

CHANGE

&

OPPORTUNITY



Annual Report 2023

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Martin Jackson



John

John and I envisioned ‘Change and Opportunity’ in the Governance space – within the Board and Executive group as a constructive and positive approach to improving oversight at arbias.

With two key directors stepping down from the board after many years of service Mark Mileo (law) and HH Lance ‘the Judge’ Pilgrim (Justice) saw the opportunity to refine the representation of these key roles.

Mark, affectionately known as MM on the Board gave 16 years of invaluable advice guidance and critique to his colleague directors and the CEO.

HH ‘the Judge’ similarly provided great insight in justice matters particularly in court matters over the last 6 years.

Gabrielle Levine has joined the board occupying the Justice seat and is bringing extensive experience and expertise in operationalising legislation in the justice system to achieve rehabilitative outcomes. We are currenting recruiting for the Legal position vacated by MM.

In addition arbias has decided unanimously to create a new board seat for a person with Aboriginal heritage providing important governance understanding of the cultural

sensitivities for this community and our subsequent support and interventions that will be led by our 1st nations people. Thank you to Tom Bell (Executive Director, First Peoples’ Self-Determination Division, Environment, Climate Action and First Peoples Group. Department of Energy, Environment and Climate Action) for his insights and assistance in this search. Similarly the Executive group saw the resignations of two key leader/managers, Nic La Rosa CFO and Chris Lines D/CEO who were both offered opportunities that could not be passed on.

With these changes a review of service need in line with this post COVID era and subsequent restructure now implemented accordingly, revealing the positions of Executive Manager Finance and Business Operations and Executive Manager Client Services.

A big welcome to Narelle Woods who has just surpassed her 1st 6 months via a baptism of fire in building our 2023/24 budget build (forecast) in extraordinary time frames.

We also welcomed David Forfar as the newly created Manager Client Servies NSW and Huss Hassan as the Manager client Services Victoria. Both are focussed on ‘raising the bar’ on the quality of service offered to

our clients. arbias engaged the services of two external independent consultancies, one (Integr8 Behaviour Consulting) to conduct a client satisfaction survey across all residents living in our TAC funded residential service and one to conduct an agency wide staff satisfaction survey. Both surveys aimed at understanding gaps in service support and delivery particularly at Leadership Management levels in our organisation. The areas of improvement identified in each of the surveys will be actioned and resolved over the coming months and into 2024. Read more on page 10-12.

CLIENT STORIES

RIPL

‘SIMON’
Simon who lives at Glenroy enjoys the company of Manoj, the house supervisor. He is very happy to see Manoj often. He says that Manoj is like his technician because the he helps him to rectify problems related to his gadgets and also any other problems regarding the household appliances.

He shares his past stories with Manoj. He is optimistic and is enjoying the RIPL setting as he mentioned.

INITIAL TRANSITION SERVICE

‘DRU’ - ITS
Rachelle Michael Case Manager

Dru was signed up with the ITS program a few months after his release from custody. The CCO (Community Corrections Officer) at the time was really struggling to engage with Dru as he doesn’t believe in the system or the support that it offers. He would generally come into his reporting sessions, put his head down and respond with a simple yes or no if you tried to ask him any questions and then leave.

They hadn’t gotten very far together during the months since he had been released, so the CCO reached out to me to have a discussion and see if there was

anything I could do to help. We arranged a meeting and did his Risk Assessment together and I then saw Dru that same day.

Dru walked into the room with a hat on and his head down and refused to give eye contact for a single second during that meeting. After introducing myself, I explained to Dru that I was a case worker and I was able to assist him with getting on top of all the things that are currently weighing him down, that I could assist him with his housing, with employment, with finding a GP and setting up appointments. He looked up at me and said “Can you help me get my White Card and a uniform so I can get a job?” I said “What are you doing right now?” he said “Nothing” I said “Let’s go get it”.

He jumped out of his seat that second and came with me to Marrickville Metro where we were able to apply for his Replacement White Card on the spot and give him a temporary card, update all his details through Centrelink and Service NSW, go to Kmart and buy new boots and work attire and head to Woolworths to pick up some fresh groceries for the week.

Dru was so astounded by how much we were able to achieve in one day, he thanked me profusely and told me he has never gotten

on the spot support before and people always make promises but never follow through.

In the following weeks, I assisted Dru with building a new and professional resume, set him up with an employment agency, worked on video applications and sat for interviews together. I got a call from him saying he landed a full time role being a Forklift Driver for a warehouse in Revesby. He said it had been over years since he last had a resume, applied for a job, sat for interviews and was chosen. He was so proud of himself and even asked me to continue helping him better his life saying “I’ll do anything you tell me to do, no one has ever cared for me and helped me this much”.

We went to his first GP appointment together and now has a referral to have his first Psychologist appointment next month.

Additionally, now that he has a full-time position, we are able to apply for some better private rentals and get him into a place of his own that he can now afford. Dru was very excited for the inspections ITS arranged.

Dru’s CCO cannot believe that in 6 weeks this is the same guy who for months would barely even talk or look at you.

‘PETER’ - ITS
Rachelle Michael Case Manager

Peter is in his mid-sixties and was referred to the ITS program after being released from custody. Peter had previously had a stroke, used a walker and was extremely vulnerable. He was living in a boarding house that was not only physically unsuitable, but also placed him at risk of having his vulnerability exploited by other residents.

The ITS program assisted Peter to find more appropriate accommodation as well as support him to source furniture, kitchen items and linen. At the same time linking him with appropriate services to ensure his physical health needs were adequately addressed.

Peter was very happy with the outcome of the support he received, calling after the first night in his new place to say “it’s the best night’s sleep” he has ever had.



COMMUNITY PROGRAMS

Greg participates in the Community programs, unfortunately he needed to go into hospital for treatment on his hip. As part of a community program, we arranged for Greg’s friends and other participants in the program to visit him in hospital. The visit was a great success, it really meant a lot to Greg that his friends were able to support him during his treatment, he had a big smile on his face as everyone walked in to see him. It was also very important to his friends that they were able to support him while he was unwell. They spent a lot of time with Greg during the hospital visit and Greg was so grateful he gave flowers along with a huge thank you to arbias for helping his friends to visit him while he was in hospital.

Neely and Emilio



TAC

Maintaining connections with the people who are important in our lives is one of the drivers of happiness and quality of life. It is always happy when family and friends surprise us, and our resident Nicole was recently surprised by a visit from her Cousin Sharon and her 94 year old grandmother when they came to take her out for lunch at the Wheelers Hill Hotel. Nicole was so happy, as you can see by the big smile on her face, this made her day.

The Wheelers Hill team

GOOD NEWS STORY - BWS

BWS is a 26 year old male who lives with Aspergers Syndrome, ADHD & complex PTSD, was referred to the ITS program by his CCO after serving 18 months of a 3 year custodial sentence before being released to serve the remainder in the community whilst on parole.

His identified task areas were: Accommodation Support & Living and Social & Personal development. Identified goals associated with those task areas were to find suitable affordable housing & a DSP application and/or an NDIS application with support from Disability Employment Support (DES) provider.

BWS's time and participation in the ITS program had been complex at times but very rewarding in that process. His initial management plan was changed to suit his ongoing needs as we progressed. His housing situation was addressed early in the process as he moved from an extended family members home which was not conducive to him moving forward in his life into his foster mother's home, which negated the need to support him with his immediate housing needs.

He was initially supported with his banking, Centrelink & Medicare needs, to re-open a closed account and request new Centrelink & Medicare cards which were used with his birth certificate to present to Service NSW for a Photo ID.

He was also referred and supported to engage with a job service provider (JSP) and upon my request he was then referred for a Job Capacity Assessment (JCA) with a view to ascertaining suitability for DES, which was attended to and as a result a referral to a DES provider was made. During this assessment it was noted that he may well qualify for a DSP which is currently under review with Centrelink.

The DES provider and I have since supported BWS with a placement at a local TAFE in a Cert 2 "Introduction to Motor Mechanics" course which BWS is excelling in as he has a passion for Motor Mechanics. This part time course commenced in August 2023 and will be ongoing for 14 weeks, 2 days a week.

An NDIS access request was made to a local NDIS access provider and as part of that process BWS was supported to find a new GP in the local area who supported BWS's NDIS access request by way of a Mental Health Plan and a PRIMA referral for Counselling which were requested by the NDIS access team and will be used in conjunction with his GP reports to further support his application to the NDIS for a support package.

An online application was made on BWS's behalf to Victims of Crime (VOC) for counselling to address his childhood trauma resulting from ongoing physical

and mental abuse at the hands of some family members. He was afforded 22 hours of counselling and in turn was then referred to a local therapist for ongoing trauma counselling which will also be used to support his NDIS application.

His NDIS access request application has commenced but is still pending due to a delay in the PRIMA referral for Counselling process owing to a contact change, however we have been assured his referral will be actioned with priority in the very near future. BWS was also supported through the ITS program by way of brokerage support being a new phone, phone & opal card credits, groceries, food boxes, clothing and payment of his initial GP & MH Plan appt's. as well as a Lenovo tablet which he will use as part of his TAFE course as well as a means of communicating with his NDIS provider via video calling.

Bailey has expressed he is feeling very confident about his future and expressed his gratitude for the support afforded to him from the ITS program which in turn I commended him on his participation in the ITS program and dedication to giving himself a solid foundation to move forward with in the next phase of his life.

At the time of his exit from the ITS program BWS was still very committed to his TAFE course and with ongoing support from his DES provider an application will

be made for him to enrol in the follow up Cert 3 in Motor Mechanics which will involve a work experience placement & training as part of that process.

Michael Kuusik ITS CM (arbias Ltd.)



NOTABLE EVENTS

ITS Caseworker & Photographer Warren Powter has a photograph mounted in Lismore Community Corrections office.

The arbias team bring many skills and talents and arbias are very proud of the work our team do to enhance inclusiveness and be involved in our broader communities. In February, ITS Caseworker and photographer Warren Powter was recognised for his creative work, with one of his photographs being mounted in the soft interview room at Lismore Community Corrections office, along with a plaque recognising his work. The photograph was taken with permission in November 2022 at a smoking ceremony that Warren attended. Congratulations to Warren on this achievement.



CEO John Eyre presents at the Reintegration Puzzle Conference Perth.

The Reintegration Puzzle Conference is a key event in the Post Release space, bringing together delegates from around Australia and New Zealand. This year's conference was held in March 2023, with several of the arbias team travelling to Perth to attend. CEO, John Eyre, presented at this year's conference, highlighting the challenges for people from the ATSI culture and who interface with the justice system.



Above:John presents at the conference in Perth.

Left: arbias delegates of the conference: Kim Robin (ITS Caseworker, Wollongong), Lee Salmon (Executive Assistant), Huss Hassan (Client Services Manager Vic), David Forfar (Client Services Manager NSW), John Eyre (CEO), Warren Powter (ITS Caseworker, Lismore).

Executive Planning Workshop 2023.

The Executive team along with Consultant Rhonda Venn, held a planning workshop in late January. The workshop considered planning areas around governance, organisational and team priorities. The outcomes of the workshop produced a comprehensive organisation wide workplan of next steps/actions for internal development.



RESIDENT SATISFACTION SURVEY - TAC RIPL RESIDENTIAL SERVICES

Interg8 Behaviour Consulting conducted a satisfaction survey across all 4 sites, Glenroy 1 & 2, Abbotsford and Wheelers Hill.

The primary objective:

The primary objective of this research was to understand the level of satisfaction of arbias residents with their RIPL units and with staff, and to highlight areas where arbias could improve their service to residents.

Within this context we wanted to understand how residents feel about their units, points of satisfaction and dissatisfaction with staff, and potential areas for improvement.

In addition we wanted to understand how they feel about their relationship with fellow residents.

We also wanted to rate their quality of life and agency living in an arbias residential facility.

Some of the findings include:

How do residents feel about living in their RIPL units?

Overall, residents enjoy the independence of living in their RIPL units. Overall, arbias staff were seen as caring, compassionate, experienced,

polite, courteous and providing high levels of care. Half of residents considered the service to be better compared to a year ago.

What works well?

Safety (4.4/5): Most residents feel safe in their units, with keys, alarms, security doors, gates.

Home environment (4.3/5): Units are considered by residents to be attractive, modern, and most look out onto a garden vista.

Accessible design (4.3/5): Residents consider units to be well designed for people with mobility issues or people using wheelchairs.

Support to learn and grow, and to achieve goals (4.3/5): Although some residents don't want much help in this area from staff, others value the opportunity to go out with carers to the pool, gym, shops or to cook together.

Assistive technology (4.1/5): Residents report the technology makes life much easier and instils a sense of pride in residents.

Listening and acting on feedback (4.0/5): Most residents generally feel arbias respond to feedback - even if staff need to be reminded at times.

What could be improved?

Overall: Some residents were very happy and unable to think of anything that can be improved. Some general suggestions included staff listening and supporting more, understanding individual residents' likes and dislikes – for arbias and agency staff, improved staff training, more activities.

Maintenance (3.6/5): Many residents indicated delays in having repairs completed. Endeavour to get items fixed more quickly, with unavoidable delays explained clearly to residents. Request that Real Estate Agencies review their maintenance contractors and request more prompt service/ action.

Staff and support (3.7/5): Most residents rated arbias staff and support highly, however ratings varied by site. On the whole, arbias staff were seen as caring, compassionate, experienced, polite, courteous and consistently provided high levels of care. Some residents said having more staff on busy shifts would be beneficial, and some felt disappointed some staff were less friendly or seemed uninterested getting to know residents

residents would value suggestions from staff for activities they could consider. One resident in Wheelers Hill needs a van that can accommodate a scooter.

Privacy (3.8/5): Some residents need assistance installing privacy features to ensure they are not being overlooked by neighbours. Another resident would like more notice of staff (mostly agency) entering the unit.

Communication with staff (3.9/5): Some residents mentioned inconsistency across staff in this respect. Improve communication with residents when there are changes to staff roster.

Relationships with fellow residents (3.3/5): The lowest rated measure, whilst generally most residents get on with fellow residents, some find other residents more difficult to get to know. Offering group activities may assist in improving relationships for interested residents.

Some qualitative comments:

"I'm not sharing accommodation. I'm living in my own space. The main thing to me is privacy. Carers can leave. There is no noise. I can go out whenever I want to, if I arrange it, there is no problem."

"It gives me my privacy and independence, which is very important to me after what I've been through"

"I'd like to do more. More activities. I'd like to get out and about a bit more. Keep my brain active. Honestly, I'm not sure exactly what. I would like for them to give ideas and I could choose from a list"



EMPLOYEE SATISFACTION SURVEY – AGENCY WIDE

People Solutions Consulting conducted an employee satisfaction survey across the whole agency. People Solutions was engaged in June 2023 to obtain objective insights into overall employee experience at arbias.

The survey provided the opportunity to respond to a range of questions covering the following themes:

- Overall Employee Sentiment
- Role Clarity
- Learning & Development
- Systems & Processes
- Work Engagement
- Autonomy & Empowerment
- Communication
- Work Environment (including Safety)
- Reward & Recognition
- Leadership
- Team Environment
- Customer Service
- Loyalty & Commitment
- Work life balance

- Ethics & diversity
- Vision & Values
- Employee Advocacy

Summary of results

The results overall, have provided some positive insights into life at arbias! Overall, the majority of employees:

- Are satisfied in their current role and have no plans to leave arbias.
- Have a strong sense of loyalty and commitment and are proud to work for arbias.
- Have role clarity and know who their Leader is.
- Believe there is a strong team environment of trust and respect.

- Demonstrate a high level of resilience and perseverance.
- Are satisfied with the workplace culture and have a high level of job security.
- Are optimistic positive changes are happening because of new leadership.
- Feel their work is meaningful and purposeful which provides a high level of intrinsic motivation.

Constructive insights shared include but not exclusive to that will be acted on if appropriate:

- Centralised decision making and lack of consultation.
- Lack of resourcing (staff) and lack of Learning & Development opportunities.



LOOKING AHEAD IN A RESOURCE LIMITED ENVIRONMENT (GOVERNMENTS) NEUROPSYCHOLOGICAL ASSESSMENT AND INTERVENTION SERVICE NPAIS SERVICE - NSW

arbias has ramped up its efforts to make the case to the NSW government, Department of Communities and Justice (DCJ) that a small amount of funding to establish a NPAIS service in NSW will provide 2 significant benefits to community and government across that state: a social benefit through increased community safety and the financial benefit with significant savings to government.

The Victorian state government in 2018 estimated savings annually of between \$25M and \$30M, some 5 years ago; imagine the savings in 2023/2024.

Neuropsychological assessments are instrumental to people with an Acquired Brain Injury (ABI) being able to live safely and independently in the community and thus being less reliant on funding for other formal services and support.

Identical to the Victorian service based in Brunswick Melbourne \$500K funding per annum for 6 part time Clinical Neuropsychologists to conduct neuropsychological assessments that diagnose the presence of an Acquired Brain Injury and its comorbidities of Mental Health and alcohol and other drug issues in addition to providing behaviour intervention expertise and advice to arbias staff and partner organisations is a game

changer as outlined above.

Neuropsychological assessments primarily examine the behavioural expression of brain dysfunction in conditions such as ABI, Intellectual and Learning Disability, and Mental Illness. An assessment investigates the level of impairment (if any) across cognitive domains (e.g., memory, attention, executive functioning etc.) for the purposes of diagnosis, client care, identification of treatment needs, measurement of treatment efficacy, and for forensic purposes. The assessment results guide recommendations on appropriate interventions, including access to both generic and specialist support services in the community.

Furthermore, the results of the assessment and the ensuing recommendations and management strategies direct both people with cognitive impairment and their support networks on how to maximise the individual's independence in the community, reducing reliance on formal costly long-term services, such as expensive interface with the Justice system (police, courts, prisons and other formal forums) and our health system (hospital trauma units and other).

It has been demonstrated that common sequelae of ABI, including increased aggression,

decreased frustration tolerance, and impairments in impulse control and other cognitive functions (e.g., deficient memory and reasoning skills) may affect an individual's ability to comply with the law and thus place individuals with ABI at a higher risk of criminal offending and re offending. Indeed, a high prevalence of ABI has been identified in prison populations within Australia and universally. Therefore, there is a strong argument for the need and utility of using neuropsychological assessment and rehabilitation as a means of reducing risk of offending and reoffending in individuals with an ABI as well as addressing the criminogenic needs of previous offenders

The referral sources for assessment at arbias include but are not limited to medical practitioners, self-referral and family, health and disability agencies, legal firms, Magistrates courts, and corrections services.

Clinical Neuropsychologists are experts by definition; their work and reports are admissible in court and meet the highest burden of proof required.

John and members of his executive team will put a proposal to the NSW government in the 2024 to argue the case.

SPOTLIGHT ON THE NEUROPSYCHOLOGY ASSESSMENT AND INTERVENTION SERVICE (NPAIS)

The Neuropsychology Assessment and Intervention Service (NPAIS) at arbias in Victoria operates under two streams, a stream that is block funded by the Department of Families, Fairness, and Housing (DFFH) to support people referred by general practitioners, hospitals, health clinics, mental health and alcohol and other drug services, government housing services, family and self-referrals; and a private clinic for people who are not eligible for funded neuropsychological assessment or have funding available to them.

The DFFH funded service aims to provide neuropsychology assessment and intervention to people with suspected acquired brain injury (ABI) and other co-morbidities such as mental health and substance misuse, who are often in financial hardship. This service offers diagnoses and tailored reports that further inform their eligibility to supports through NDIS.

The private clinic stream includes forensic neuropsychology assessments or expert witness reports for clients involved with the justice system that have risk factors for an acquired brain injury, such as substance abuse, trauma to the head, neurological conditions (including stroke, Multiple Sclerosis, Epilepsy), neuropsychiatric conditions (including schizophrenia), and Intellectual Disability.

Our neuropsychologists answer referral questions to provide a diagnosis of acquired brain injury and establish links between a client’s brain dysfunction and offending behaviour, and at times referrals might need to address Fitness to Plea. Our pre-sentence reports detail any cognitive abnormalities due to brain injury or neurological dysfunction. Our reports include recommendations (acknowledging that sentencing is the ultimate issue to be decided by the Court) on the impact of a custodial term and/or capacity to engage in a CCO etc. We also make tailored recommendations for offenders’ treatment approach to address any relevant psychological and behavioural/offending issues at the time and reduce risk of recidivism in future.

The NPAIS team has a high level of expertise in completion of reports for the criminal courts system. Forensic assessments are often purchased via Victoria Legal Aid funds, court programs (e.g. CISP, The Neighbourhood Justice Centre), or self-funded.

Clients are seen in our Brunswick offices but are also be assessed in-custody at Metropolitan or regional prisons if required. Neuropsychology assessments funded by NDIS provide an indication of the participants’ cognitive strengths and weaknesses and how supports could be very tailored to their specific needs.

2023 CEO AWARDS

The CEO award is given to team members who are nominated for outstanding achievement and for work that is above and beyond, delivering significant outcomes to our people and partners. This year saw an exceptional number of our team put forward for the CEO award and with such outstanding effort, there were three recipients awarded this year. Congratulations and well done to all the recipients.



Rachelle Michael – Case Worker Initial Transition Service NSW

Rachelle has achieved exceptional outcomes with clients who were reluctant to engage. She has achieved this despite a number of extenuating circumstances.



Donna Myrthe – Senior Finance Officer

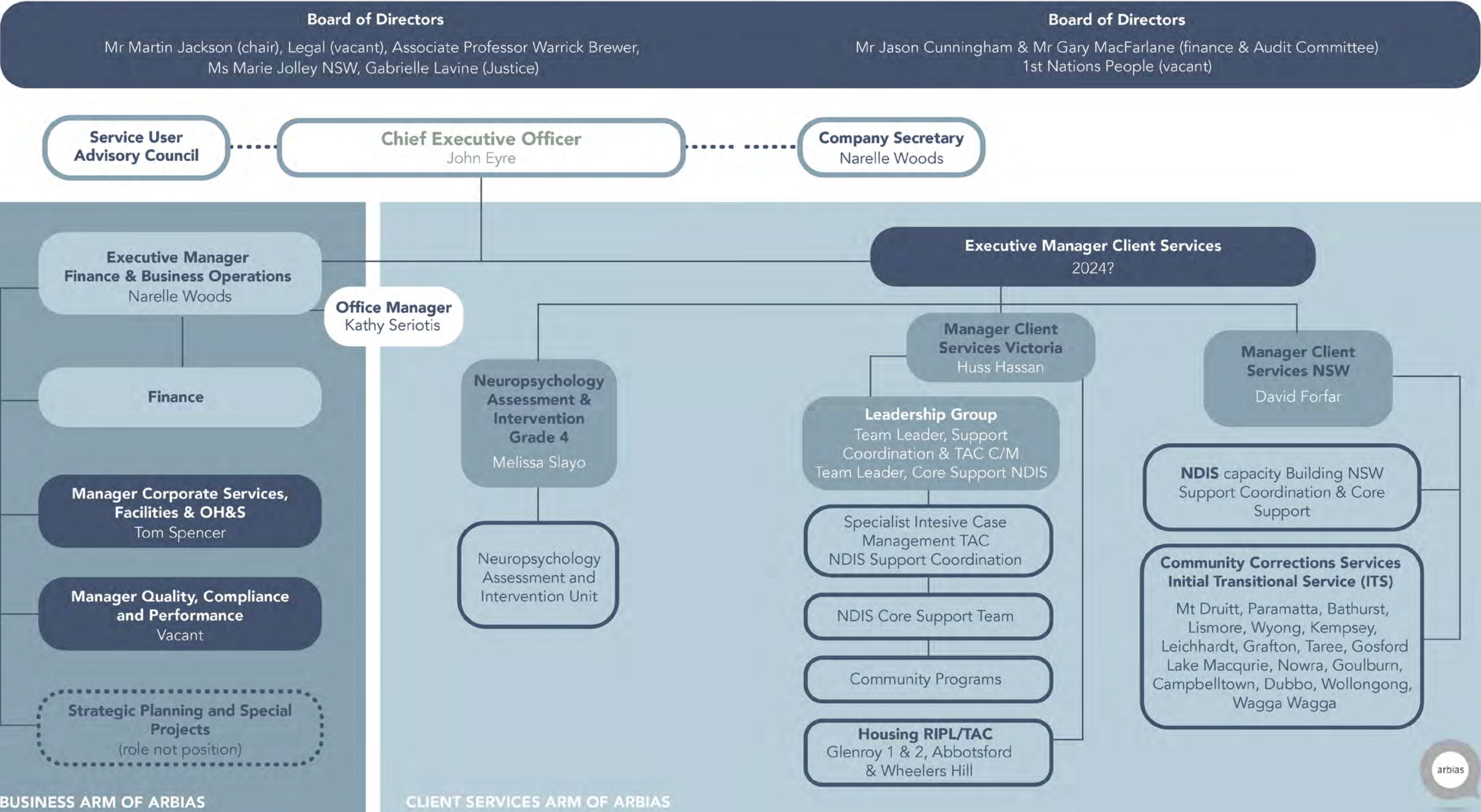
Donna received the CEO Award for being proactive in taking ownership of improving the efficiencies between rostering and payroll using our payroll system. Including researching processes, instigating a cross departmental team to test, train and implement new processes.

The whole NPAIS team was jointly recognised by the CEO.



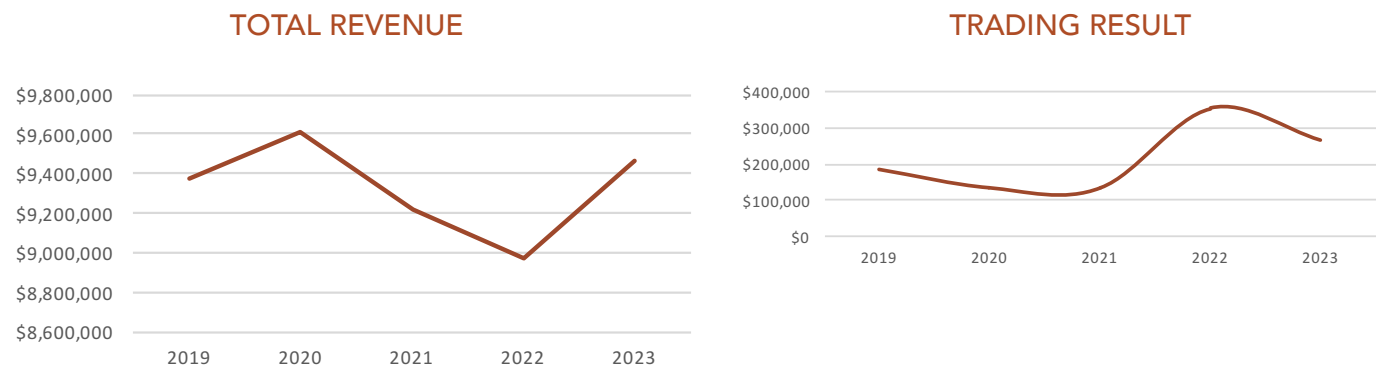
Alexandra Lorenzen – TAC Case Management outreach

Alexandra received the CEO Award because she always leads by example and goes above and beyond assisting those in need in the program area she is a member of, and also people in other programs. Her loyalty to arbias is second to none. She sets exceptionally high standards for her colleagues and staff who report to her.

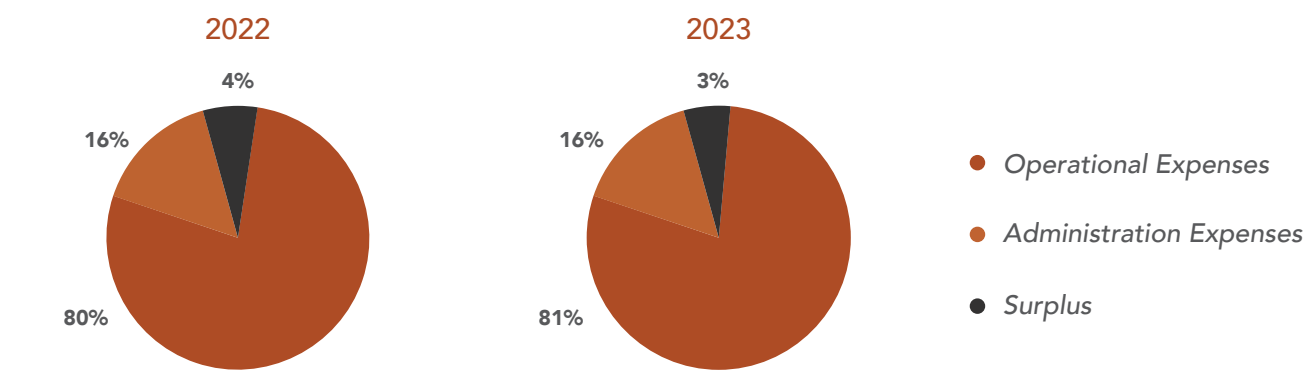


2022 / 2023 TRADING RESULT

Total income for arbias continued to grow to \$9,460,541 in 2023. Seeing a return to our pre covid pandemic revenue levels. The surplus for 2023 of \$266,390 or 2.81% of revenue (unaudited) shows a stabilising and healthy financial growth. This will continue into 2024, as we invest in the learning & development of our team and our technological stack to provide greater service to our community.

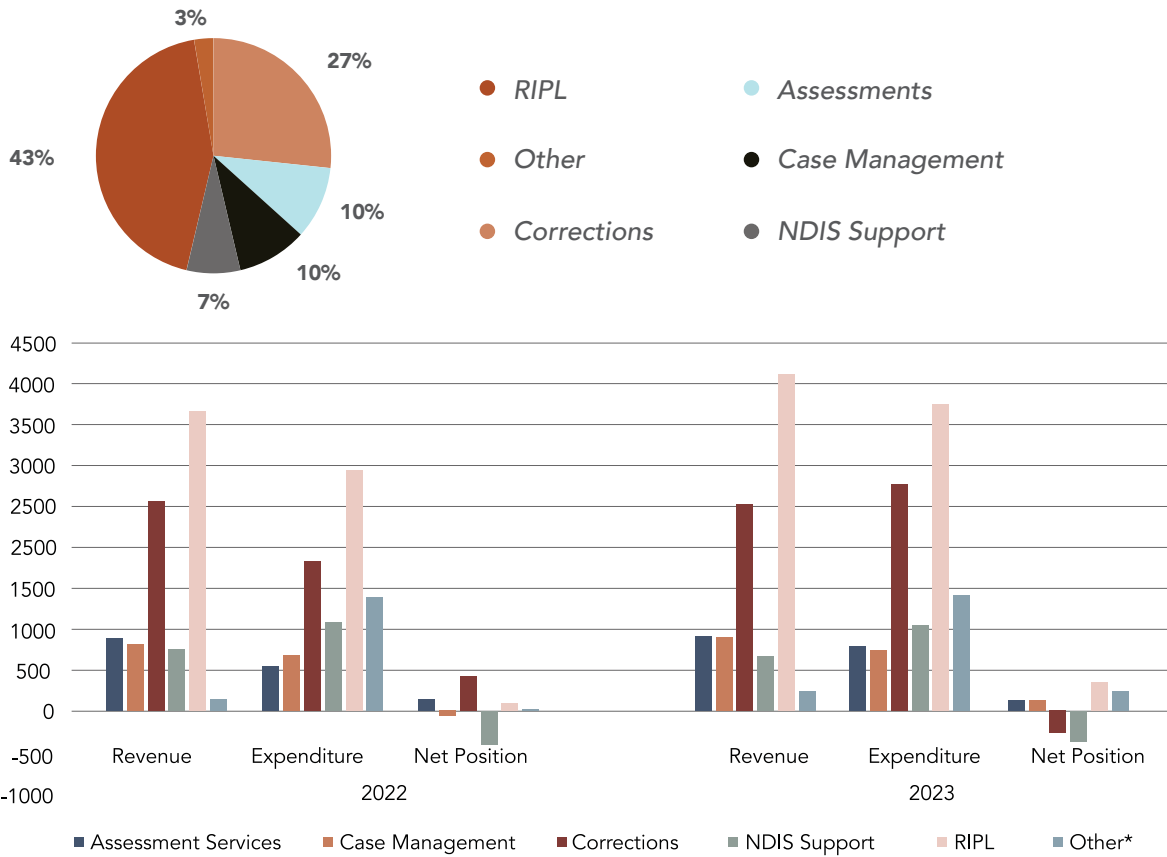


As demonstrated by the graphs, administration expenses have remained at 16%, with operational expenses increasing slightly to accommodate increased employment costs.



The consistency in our RIPL (VIC) and Corrections (NSW) programs, making up 70% of our revenue allows arbias to focus on building NDIS and Case management and continue our focus on our core service of neuropsychological assessments and intervention services.

REVENUE BY PROGRAM 2023



We thank Nic La Rosa who departed and Jasmine Chan who stepped up into the Finance Manager role in 2023. We congratulate Donna Myrthe who received the CEO award.

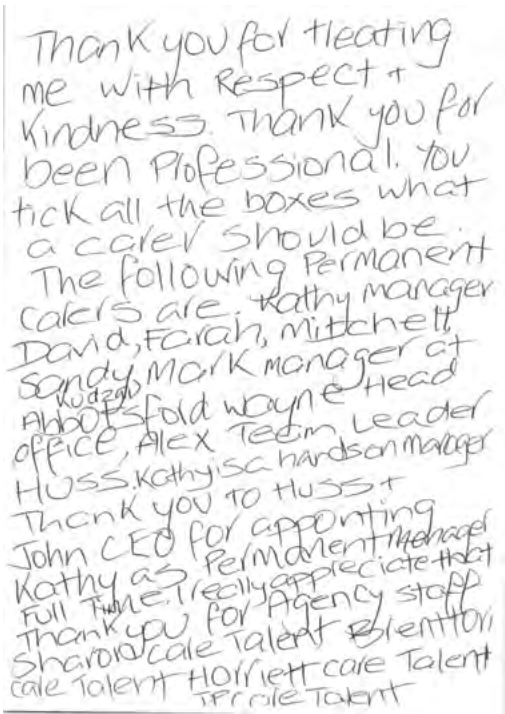
The finance team are continuing to focus on technology and process optimisation to enhance its overall efficiency and effectiveness, reducing the potential for errors and freeing up valuable time for our team to focus on strategic analysis and decision making. Our focus in 2024 continues with the implementation of data analytics and forecasting tools, facilitated by integrated software platforms to streamline the flow of financial information, fostering greater transparency and alignment with organisational goals. Additionally, improved collaboration between finance and other departments has and will continue to elevate the finance department's ability to provide accurate and timely financial information to be positioned as a key partner in driving the organisations financial health.

MANDY

Mandy lives at the TAC funded Wheelers Hill RIPL service where she enjoys living in a 2 bedroom home with the most advanced assistive technology. Mandy is supported by a team of staff via a 24-hour service. Her home is situated in the same courtyard as 3 other residents (they are neighbours) who receive compensation for the TAC as a result of a motor vehicle accident.

A little while ago Mandy wrote a very complimentary letter to arbias acknowledging and thanking individual employees who were helping her achieve the goals she had and in assisting her to return to pre-injury capacity as much as possible.

Thank you Mandy



ACKNOWLEDGEMENTS

David Forfar/
We acknowledge the leadership and work undertaken by David who acted as CEO in John's absence over a number of months. The work included the initial construct of the annual report in addition to all responsibilities that come with the CEO position.

Graphic Design /
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