



# Time for Investment



Annual Report 2024



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Martin Jackson



John Eyre

## INSIGHTS FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

Initiatives, successes, and challenges are the focus of this year's Annual Report which will explain 'Why we do What we do'.

Our Board who oversee Governance for the agency say they 'do what they do' without any remuneration because they see and experience the outcomes for this vulnerable client group where we, as a whole, assist people to return to pre-injury capacity as much as possible.

The Directors are 'giving back' to community through their efforts and applied expertise. Our Board is Martin (Chair and clinical), Warrick (research and clinical), Jason and Gary (financial and corporate), Marie (government and NSW seat), Gabrielle (justice and government). Our dedicated First Nations and legal seats are vacant with efforts to recruit appropriately qualified candidates underway.

In addition to the Directors (and CEO) ensuring we have high quality Governance frameworks, practice, risk management, compliance and importantly **culture** across the organisation, they offer their respective professional expertise in guiding and advising operations in a direction consistent with our objectives and values. I hope you will really enjoy the plethora of client and resident success stories and some feature articles on staff who have operated at 'above and beyond the call' delivery in their daily work.

### Service acknowledgement

- Q Martin Jackson enters his 32nd year on the Board and 17th year as Chair (remarkable)
- Q Dr Warrick Brewer 15 years of service (offering clinical expertise and stability)
- Q Marie Jolley 8 years of service (client advocacy and government insight)
- Q Gary MacFarlane 8 years of service (commercial and financial advice)
- Q Jason Cunningham CA 7 years of service (accomplished economic and financial adviser) 'our wingman' on the Board and
- Q Gabriele Levine 2 years of service (comprehensive knowledge in justice sector - the quiet achiever).

We have a very stable energised and capable Executive Team this year and going forward with the only change being Huss H moving on to opportunities that aligned with his career aspirations and the subsequent recruitment of the new State Manager Client Services Victoria, **Mario Nuzzo**, and wow!

His impact on client outcomes, staff satisfaction, contribution to budget reform and collegiate support on the executive is 'second to none'.

The Executive Team describe Mario's dedication and diverse range of skills as a Game Changer!! We think he is COMPLETE.

We acknowledge and thank **David Forfar** for the manner in which he acted up in John's absence on a number of occasions this year. Clearly David's understanding of Governance responsibilities and work including support to the Directors was high quality and very appropriate.

We also thank and commend the work that **Rhonda Venn** (consultant) has delivered throughout the year. Rhonda's work in supporting John and the Executive addressed some very complex regulatory requirements including but not exclusive to our QA NDIA accreditation audit, WorkSafe requirements, and subsequent review of many related policies and procedures.



Growth of a Kind

Whilst there is little new money available from government (through tender and other procurement processes) some great work from our dedicated teams have reaped rewards with additional funded programs.

The Initial Transition Service (offender support) in NSW was awarded an additional site based in Newcastle. This service is well established now and credit goes to the ITS team who deliver high risk exceptional service across the state.

The TAC funded RIPL (residential) service has expanded to a fifth site and a new version of the model where we are supporting recipients of TAC compensation in their own home. In a current case, Alex and his family chose arbias' staff to support him. The staff transferred from the Glenroy transition unit to work with Alex at his home, a testament to their practice standards.

In addition, we celebrate a two-year extension of the contract to support TAC RIPL residents. TAC has offered this to align with new strategic directions and in acknowledgement of arbias' quality and service standards.

The next steps for the RIPL service will include a referral of a new resident to this transition unit/model, where we will build capacity in a person's life before they relocate to a living place of their choice.

arbias is now accredited to deliver attendant care services for TAC recipients of compensation. Referrals are flowing and work to support these people is underway. Thank you, Mario.

Marketing Strategy  
Brand Exposure through  
Marketing - Internship

arbias Ltd has been supporting people with acquired brain injuries and complex needs for over three decades and has historically relied on its strong reputation and partnerships to generate business growth and promote itself as the lead organisation, providing neuropsychological assessments, service coordination and specialised client support.

Not one to rest on its laurels, arbias acknowledges the challenges in remaining relevant in a highly competitive market. Its ability to be innovative and achieve sustainable growth can only be realised through ongoing investment in its workforce and through the development of a carefully drafted marketing strategy that promotes "the arbias brand, uniqueness and specialisation".

In July 2024, arbias seized the opportunity to partner with Victoria University and offered marketing internships to two graduate students, Ms Paridhi Tyagi and Ms Kuluni Dona. Within weeks, the students were able to grasp the complexities and challenges in navigating the clients' journey and quickly developed a sophisticated understanding of the machinations and workings of NDIS, WorkSafe, TAC and other funding and health care providers.

Paridhi and Kuluni were able to accurately articulate the key objectives of their placement with the following statement:

"By focussing on marketing, we can 'Tell the Story' of arbias in a way that resonates with both healthcare professionals, providers and the people who need our support. We want to highlight the real-life stories of those we have helped, make our services easier to find online, and engage more actively with the community. Our goal is to ensure arbias is not only recognised as a trusted provider, but that people can easily connect with us when they need us the most."

Within the confines of a short 90-hour placement, Paridhi and Kuluni delivered a comprehensive market strategy and associated promotional materials of the quality and complexity typically expected of seasoned marketing professionals. The strategy provides a framework that includes Brand Awareness and Visibility, Social Media Strategy, Generating and Nurturing Leads, Reputational Management, Crisis Communication and Evaluation and Metric.

arbias has been the fortunate beneficiary of the marketing team's achievements and has extended an invitation to Paridhi and Kuluni to assist in operationalising the strategy over the coming months. We hope we have also contributed to their learning and professional growth and wish them well with the careers.

arbias extends its sincere gratitude to the students and to Victoria University for making it possible.



Director Feature Story 2024  
- Dr Warrick Brewer

I am the Principal Psychologist at my private practice, Neurotech Neuropsychological Services. The practice was established in 1995 as a consultancy that specialises in the diagnosis and management of service/individual requirements for cognitive/psychological assessment, and diagnosis and therapeutic management of disorders associated with traumatic brain injury, other neurological disorders (e.g., stroke, degenerative disease) psychosis, personality disorders, anger management and substance abuse. This involves assessing the relative impact of head injuries, cognitive deficits, mental illness, personality disorder and substance use on behaviour and further, - planning rehabilitation, monitoring progress and assessing outcome of treatment along with counselling and consultative support of agency staff and family members. In addition to providing assessments for Private Barristers and Solicitors, I am or have been a regular specialist Neuropsychologist consultant for the following organizations:

- Department of Human Services: Neuropsychological Assessment, Management and therapy of parents with children subject to notification to Infant & Child Protection
- Transport Accident Commission: Assessment, Behavioural Management Program implementation and therapy in Head Injury & Psychiatric Illness
- Department of Justice- Victorian Adult Parole Board: Assessment of relative impact of head injury, cognitive vulnerability, mental

illness, personality and substance abuse, to guide risk assessment and follow-up support of parolees

- Office of Public Prosecutions; Assessment of Victims and Perpetrators for ability to participate in Sexual Offence Hearings
- Workcover: Anger Management & Behavioural Management in Antisocial Personality Disorder/ Substance Abuse; Therapeutic Management & Support
- Victims Referral Assistance Scheme: Diagnosis, Assessment & Therapeutic Management
- Victorian Supreme Court: Senior Master's Office, Funds in Court – Capacity Assessment and ongoing treatment
- Victoria Legal Aid: Fitness to Plead, Mental Impairment, Diagnostic assessment/ formulation.

Following completion of my Psychology Honours at James Cook University of Nth Queensland, 1991, I completed my Masters in Neuropsychology at the University of Melbourne in 1993, and then my Ph.D in 1999 through the Mental Health Research Institute of Victoria, in affiliation with both the Departments of Psychology and of Psychiatry at the University of Melbourne. My professional research and clinical training with the Melbourne Neuropsychiatry Unit focused on tracking and understanding the development of neurodevelopmental disorders, particularly psychosis, from a neuropsychological perspective. This has led to a more recent focus on predicting violence. I also worked

as a clinician at John Cade Unit- Royal Park Hospital (later the Adult Mental Health Rehabilitation Unit) for seven years. My work is published in over 100 national and international peer-reviewed publications and has also won various awards. I also have extensive experience presenting research and running workshops nationally and internationally whilst working at Associate Professor level until 2013.

Until October 2023, I was an Honorary Associate Professor & Principal Research Fellow in the University of Melbourne Department of Psychiatry, also in the Centre for Youth Mental Health, located at Orygen Youth Health- Parkville. There, I pioneered a Youth Mental Health Neuropsychology Service and managed it over 10 years. I had further pioneered the Specialist Intensive Case Management Team for the Early Psychosis Prevention & Intervention Program. My work was supported by a five year NH&MRC Career Development Award. I was also an Honorary Senior Lecturer at Monash University Dept of Psychology, Medicine and Behavioural Sciences. I have supervised and lectured to undergraduate and post-graduate Medical and Psychology students from most Victorian Universities, along with clinical neuropsychology and allied health staff for over 20 years. I regularly conduct workshops on Engaging and managing angry young men with psychosis who are at risk for homicide or suicide, and more generally, provide training to Secondary Schools to assist in management of students with difficult behaviours to manage.




I joined the arbias Board in the context of my wonderful working relationship with the current Chair, Martin Jackson. Martin was my former Supervisor, and he inspired me with his leadership and commitment to vulnerable client populations. A position of being a Director on the Board is a privilege. It affords the opportunity to contribute to a stable, impactful organisation that has consistently provided high quality care and maintained a valuable reputation as a leading and unique Service. It also acts as a formal structure through which the values I hold dear regarding care of those who have been deprived of care can be supported at a wider scale. Being a Board member further serves as vehicle for learning from the other diverse, highly competent and experienced Board Members whom I hold in the highest regard. After 16 years, I still find myself looking forward to the nature of warm and supportive interaction at each meeting and am most grateful for the opportunity.



A sample of the many notes of appreciated over the year that make the Board and CEO proud

Dear Veronica - Arbias Team  
Thank you !!  
for being so professional  
and supportive of our rural  
clients  
Love your work !!  
from  
Catherine + Centre  
David Womell



From start to finish  
so professional + supportive  
Thankyou  
C.H.

Dear John, David

I hope this finds you both well.

As you would be aware, included in the ITS Program Specifications is a measurement of staff satisfaction (you will find it listed in the Performance and Outcome Measures).

As such, a staff survey was recently issued to gather feedback and perceptions of Corrective Services NSW staff involved in the delivery of ITS, with the ultimate intention to assist with review/continuous improvement.

Feedback from key stakeholders provides useful insight into program delivery at an operational level. However, it must be acknowledged that responses are based on a staff members' experience with a Service Provider which is inherently subjective and individual.

I have prepared a highlights report specific to arbias, which you will find attached, to share the feedback received. Overall, majority of responses received were highly positive and shows the immense dedication of arbias to deliver a successful ITS service. For this, we thank you!

I hope you will find this valuable. Happy to discuss the contents of this report once you have had time to digest.

With thanks,

**Tova Archie**  
Manager, FPI Contracts  
Statewide Contracts, Partnerships  
Strategy, Policy and Commissioning  
Department of Communities and Justice

WHAT’S NEXT IN 2025?

We will:

- Continue the investment in our leadership group and aspiring leaders with capacity building training and information sessions. To date, feedback from the participants has been very positive and constructive making the case to continue the project.
- Increase the arbias’ Strategic Brand Visibility, Awareness and Lead Generation’ project for long term growth by implementing the strategies outlined in the Victoria University marketing strategy report.
- Continue investing in our growth strategy/projects (NSW) Neuropsychological Assessment and Intervention Service NPAIS and (Victoria) NDIS expansion acknowledging the next few years will see very little new money whilst governments struggle with paying back debt after a heavy borrowing period post COVID.
- Operationalise, expand and improve new accredited services including TAC funded:
  - Attendant Care services,
  - Specialist Intensive Case Management,
  - Attendant Care models in Housing/accommodation
- Recruit and induct to vacant/quarantined seats on the Board - Legal and 1st Nations

FLEET, FACILITIES AND OH&S 2024

Fleet

With the addition of an additional Initial Transitional Support program in Newcastle and the stabisation of the fleet in both NSW and Victoria through auction sales of owned assets, arbias now has a fleet of 31 vehicles, 12 in Victoria and 19 in NSW.

As many of the new leases are Corolla hybrids, arbias now has a brand-new fleet for the next three years managed by Toyota Fleet Management (and myself locally).

Providing staff with company vehicles to do their work ensures they are not personally disadvantaged, and with company registration plates, guarantees they don’t have an identifier (registration plate) for people who interface with the Justice system in Victoria and NSW to have access to personal address detail and potentially cause harm.

Access to and use of the fleet costs approximately \$360K per annum, cost effective in ensuring employee safety.

Facilities (Victorian head office Hope St Brunswick and NSW head office George St Nth Strathfield

Outsourced contracts are in place for most of the cleaning maintenance, security and emergency services across its buildings.

The Hope St Office will be addressing several issues that came out of Victorian Building Authority Project re: cladding compliance. Quotes for works have been

provided by the Strata Body Corp in consultation with the local council and work will be actioned soon.

Occupational Health & Safety /WHS

arbias has a busy, functional OH&S Committee that meets on a two monthly basis. All members are fully trained Health Safety Representatives but require refresher training which will be actioned over the course of this calendar year.

The arbias Fire Wardens also meet bimonthly and are developing a drill schedule for the next 12 months. The group is consulting on and developing drill exercises for TAC funded residential services which will include both evacuation drills and tabletop exercises for a variety of emergencies.

An important body of work is also required to be implemented by November 2024, directed by the Social Services Sector re: emergency management activities including a review and update of the arbias emergency policies and procedures in line with current standards. The arbias OH&S Committee and Fire Wardens will be engaged in these activities.

Assets

During 2024, arbias made its final payment on the commercial mortgage of our Sydney office in Nth Strathfield. We now solely own both head office facilities in Hope St Brunswick (Victorian) and George St Nth Strathfield (NSW) providing equity and asset value of more than \$5M. From a solvency perspective

this ensures arbias viability for many years to come aided by strong consistent cash at bank reserves and surplus trading results.



Tom Spencer - ‘Staged’



Tom Spencer - ‘Typical’



NOTABLE ACTIVITIES AND EVENTS

Investing in our Leader/Managers and aspiring Leaders through capacity building

As organizations evolve and shift to respond to the increasing demands and challenges, it can often feel like the only constant is change.

Organisations like arbias understand the value of its people and the need for continual investment in professional development, through skill acquisition and capacity building, while adapting and responding to the shifting landscape.

Today’s leaders have a broader scope of priorities than ever before. They must manage organisational change, promote continuous improvement and remain responsive and adaptable to service demands, all while maintaining a vision for the long term. They must be innovative, technologically savvy and champions of the company culture.

Learning at this scale doesn’t happen without a plan and the concept evolved into a formal Leadership Program in March 2024 by Victorian State Manager Client Services, Mario Nuzzo with the support and guidance of CEO, John Eyre and the Executive Team.

Mario’s mantra in establishing the program was that, “There is no greater asset to an organisation than its leaders and their willingness and drive to keep learning and embrace change.”

Existing arbias leaders and aspiring team members with leadership ambition enthusiastically participated

in fortnightly sessions which covered a range of topics, all evidence based and according to best practice, including:

- Leadership styles
- Clifton Strengths – Personality inventory
- Coaching and mentoring – building high performing teams
- Effective supervision and building resilience
- Difficult conversations & communication styles
- Managing partnerships and Stakeholders
- Understanding best practice client care (client oriented, strength based & trauma informed)
- Continuous improvement and
- Quality Assurance measures
- Understanding financial budgets and trends.
- Workplace health and wellbeing

A key focus of the program was to strengthen the team’s connection with arbias and develop a more sophisticated understanding of its culture and vision. CEO John Eyre delivered an engaging session early in the program bringing together the history and culture of the organisation and promoting its commitment to strengthening leadership and the people and

communities we serve.

Leadership development programs are a significant investment. Not only do they cost time and money, but they also connect to individual emotions about workplace performance and worth. Team members feel valued, engaged, and empowered when given the opportunity to participate, and supported to achieve their leadership aspirations.

The 2024 Leadership Program formally concluded in October with presentations from participants on key leadership topics. The program has shifted into monthly reflective sessions until it resumes in March 2025. The program has received overwhelming positive feedback with participants seeking to explore topics of interest and utilising the space to share experiences and seek support from their peers. Exceptional Mario ... thank you.



ARBIAS INAUGURAL STATE FORUM

The inaugural arbias State Forum was held on the 22–23, October 2024 in the magnificent and picturesque setting of the Mercure Hotel and Conference Centre in Ballarat.

Day 1 of the conference commenced with a traditional smoking ceremony and acknowledgement of the Traditional Aboriginal Custodians, the Wadawurrung people, conducted by respected Aboriginal elder Uncle Paul, and Tristian Harris from Ballarat and District Aboriginal Co operational Limited.

Uncle Paul explained the significance of the ceremony, while accompanied by the distant echo of the didgeridoo and clap sticks.

CEO John Eyre paid respects to Uncle Paul and the Aboriginal people as the traditional custodian of the land on which the forum was convened. The ceremony was truly symbolic, a time for reflection, mutual respect and cleansing.





The purpose of the forum was to strengthen teams and culture, share knowledge and education, provide an opportunity for networking and having fun. The theme of the forum for 2024 was, "Why we do what we do" followed by the statement of commitment with "A Time to Invest".

Formally opening the forum, John welcomed all members of the arbias team and expressed his appreciation for their efforts and dedication. In his usual engaging style, he provided a detailed explanation of the governance of the Board, regulatory



responsibilities and risk management and concluded with a commitment to the future of the organisation, its continued investment in programs and people and the overarching commitment to the clients that we serve.

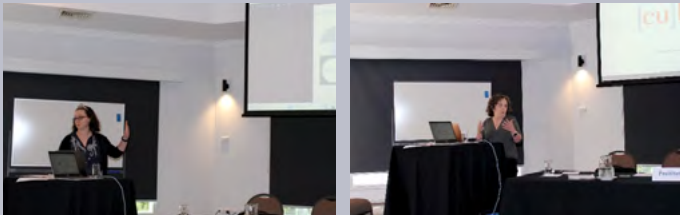


The second day commenced with a presentation by David Forfar, arbias State Manager Client Services NSW and Team Manager ITS Catherine Light.

For many arbias team members in Victoria, ITS is not a program that they commonly engage with, so the opportunity to learn about the work of their interstate colleagues was received with great interest and admiration. The case examples resonated with the audience and the commitment and passion of the presenters was a point of discussion, long after the forum ended.

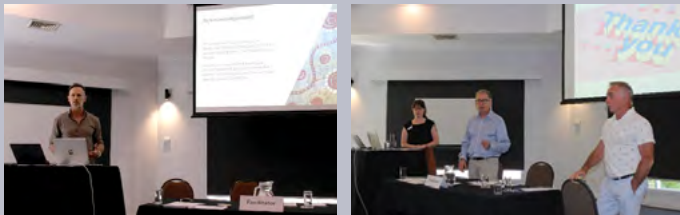


Michelle Allen from CU Health provided a timely reminder of the benefits of selfcare and the range of services available through their company including dietary, psychological well being, GP and pathology.



As part of an interactive panel discussion, Board Member Gabi Levine provided an interesting insight to the workings of Board of Management and spoke about the expertise and experience that each member brings to the Board. Gabi reflected on the Board's dedication and commitment to arbias, with some members having volunteered for over 20 years. Gabi also commended the dedication and commitment of team members and acknowledged the challenging work they do on a daily basis, improving the lives of the clients they support.

The next presenter Glen Barton – TAC Provider Specialist, spoke about TAC's purpose, aspirations, new regulatory reforms and the Attendant Care Strategy. His presentation also incorporated TAC's partnership with arbias and opportunities for future collaboration.



Other guest speakers included Leanne Matthews from NPAIS sharing insights in supporting clients with ABI and Mental Health diagnosis along with some strategies on responding to behaviours of concern and Self Care.

Participants enthusiastically engaged in conversation and activities throughout the event and finished the first day with dinner and plenty of laughter.



The forum concluded with an update by Narelle Woods, Executive Manager, Finance and Business Operations summarised the organisations status as a not for profit and explained the financial position and challenges of maintaining solvency during tough economic times. Narelle's message of ongoing support for all arbias staff in the provision of HR and payroll services was well received and a fitting end to two days of information and constructive conversations



The success of an event is not always easy to define, however the feedback was unanimous in its appreciation for the opportunity to participate and to better understand the challenges and future of the organisation.

Mario Nuzzo





ITS NSW FORUM 2024

The annual ITS Forum took place in sunny Port Macquarie this year and what a great success it was!

The forum would be incomplete without a dinner, and this was a lovely evening where everyone was able to 'let their hair down' and mingle amongst great company. Thank you to David and Cath for organising. Food was delicious!

Cath, ITS Team Leader, presented her team with certificates of appreciation in recognition of their fantastic work throughout the year



'WHY WE DO WHAT WE DO' - CLIENT STORIES BY PROGRAM

Initial Transition Service NSW

Meet Oscar.

Oscar has been an ITS client for nine weeks and has completely turned his life around.

Oscar has a vision impairment which affects all aspects of his daily life. His condition is pixelated vision which causes colours to bleed or fade and objects to appear pixelated. This was not addressed until Allison, our Newcastle ITS worker took him to the ophthalmologist a few weeks ago.

Since he picked up his glasses (with a little financial assistance from arbias) he can see fully for the first time in years. He can now read which has enabled him to complete the Equips program after several years of addiction.

Allison also provided Oscar with a microwave as his accommodation only has an electric stove and a broken oven. Allison has also helped him organise dental treatment to have his wisdom teeth pulled out.

This young 28-year-old man now has a new lease on life! He is drug free. He no longer has constant pain

thanks to his teeth extractions and can see perfectly. Look at that smile on his face.

It is so rewarding to have a gold star like this on your case load. Allison has been with us less than three months and to get a result like this is testament to her dedication to these guys. "Well done Allison" and most of all "well-done Oscar".



Meet Graham.

Graham, a young father, faced significant challenges during his journey, particularly in obtaining accommodation, misuse of alcohol and other drugs (AOD) and mental health struggles.

With the support of Parramatta ITS, Graham embarked on a transformative path that has been very successful. Support to Graham initially focused on securing stable accommodation and he has also benefitted from early linkages with essential support with mental health and AOD services.

Throughout his time with ITS, Graham has actively engaged in AOD and mental health support

services, demonstrating a strong commitment to his personal growth. This was particularly evident as he has successfully secured a boarding room, allowing him to establish independence while maintaining his sobriety from alcohol and drugs.

In addition to his housing success, Graham has achieved a major milestone by obtaining a full-time job as a Locksmith, which has empowered him with greater financial independence. This employment has not only enhanced Graham's stability but has also boosted his confidence and self-esteem.

Graham's long-term goal is to reconnect with his daughter, aspiring to be a better role

model in her life. ITS has supported Graham to find the right advice and support services to enable him to start this journey to reconnection. His determination to improve himself and his circumstances reflects his commitment to creating a brighter future for both him and his family. Graham's journey is an inspiring example of resilience and positive change that can happen with the right understanding and support services.



Graham's case manager - Eddie



**'WHY WE DO WHAT WE DO' - CLIENT STORIES BY PROGRAM CONT.**

**NDIS Core Support Team**

*Meet Billy*

William (likes to be called Billy) Gray has been an arbias client since 2012- started off as a housing client through HCA. Yet since 2020 Billy has become a Core support client. Sessions have gradually grown from 1 session a week to now having 5 sessions a week. 5 different support workers support Billy.

Billy is one of the favourites at arbias. He sure does leave the sessions with a good laugh. Billy has many goals: community access, dental/health access, living independently and leisure access.

Alanna has helped with dentures, podiatry and physiotherapy care, Brodrick helped him with hearing aids, Olga helped him reach out to his daughter that he had not spoken too in decades, Natasha helps him with groceries and organised for a financial guardianship.

The arbias core support team have been working with Billy for two plus years as Billy's ABI makes it difficult for him to access the community.

With the help from the team, Billy is extremely happy to be able to live independently in his home. The team escort Billy to his many appointments and help him with daily chores and shopping.

The core support team members assisted with purchasing new furniture and de-cluttering and organizing repairs of his home. Billy has also received new hearing aids, dentures and glasses.

He also loves his outings on the weekend's going to watch his local football games as well as indulging in strawberry milkshakes, ice creams, and croissants. Billy's photo below is after his audiologist appointment, glad to get 2 free water bottles.

Billy is very excited about scoring two free water bottles!!!

*Billy's (NDIS Core Support worker) Olga*



*Meet Robin.*

arbias has been supporting Robin for the past three years and we have seen a remarkable improvement in her self-confidence, capability and determination to become more independent.



Robin has experienced significant trauma and challenges in her life, which has negatively influenced her view of herself and her ability to realise her full potential.

When we met Robin, she was socially isolated from her family and her community, experienced low self-esteem and self-worth and was experiencing declining health due to poor nutrition.

arbias Support Worker Natasha says that it took time to develop rapport and gain Robin's trust given her traumatic past however, once they connected, "Robin really opened up and gradually started to believe in herself and trust in other people. We will often do things that make her feel good about herself like her hair and clothing"

Natasha focused on goals to increase Robin's self-confidence, independence and wellbeing, including meal preparation, budgeting, health and fitness and personal hygiene.

While maintaining a focus of these goals, Robin also wanted to rebuild her connection with her family following years of isolation and dysfunction. She now speaks to her son after being estranged for many years.

Robin also wants to participate in community activities and develop a sense of connection, which she is gradually achieving.

It has been an emotional journey for Robin, but she has shown amazing determination to be a better version of herself and is grateful to arbias for treating her with dignity and supporting her to achieve her goals.

*Meet Mathew.*

Matthew has been a Core Support recipient for more than two years and has been supported by Natasha on a regular weekly basis, which he says has improved his life and helped him manage the many challenges associated with his disability.

Several years have passed since Matthew experienced a life altering traumatic head injury which resulted in significant memory loss and regular seizures that impacted his ability to live independently and maintain friendships.

Matthew says that he often doubts his ability to manage daily living tasks due to memory loss however, the support provided by Natasha has made a huge difference in regaining his confidence and strategies have been put in place to help him manage.

More recently, Natasha assisted Matthew to purchase a second-hand laptop and helped him to set up his internet connection and enrol in a basic computer course. This has opened up new opportunities for Matthew and assisted him to better plan and manage his daily activities.

Matthew has made significant progress since those early days when he was experiencing regular stress induced seizures. He has become more confident and is focussed on strengthening his friendship circle and his independence.





## TAC Support Co-ordination

### Meet Darrell.

Marina has been working with Darrell only for a short time.

Prior to engaging with her, Darrell experienced a lot of behavioural issues and was underutilising his plan. After approximately two months of support with Marina he has engaged with support workers on a regular basis, is engaging in activities, and hasn't reported any behavioural concerns in several weeks.

While Marina is hesitant to attribute his success entirely to her efforts, she is very happy for Darrell to be turning a positive corner.

### Deep End Band and Thomas.

Thomas Richards was the newest member of the arbias clan in January this year. Thomas has brought great energy and inspirations to the program. Although Thomas comes from an engineering background he is also a musician and it wasn't long before Thomas jammed with the Community Programs Band, Deep End, as a bass guitarist. Their second GIG was in March performing at Hope Springs Community Centre, Heidelberg.



## STAFF FEATURE STORIES INCLUDING RECIPIENTS OF THE ANNUAL CEO AWARDS



**Nikki Hemsley**

Nikki is one of our dedicated Initial Transition Service Case Managers, based in Bathurst. Like all ITS Case Workers, Nikki is co-located in the Community Corrections office. With a wealth of experience gained from her diverse career, background in tourism, childcare, and working with homeless and vulnerable populations, Nikki brings a deep understanding to her role.

Her passion lies in supporting clients who have experienced childhood trauma, are vulnerable and have mental health challenges, all of which have had long-lasting effects on their lives. Outside work, Nikki enjoys spending time outdoors, engaging in activities like gardening, soccer, camping, and fishing. These hobbies not only bring her joy but also provide balance to her often intense and emotionally demanding role. Living on a small hobby farm outside Bathurst, she describes it as her "quiet sanctuary."

The ITS program supports clients with complex needs who are being released from prison, and the role of Case Workers is to help them navigate the many challenges they face upon reintegration into society. These challenges include housing stability, employment barriers, mental health issues, substance abuse, social stigma, legal and financial obligations, limited access to support services (especially in regional areas), skills gaps, and family dynamics.

Nikki is known for her ability to think "outside the box" and creatively support clients through these challenges. With unwavering commitment, she empowers individuals to reclaim their lives through compassionate guidance and practical support, fostering a path toward self-determination and person-centred decision-making. By walking alongside those affected by addiction, mental health struggles, and trauma, Nikki and her colleagues can create meaningful and long-lasting change in the lives of their clients.



**Dr Sarah Fratti - NPAIS**

Neuropsychological Assessment and Intervention Service (NPAIS) is an outstanding team of neuropsychologists at arbias, all of whom are highly skilled and experienced, and dedicated providing an exceptional service to each and every one of our clients. I'm certainly not being biased when I state that each neuropsychologist on our team is a 'stand out' in similar and in different ways; but for this year's Annual Report Dr Sara Fratti's achievements are highlighted.

Dr Fratti completed a PhD in Clinical Neuropsychology, and as part of her clinical training, completed a three-month placement at arbias in 2010. She commenced her Neuropsychology Registrar position in 2012 at arbias and in 2019 was

promoted to a Senior Clinical Neuropsychologist position. Dr Fratti specialises in complex cases and often completes assessments and reports for Court. She regularly delivers training to Department of Justice staff working with offenders with an Acquired Brain Injury.

The Department of Justice have continued to request this training several times a year for many years now. Dr Fratti also specialises in supporting workers with clients displaying behaviours of concern and has recently developed a module on managing ABI and challenging behaviours, for training purposes. She is always willing to be flexible with her work requirements and is a valued senior member of the team. Keep up the great work!





### Introducing Mario Nuzzo Manager Client Services Victoria

Mario commenced as State Manager, Client Services (Vic) in February 2024 and has over 30 years experience in management and policy roles with the Department of Justice and Community Safety. Mario has worked extensively in client services (offender management) across multiple program areas in Community Correctional Services, Prisons and Transitional Services. In 2005 to 2007 he commissioned the first prisoner transitional facility in Victoria (Judy Lazarus Transition Centre) which provides support to prisoners in preparation for release including pathways to employment and housing.

He has dedicated his career to support disadvantaged and marginalised people who have come into contact with the justice system and has taken on various Senior Manager positions leading multidisciplinary teams to deliver case management and intervention services. In 2013 he was appointed State Manager, Serious Sex Offender Program and in 2015 commenced as the Principal Practitioner with responsibility for the management of serious sex and violent offenders in the Northern Metropolitan Region of Melbourne.

In 2020, Mario was appointed Operations Manager and Acting General Manager at Maribyrnong Community Residential Facility, a new Justice funded initiative providing accommodation and wrap around services for prisoner exiting custody who are at risk of homelessness.

In the same year he was awarded the Australian Corrections Medal (ACM) at the Queen's Birthday Honors Awards for 'Distinguished Services in the provision of Transitional Support for people existing prison.'

He says "the appointment to the role at arbias felt like a natural progression from my previous career and it provided an amazing opportunity to be part of an organisation that has a strong reputation and promotes values that closely align with my own, both on a personal and professional level." Mario says he been overwhelmed by the support and opportunities offered by the CEO John Eyre and the Executive Team and is excited to be part of an organisation that has an incredibly positive culture and is continually evolving and learning, and is open to new opportunities.

Since commencing at arbias, Mario has played an instrumental role in developing the leadership program, implement a recruitment strategy to improve retention and reduce the reliance on labour hire. He is a strong advocate of creating a nurturing and healthy workplace that values its people and supports professional growth.

"I knew immediately that I had found the perfect role when I observed the way every member of organisation treated one another and the people they support, with Dignity, Compassion and Respect"



### Neeru Sharma - Finance Officer

Neeru has been a vital member of the arbias finance team since 2019. Over the past five years, she

has played a key role in payroll, invoicing clients, handling NDIS plan management, processing payments and reporting on financial KPIs. Her adaptability and willingness to step up wherever needed has been instrumental as arbias has grown and evolved within a dynamic funding landscape.

As we continue to invest in our infrastructure to support a growing client base and empower our people and partners to excel, Neeru will collaborate closely with the Executive and program teams on special projects in the coming year. She will also continue to excel in her financial reporting and processing responsibilities.

Thank you, Neeru, for your dedication and hard work over these past five years! Your contributions have been invaluable.

### CEO RECOGNITION AWARDS - NOMINATIONS



### Veronica Thorne - Reception/ Administration

Veronica has been a loyal, reliable, and dedicated employee for over 11 years. Her diligence has never wavered, and she is always ready to step in when other administration staff are unavailable. She makes our clients feel at ease and has consistently assisted the Manager and other administrative staff to run NPAIS seamlessly.



### Michael Kuusik - ITS Case Worker, Wyong.

Michael has been a constant support for incoming workers in his area. There has been some turnover in the

Central Coast and Newcastle areas and Michael has made significant effort to make new staff feel welcomed and supported. He has spent time travelling up and down the freeway between sites to support our Lake Macquarie worker when she commenced. He also worked one day per week from that site while we were recruiting to make sure KPIs were met, and seamless service delivery was maintained. Michael is extremely knowledgeable and is always willing to share his knowledge and help others out.

### Paul Avenell - ITS Case Worker, Goulburn/Bowral

Paul has worked diligently to improve the referral process and client numbers at this site. Paul has developed good protocols with referring officers and turned the site around from one which was only just meeting KPI's to one which performed significantly above the annual targets. Paul has achieved this despite it being a part time site and his commitment to the work and to the role is commendable.

### Ozge Yuksel (OJ) - Team Leader, NDIS Core Support and Community Programs

OJ is an impressive Team Leader who has strong leadership and management skills. She brings her teams along with her through "lead by example" and willingness 'to role her sleeves up and pull on the gum boots' approaches. OJ doesn't wait to be asked - if there is a need she will jump in and assist others in addition to her regular responsibilities. Another 'quiet achiever' in the organisation.



### Kathy Seriotis - Office Manager

Kathy owns the Office Manager role with gusto. She operates on an 'anything, anytime anywhere' principle providing support and outputs to the Executive, Leadership Group and staff in unbelievable timelines. Her organisational skills are extraordinary; she is the 'glue' for Hope St personnel, Victorian and NSW Leadership Group members and ultimately staff. She often provides help before she is asked.

### Tegan Kamp - Reception/ Administration

Teagan's quiet professional approach to all that call, visit and work out of our Hope Street office is described as thorough, committed and without fuss. Visitors first impressions and reflections of arbias are positive, reliable and professional because of Teagan's approach and manner to her role. Great ambassador!



### Loise Ndungu - Residential Support Worker, Wheelers Hill

Loise has worked at the Wheelers Hill RIPL site for nearly 3 years and is known for her compassion and caring nature. Loise always prioritises the health & wellbeing of the residents and pro-actively works to seek resolution when challenges arise. Quality client care is a focus for Loise. She never compromises and expects similar standards from her colleagues. Loise is a very strong mentor for all staff, and they all look up to her for guidance and support.

She has demonstrated strong leadership skills and will often step up to support the House Supervisor

without prompting, particularly to manage rosters and address service gaps.

Loise has made a significant contribution in establishing a positive culture at Wheelers Hill which has resulted in a noticeable improvement in staff morale and willingness support one another. Her positive attitude and energy has also improved interpersonal relationships with residents and other service providers. Loise has a heart of GOLD and epitomises the arbias ethos, promoting its culture and the values.

### RECIPIENTS - CONGRATULATIONS AND THANK YOU.



Michael Kuusik - ITS Case Manager, Wyong Site



Kathy Seriotis - Office Manager



Veronica Thorne - Reception / Administration



Loise Ndungu - Residential Support Worker, Wheelers Hill

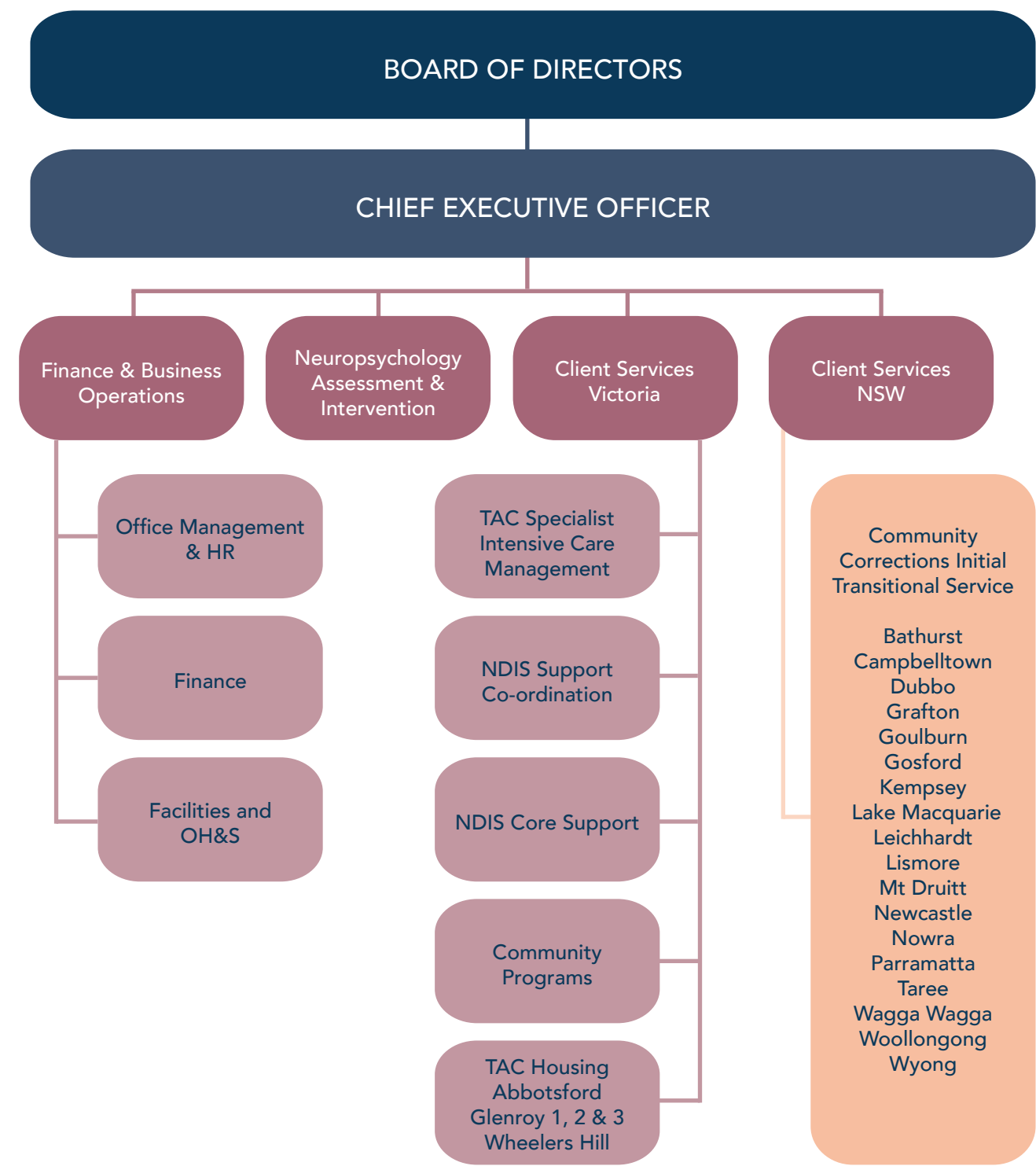


A GLANCE AT SOME OF OUR TEAMS...





2024 HIGH LEVEL ORGANISATIONAL STRUCTURE

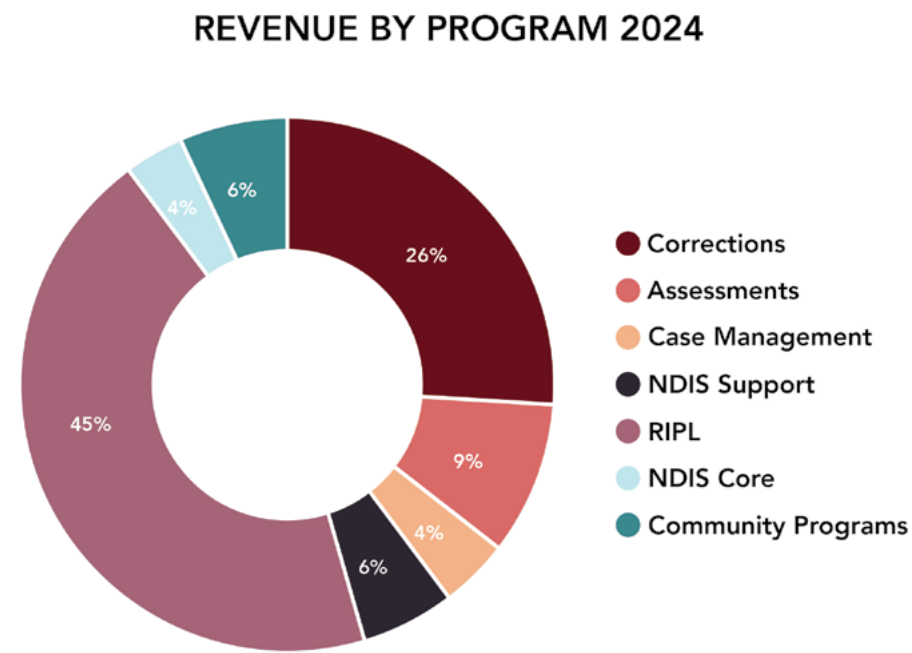
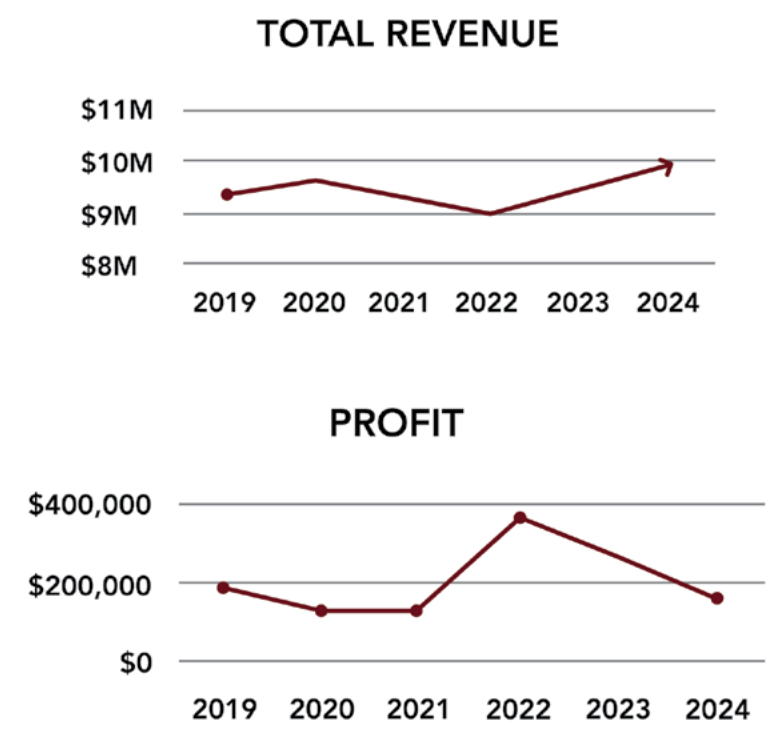


THE TEAM AS OF NOVEMBER 2024

Acksha Rai	Dr Matt Treeby	Leo Li	Paul Avenell
Agnes Chitambo	Drishti Kausha	Leonie Radcliff	Rachelle Michael
Alanna Mancuso	Eddie Wehbe	Liam Butler	Ray O'Brien
Ali Farah	Emily Antolasic	Loise Ndung'u	Reilly Connell
Allison Smith	Emmett Smith	Manoj Bhattarai	Romesh Athwal
Angela Butta	Gabrielle Levine (Board)	Mariama Balde	Saba Siddique-Ahmed
Angela Omoniyi	Gary MacFarlane (Board)	Marie Boiyah	Sally Anne Knight
Anita Acharya	Georgia Hicks	Marie Jolley (Board)	Sally Shen
Ashbil Bhatti	Georgia Valantasis	Marina Simundic	Sara Fratti
Betty Kosgei	Gurinder Kaur	Mario Nuzzo	Sarah O'Hora
Bonnie Halliday	Isabel Corimbely	Mark Fitzgerald	Sheree Fields
Broderick Ameri	Isabella Gatsios	Martin Jackson (Board)	Shivali Arora
Carmen Falzon	Jason Cunningham (Board)	Mathew Forster	Stephen Jones
Cath Light	Jason Light	Melissa Slayo	Subama Bhaldari
Cathy Prado	Jennifer Giblin	Michael Kuusik	Subash Sharma
Chanda Khatri	Jessica Lee	Michelle Barry	Suman Kandel
Charles Jeffrey	John Eyre	Mohamed Imthias	Teagan Kamp
Chelsea Gordon	Joseph Odewole	Nancy Naidoo	Thomas Richards
Chelsi Magee	Joyce Chebet	Narelle Woods	Tina Warren
Christiaan Urquhart	Julie Bird	Nazim Ali	Tom Spencer
Claudia Noone	Julie Irvine	Neely Lay	Ugo Ibara
David Asiemo	Kathy Seriotis	Neeru Sharma	Veronica Thorne
David Bogeski	Kerrie Guy	Nicholas Busuttil	Warren Powter
David Forfar	Kim Robins	Nicole Hemsley	Warrick Brewer (Board)
Debra Simons	Kristel Bonetti	Nicole O'Malley	Wayne Evans
Domonic Graham	Kudzai Muchirahondo	Olga Hardy	Zane Orr-Farrel
Donna Myrthe	Leanne Mathews	Ozge Yuksel (OJ)	



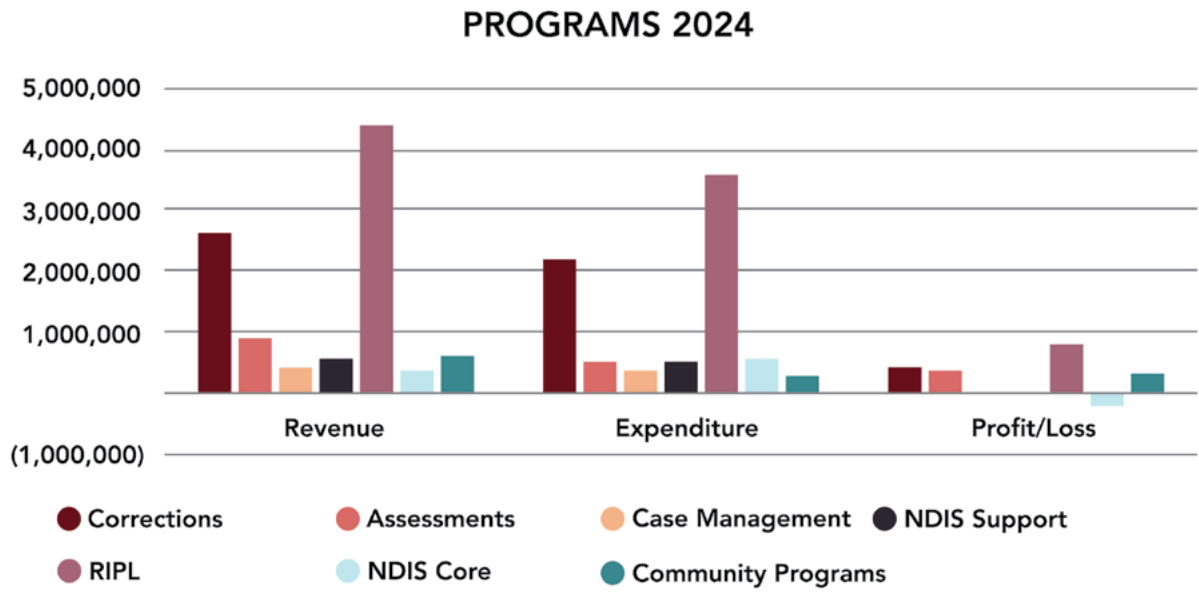
2023 / 2024 TRADING RESULT



2024: Time for investment.

In 2024, arbias experienced a revenue increase of 5.5%, reaching \$9,960,510. Our administration expenses remained stable at 17%, resulting in a profit of \$162K, which accounts for 1.6% of gross income.

Following the return to steady income post-COVID, our executive team, under the guidance of the CEO, prioritised investments in upgrading our accounting, employment, and client management software. This strategic move aims to enhance our ability to support clients in achieving their goals. While these upgrade projects will continue into 2025, our ongoing focus remains on investing in both our staff and technology infrastructure. This investment ensures we deliver streamlined, efficient, and cost-effective services while nurturing our team and facilitating organisational growth and adaptation.





## VICTORIA

T: (03) 8388 1222 /

F: (03) 9387 9925

[www.arbias.org.au](http://www.arbias.org.au)  
[enquiriesVIC@arbias.com.au](mailto:enquiriesVIC@arbias.com.au)

27 Hope Street  
Brunswick VIC 3056

## NSW

T: (02) 9736 1821 /

F: (02) 9645 3483

[www.arbias.org.au](http://www.arbias.org.au)  
[enquiriesNSW@arbias.com.au](mailto:enquiriesNSW@arbias.com.au)

27 George Street  
North Strathfield NSW 2137

***Annual Report***  
**2023 - 2024**

