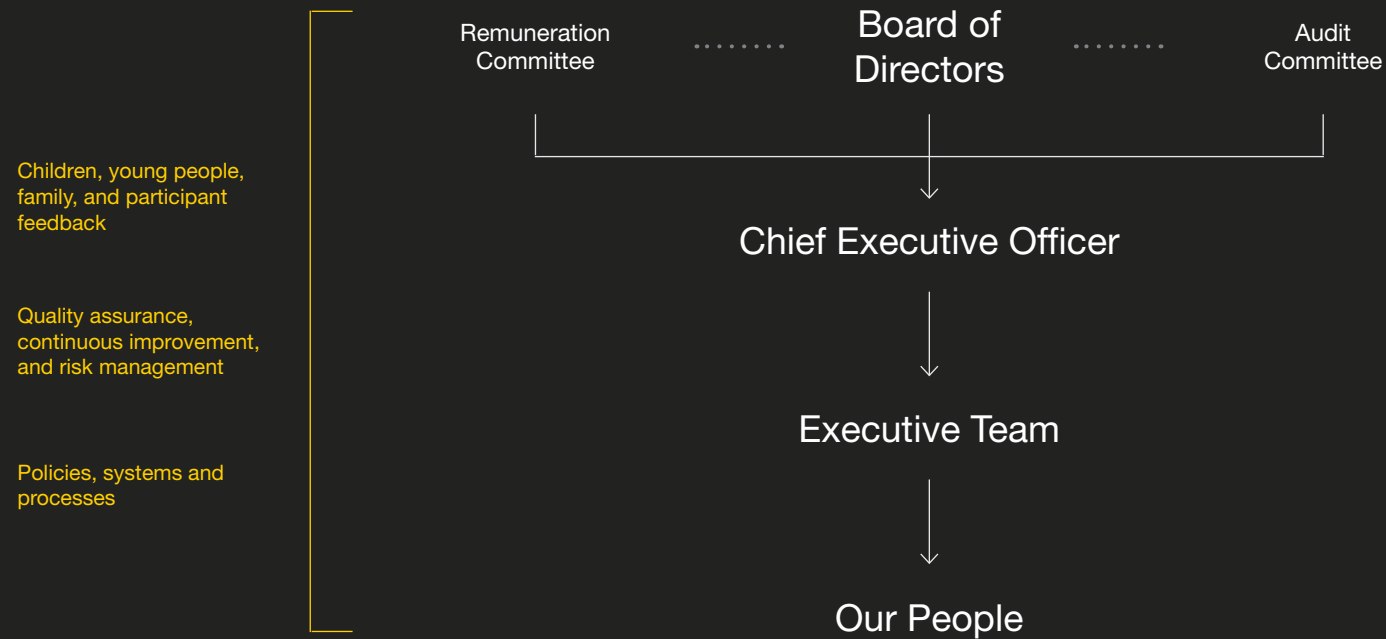
SOUTH MELBOURNE

- Residential Care
- Foster Care
- Family Finding
- Clinical Services

GIPPSLAND

- Residential Care
- Foster Care
- Family Finding
- Clinical Services

Allambi Care governance map.





Leadership team.



Simon Walsh
Chief Executive Officer



Brett Smith
Chief Officer Operations



Stephen Graham
Partnerships, Engagement
& Innovation



Mark Harrison
Therapeutic Care
& NDIS Victoria



Lyndal Day
Finance



Adam Walsh
Director — People, Support
& Culture



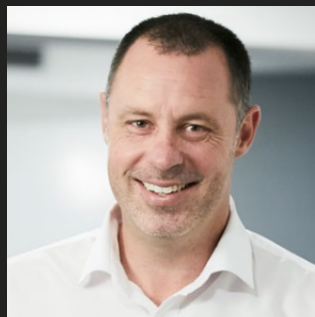
Mark Branson
Therapeutic Care & NDIS



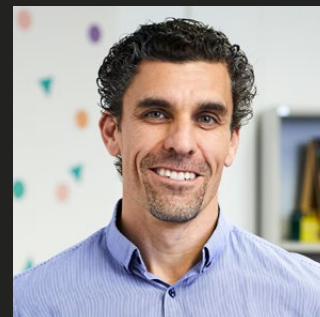
Dr. Howard Bath
Consultant — Research, Training
& Program Development



Kelly-Lee Goodchild
Family & Early Intervention
Services



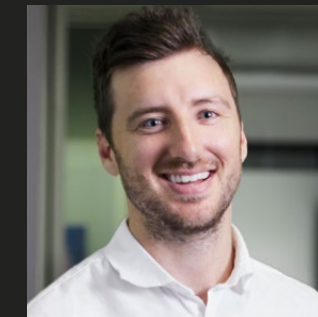
Tim Reed
Fostering & Permanency



Mark Said
Organisational Development



Dr. Paul Baker
Clinical Services



Thomas Blomley
Corporate Services



Lindsay Fish
Director — NSW Operations

Board of Directors.



Ken Youman
Chairperson —
Non-Executive Director



Peter Parsons
Vice Chairperson —
Non-Executive Director



Graeme Thomas
Treasurer —
Non-Executive Director



Simon Walsh
Secretary —
Executive Director



Bronya Thomas
Non-Executive Director



Paul Sneddon
Non-Executive Director



Dr. Tony Ryan
Non-Executive Director



Cherie Johnson
Non-Executive Director



Brett Smith
Executive Director



Kristen Blomley
Executive Director

