

## Case Study

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### Supporting The Glen Drug and Alcohol Rehabilitation Centre



#### Background

'The Glen' is a drug and alcohol rehabilitation centre on the NSW Central Coast, operated by Ngaimpe Aboriginal Corporation. The 20-bed residential centre provides holistic, culturally appropriate treatment for men suffering from substance abuse problems and empowers them to be active members of their family and community. Over the last 20 years the Glen has admitted over 1000 clients from across Australia, around 60 per cent of whom are Aboriginal men.

The Glen program is one of only six of its kind in NSW. The rehabilitation program typically runs for three months, but clients are welcome to stay up to six. The target outcomes are clients become clean and sober, and are able to maintain family relationships and employment with zero recidivism. The Glen also began offering a transition program in 2011 to help reduce the number of rehabilitation clients returning to circumstances that likely contributed to their addiction in the first place. This transition program provides sheltered accommodation for participants, and arranges training, work experience and volunteering opportunities.

CEO, Joe Coyte operates the Glen on a shoestring budget, with a skeleton staff and a strict focus on the wellbeing of clients. The burgeoning transition program created additional demand from clients eager to also apply for housing and arrange work experience. With this increase in demand, the Glen's day-to-day running was an increasingly heavy burden. It was critical for the centre to increase its operating efficiency to keep pace with its rapid growth.

Jawun began working with the Glen in 2012. Joe wanted to build the centre's profile and professionalism to attract private clients who would provide a sustainable income stream in a busy and volatile funding market. From 2012 to 2014, Jawun placed six secondees to assist the Glen to build such programs and the organisational infrastructure to support them. Its aim was to be recognised as one of the leading organisations for Aboriginal drug and alcohol rehabilitation in the country.

#### Approach

In 2012, the first secondee from Bunnings conducted a building and maintenance review, and made recommendations for productive land use and efficiency measures. As a result of these recommendations, a secondee from Wesfarmers (Coles) then conducted an administrative and business processes review to maximise the value of resources. In 2013, with the business operating more efficiently, Joe started to test some of his strategic ideas by exploring diverse funding streams. To support this, a Westpac secondee looked into the feasibility of a women's rehabilitation centre and a commercial four-week rehabilitation program designed specifically for the mining sector in the Hunter Valley.

With this expansion, the possibility of new funding streams and the risk the funding process could change to competitive tendering, Joe felt the Glen's financial systems needed to be more robust. A KPMG secondee conducted a financial systems review focusing on the capacity for growth, and began preparation of tendered funding applications.

In 2013, the Glen achieved successful accreditation by QIP (*Quality Innovation Performance*), which is considered the industry standard in the residential rehabilitation sector. To meet the increasing compliance requirements associated with this accreditation, Joe invested in a software system to assist reporting. A Commonwealth Bank secondee reviewed the system and made recommendations to ensure the Glen was gaining full benefit from the technology.

Finally, to manage a growing profile among other drug and alcohol services, and with the aim of attracting fee-for-service clients, Joe was keen to develop a marketing strategy. This marketing strategy would reflect the increasing professionalism of the Glen; in 2014 a Woolworths secondee was deployed to support this aim.

## Outcomes

Jawun secondees were able to support The Glen during a period of rapid growth to streamline operations in a range of areas including: strategy, finance, property management, marketing and IT. This work has contributed to a number of successful outcomes and industry recognition, such as:

- The Glen was awarded the Aboriginal Drug and Alcohol Network (ADAN) program of the year in 2013.
- A pilot intensive four-week rehabilitation program was developed for private clients and clients from the mining sector (as opposed to clients referred by the justice system). This program has successfully treated six individuals, and is currently under review with plans to advertise to the general public in late 2014.
- A major resources company was investigating suitable infrastructure in the Hunter Valley for a women's program pilot site with the Glen.
- In February 2014, three clients from The Glen's transition program began work experience at Bunnings Tuggerah on a casual basis. Two have since progressed to full time work, with more clients due to participate in the scheme later this year. This transition to employment results in a direct saving to government in welfare services.

Joe Coyte said: *"The Glen is proud and honoured to continue the hard fight to reduce the impact of addictions in the Indigenous community in Australia. Without the help of corporate Australia through the Jawun program, I would have grave doubts about the ability of our organisation to compete with the larger mainstream players in the sector."*

## Next Steps

As Joe Coyte works to build the centre's capacity, several strategic projects have been identified as future secondment opportunities:

- Increase the Glen's transitional housing space and the number of clients moving to paid employment at Bunnings. Bunnings are identifying suitable stores for expansion of the program. Joe plans to utilise Jawun secondees to explore the feasibility of apprenticeships through other employment opportunities, including skilled clients moving into transition.
- With funding pressures likely in the future competitive tendering process, The Glen is keen to investigate consortium options with other services providers. Jawun secondees could assist in areas such as governance and financial feasibility.