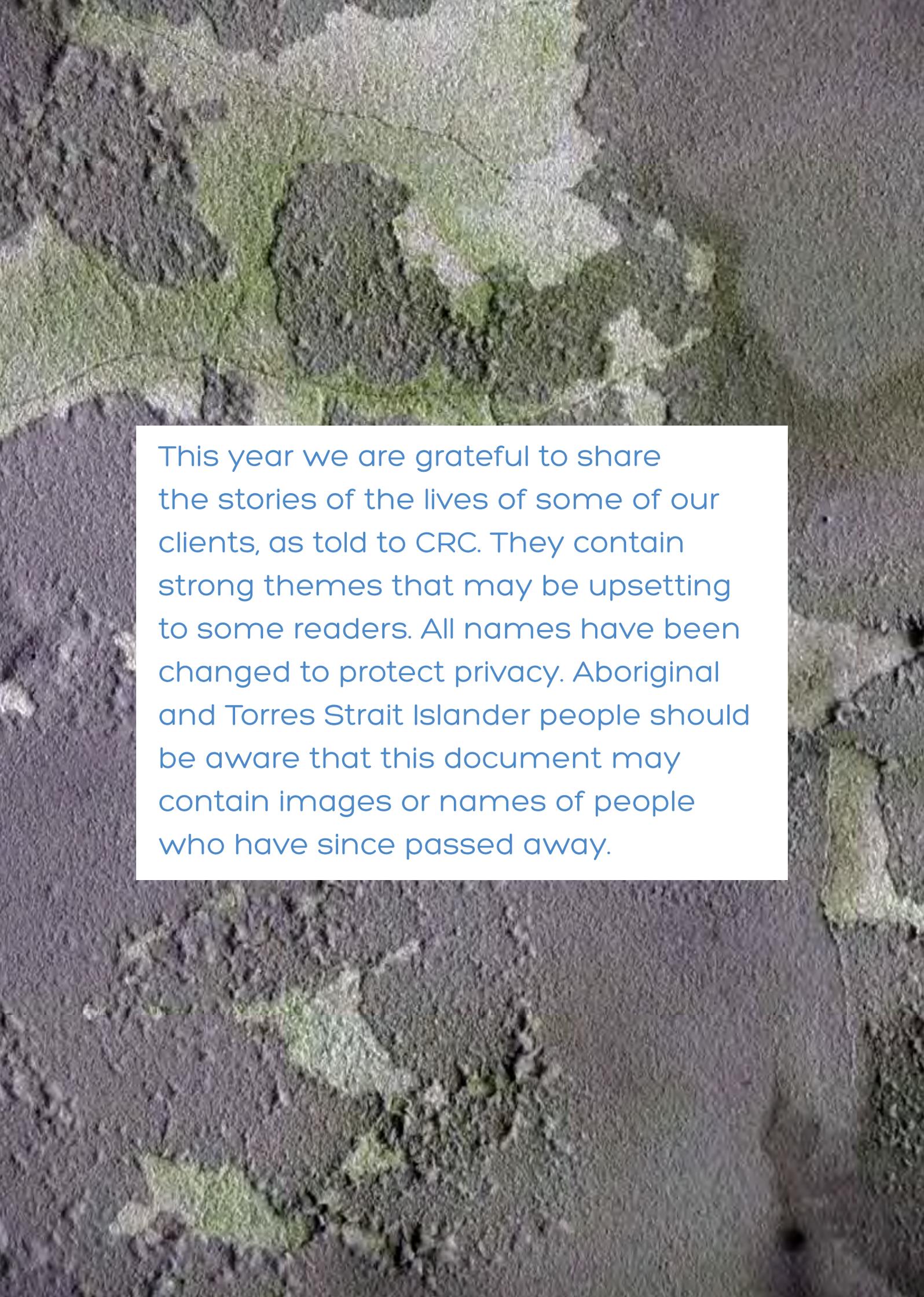




COMMUNITY  
RESTORATIVE  
CENTRE

# ANNUAL REPORT 2014/15

CHANGING LIVES  
REDUCING CRIME



This year we are grateful to share the stories of the lives of some of our clients, as told to CRC. They contain strong themes that may be upsetting to some readers. All names have been changed to protect privacy. Aboriginal and Torres Strait Islander people should be aware that this document may contain images or names of people who have since passed away.

The Community Restorative Centre would like to acknowledge and pay respect to the traditional custodians of the land on which our offices stand, Elders past and present, and all Aboriginal peoples within these boundaries.

## CRC OFFICES

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Chippendale NSW 2008

*With respect to the Gadigal Peoples*

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### Broken Hill and Wilcannia

PO Box 319  
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Phone: 08 8088 1617  
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*With respect to the Wiljkali and  
Baarkintji Peoples*

### Newcastle and Gosford

PO Box 749  
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Phone: 02 4978 6700  
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*With respect to the Awabakal, Worimi  
and Darkinyung Peoples*

### Bathurst

*With respect to the Wiradjuri Peoples*

### Rutherford

*With respect to the Wonnaura Peoples*

### Villawood

*With respect to the Dharug Peoples*

In addition CRC has staff co-located in the following regions:

### Penrith/Nepean

In partnership with Wentworth Community Housing  
*With respect to the Darug and Wiradjuri Peoples*

### South Western Sydney and Liverpool

In partnership with Women's Housing Company and in partnership with South West Sydney Area Health Service  
*With respect to the Tharawal, Gundungurra and Darug Peoples*

### Newtown

In partnership with Newtown Neighbourhood Centre  
*With respect to the Gadigal Peoples*

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# COMMUNITY RESTORATIVE CENTRE

## Our History

CRC was founded in 1951 on the beliefs that:

- People released from prison have paid their debt to society and have the right to re-establish their lives in the community without stigma, stereotyping or discrimination. They should be offered support that eases their transition back into the community, improves their life options and assists them to avoid re-offending.
- Families of prisoners should not be punished or suffer from discrimination by the justice system. They should be entitled to support to minimise the effects of having a relative imprisoned.
- This support should help sustain their relationship with their relative in prison, and enable the re-establishment of family upon release of the prisoner, if in the best interest of all parties.
- People should leave correctional facilities in a better physical, emotional and educational state than when they entered. They should be given a sense of personal dignity and worth and real chances to obtain employment and re-establish themselves in the community.
- Many prisoners are people who have experienced significant social and economic disadvantages that contribute to their offending and re-offending. They require support to move out of this cycle.
- All clients of CRC have the right to support that is non-judgmental and preserves their confidentiality and dignity.

## Our Future

CRC aims to change lives positively by supporting people affected by the criminal justice system. Our primary goal is to improve our clients' quality of life by providing practical and emotional support.

We aim to reduce crime and to reduce the impact of incarceration on individuals and the community. Through a range of services and targeted projects CRC works in partnership with other organisations to improve our clients' access to support and services. We create opportunities for our clients to participate in the wider community and achieve independence.

## Strategic Plan

CRC is recognised as a leading provider of services to people negatively affected by the criminal justice system. Our many years of practical service delivery experience demonstrate a proven track record of outstanding results, as evidenced by the meeting of all the Key Results Areas of our Strategic Plan 2008-2013.

In 2014 we undertook an organisational review with Peter Cranko from PSC Partners, which allowed us to evaluate and reflect upon our knowledge-base and future direction. As a result our Board of Management, staff and key stakeholders worked to develop a new strategic plan that will steer CRC to becoming a stronger and more sustainable organisation.

This strategy was developed at a time when government policy, funding, and service procurement practices were undergoing significant change. CRC has now taken steps to diversify our funding base and ensure a sustainable and independent future that builds on and strengthens our proven approach.

### Community Restorative Centre Strategic Plan 2014-2018:

1. Establish an Advocacy, Research and Innovation Unit (ARIU)
2. Document and improve our model of support and explain why it works
3. Extend CRC's target client groups and services offered along the service pathway
4. Diversify and expand our funding to decrease reliance on government and increase sustainability
5. Strengthen CRC's organisational and governance foundation to support the new strategy

## PATRON'S ADDRESS



Once again I offer congratulations to the Community Restorative Centre (CRC) for its faithful work under sometimes difficult conditions for prisoners, their families, friends and dependants; and particularly upon the release of prisoners to the community where enormous challenges must be faced.

### Contemporary challenges

A feature of incarceration in Australasia in recent years has been the large increase in the prison population and particularly amongst Indigenous people. In fact, rates of imprisonment in Australia (and New South Wales) have reached historic highs. A recent analysis of full time imprisonment by the Judicial Commission of New South Wales<sup>1</sup> recorded:

“In 2014, Australia’s prisoner numbers reached a 10 year high as of 30 June 2014, there were 33,791 prisoners (sentenced and unsentenced...) this represents an increase of 10% from 2013... of these, 25,513 were sentenced prisoners and 8,210... were unsentenced, representing an increase of 11% from 30 June 2014... Indigenous offenders are over represented in the Australian prison system. The ABS reported that, as of 30 June 2014, there were 9,264 prisoners who identified as Aboriginal or Torres Strait Islander. This accounted for just over a quarter... of the total prison population and represents a 10% increase... from 30 June 2013 – 30 June 2014... This was the highest number of Aboriginal and Torres Strait Islanders recorded in Australian prisons since 2004... On 30 June 2014, the median age of Aboriginal and Torres Strait Islander prisoners was 31.0 years, which is 4.3 years lower than the median age of non-Indigenous offenders (35.3 years).”

A consequence of these developments, which are certainly reflected in New South Wales, is that our custodial institutions are seriously overcrowded. The second investigative report of the Inspector of Custodial Services, tabled on 7 May 2015, serves as a stark warning. New entrants have outstripped the number of available prison places. This has led to a severe shortage of beds. But it has also reduced access to services and resulted in insufficient physical and mental health care within our prison walls.<sup>2</sup> The Public Interest Advocacy Centre (PIAC) has worked with disadvantaged and marginalised groups in contact with the criminal justice system for more than 30 years. Its senior policy advisor has written that:

“Legislative change, coupled with policing practices, are leading our vulnerable clients towards a revolving prison door ... A lack of operational capacity has led to inmates being double – or triple – bunked in cells originally designed for one.”

These realities have imposed many disadvantages and humiliating indignities upon the prison population, although, in theory, the loss of liberty alone is the punishment. It does not need added features. One element candidly described in a book by a discharged prisoner, who has made good on his release from custody, puts things vividly. It describes the “courtesy flush”. Prisoners using the same lavatory in the multi-shared cell quickly learn the obligation of the “courtesy flush”. They must flush the toilet bowl immediately upon depositing faeces, as this reduces the smell to which their cell mates are subjected. One would think that Australia could do better than this.<sup>3</sup>

Against this background, it is scarcely surprising that recidivism is on the rise in Australia. The Australian Crime Prevention Council (ACPC) explains that the increasing return of prisoners to custody raises the question what else governments can do and whether the quality and accessibility of prisoner programs explains, in whole or part, the percentage of prisoners returning to corrective services within two years of their last release.

Between the years of 2006 and 2011, the rate of recidivism in New South Wales increased from 44.9% to 50.3%. Only in Western Australia was there a decline. The ACPC says the current levels of the prisoner population nationally put pressure on services when offenders are discharged. Assistance with welfare, drug and alcohol programs and housing cannot meet the current demand.

Despite some evidence of a decline in serious crime, incarceration and recidivism are major problems in Australia. Matthew Willis of the Australian Institute of Criminology has said that: ‘perhaps the single best indicator of whether someone will be imprisoned is whether they have been in prison before’. Commentators such as the Jesuit Social Services Executive also claim that a relatively small number of high profile cases have led to a tightening of bail and parole laws, increases in prison populations and recidivism.<sup>4</sup>

The features revealed in statistics from New South Wales and Australia are repeated across the Tasman Sea. In New Zealand, the per capita rate of imprisonment is even higher than in Australia, a feature blamed on ‘penal populism’ which is said to infect politicians who respond to media rather than to objective crime statistics.<sup>5</sup> In Sweden in the 10 years to 2014, the national prison numbers dropped from 5,722 to 4,500 in a population of 9.5 million. There was no resultant crime wave. It appears that Sweden is doing something correctly. Australasia should study their programs to see what is working and what is not. Almost certainly a comparative lack of support for prisoners on their discharge from custody is a major differential factor.

## A difficult year

The year 2014-15 presented CRC with many new and significant difficulties:

- Corrective Services NSW funding of long-term men’s and women’s transitional support programs ended;

- The FACS funded long-term men’s and women’s transitional accommodation program closed;
- Significant gaps in the service landscape arose in the provision of support for men leaving custody in the Sydney metropolitan region.

Notwithstanding these adverse developments, CRC was fortunate to receive some additional support:

- Funding commenced and solid partnerships were established through the ‘Going Home Staying Home’ reforms which started four new services in the Sydney metropolitan and South West Sydney areas;
- New support programs have been provided for men and women leaving custody in the Hawkesbury/ Nepean Districts;
- Men and women on release from custody and living in boarding houses in the Inner West of Sydney have been supported;
- Funding was received from the Federal Department of the Prime Minister and Cabinet for continuation of projects in Broken Hill and Wilcannia, through the Indigenous Advancement Strategy; and
- Shifts in funding and changes in the community sector landscape have obliged CRC to look closely at its service model, philosophy and research base. This process has resulted in the pursuit of funding arrangements that are in line with international best practice.

## Conclusion

At a time when the prisoner population in New South Wales is sharply increasing and 76% of people in New South Wales prisons have been in custody previously, the funding of programs that are based in the community and are able to effectively stop entrenched cycles of disadvantage, reoffending and imprisonment are particularly important. They represent both the goal and the challenge for CRC as it moves into a difficult and demanding future.

I pay respects to those who work for and with CRC. Those who help the vulnerable, and particularly prisoners, surely earn a special place in Heaven.



**The Hon. Michael Kirby AC CMG**

1. Judicial Commission of New South Wales, *Sentencing in NSW*, research monograph 39, 2015, 43 [5.1] (footnote omitted).
2. Sophie Farthing, “Overcrowded Prisons”, *Law Society Journal* (NSW), July 2015, 24.
3. Greg Fisher, *Inside Out*, (New South, Sydney 2015) 125.
4. T.Akerman, “Tough on Crime Stand Increases Recidivism”, *The Australian*, 14 August 2015, 10.
5. B.Rudman, “High Incarceration Rate is the Real Prison Scandal”, *NZ Herald*, 29 July 2015, 8.

Being a CRC Board member is a role that brings great privilege and responsibility. As Board members we see the extraordinary dedication and principled commitment that CRC staff bring to supporting people affected by the criminal justice system. We see their focus on the strengths and wellbeing of people who are too often described only in pejorative terms. We see their tireless advocacy on behalf of those marginalised by stigma and discrimination.

It is also a role that can bring with it great frustration. We see the time and energy diverted from CRC's important work to navigate major changes in policy priorities and funding arrangements. These changes are not only administratively burdensome for community-based organisations, but can often work against what those at the grass-roots level know, from extensive experience, is needed for people transitioning from prison.

As government funding moves from a grants-based system to a fee-for-service model, clients with multiple and complex support needs can be left behind. In the post-release context, this model is premised on simple interventions around one factor that may be contributing to a person's offending. However there are no quick outcomes from such interventions for CRC clients who have cycled in and out of the criminal justice system from a young age due to their experience of socio-economic disadvantage, mental illness, racism, homelessness, disability or violence. What CRC knows from decades working in this area is that these clients need long-term specialised support and services to reduce their contact with the criminal justice system.

CRC's specialist leadership and experience in the area of post-release is invaluable and unparalleled in this time of the highest prison population NSW has ever seen. This is widely acknowledged in the almost daily invitations CRC receives to share expert knowledge and advice on advisory committees, consultative groups, conferences and through training sessions, many of them from government agencies.

In the past year, CRC CEO Alison Churchill has served as a Sydney University Institute of Criminology Advisory Committee member, a Board Member of the Justice Health and Forensic Mental Health Network, a Research Partner on the SSRI-impulsivity Study at the Kirby Institute at the University of NSW, a Research Advisory Committee Member on the STOP –C project at the Kirby Institute at UNSW, a presenter at the Council for Intellectual Disability

Conference 'We are worth the investment' (Sydney), and a keynote presenter at the Micah Projects Inc Conference: 'Complex needs and the NDIS' (Brisbane).

Program Director Mindy Sotiri was awarded a Churchill Fellowship, and spoke on best practice in post-release support on numerous occasions including at the Community Housing Federation Conference, roundtable on People Leaving Custody (Corrective Services/FACS), roundtable with SESAHS 'Joining the Dots on Hepatitis C treatment', the Reintegration Puzzle Conference (Brisbane), the Partners In Recovery Launch IR Launch (Sydney), and the National Corrections Health Conference (Melbourne).

While CRC's specialist post-release expertise is widely lauded and drawn upon by many, including from within government, there is a broader shift away from funding specialist services in the community sector. The generalisation of government service provision and the one-size-fits-all funding model is in direct contradiction to what CRC has consistently found works for their clients: specialist, holistic, flexible, long-term support.

CRC's approach to supporting people to make the positive changes they aspire to is cited and backed up by academics and practitioners around the world. Yet there remains an inherent bias against research and evaluation that focuses on the value and impact of small specialist services in a policy environment that privileges large-scale, quantitatively-derived, randomised controlled trials as the 'gold standard' in evidence in this field. In our view, governments using such a standard are not serving their own aims nor those they are seeking to support by taking such a limited view of what constitutes good evidence in this field.

The shift to funding arrangements that indirectly reward services for not taking on clients with multiple and complex support needs will be enormously costly in the long term. A further increase in prisoner numbers will be an inevitable outcome of a lack of adequate or appropriate funding in the specialist post-release community sector.

It is our great challenge as Board members to move beyond our frustration at this situation to support CRC towards a sustainable independent future in its crucial work to support some of the most vulnerable people in our community.

We pay tribute to and thank our wonderful CEO, Ms Alison Churchill, and CRC's exceptional management team and staff whose skill and dedication are second to none.

We congratulate and thank CRC clients for their trust and resilience. We remain committed to ensuring that your relationship with CRC is as strong, mutually respectful and beneficial as possible.

We also thank and honour our patron, the Honourable Michael Kirby AC, CMG, and our eminent advisory panel.

We farewell Board member Robyn Read and thank her for her contribution.

It is with particular sadness that we honour our former CRC Board member Uncle Ray Jackson. Ray was an invaluable supporter of CRC and is greatly missed. We are all the poorer for his passing.

We conclude with an example of CRC's quiet commitment to all those in the criminal justice system and their families. Each year CRC receives thousands of calls from people seeking advice. Some of these calls are made in relation to people who become CRC clients, but many are from people seeking general advice and referrals to other services. CRC staff have always responded to such calls with generosity, reassurance and relevant information. Yet with the shrinking resources attached to program funding, staff time has become increasingly stretched.

CRC has consequently decided to self-fund its Telephone Information and Referral Service (TIRS) with the limited savings that we have in recognition of the invaluable service it provides, particularly in a policy environment where there are significant gaps in knowledge and service provision. It is our hope that the value of such a service will be recognised and resourced independently in the near future.

CRC remains deeply committed to addressing the increasing challenges people transitioning from prisons in NSW face in rapidly increasing numbers amidst the vagaries of adverse policy changes and funding arrangements. It is with great pride that we acknowledge the ongoing dedicated professionalism of staff and volunteers to this outstanding organisation and to their clients.

**Ruth McCausland**

Vice President CRC Board

# BOARD REPORT

## 2015 CRC Annual Report Message from the Board



## CEO REPORT



2014/15 has been a year characterised by great change for the Community Restorative Centre (CRC). Changes to government funded programs saw the closure of many of our long-standing projects and the establishment of multiple new ones. We have farewelled many staff during this process and welcomed a new team who has risen to the challenge of establishing new projects operating within new partnerships and consortia. Over a twelve month period the organisation has a new shape and new service delivery models. In 2015, CRC is operating in a funding environment that is unprecedented in our history. The impact of changes to both state and federal government funding programs has resulted in CRC rethinking and rapidly adapting our models of service delivery.

The origins of the non-government organisation service system were based on the acknowledgement that many social, welfare and economic issues are best addressed locally by grass-roots organisations that have the flexibility to adapt and innovate in response to local and specialist need. This ideology has existed for decades nationally and internationally and recognised the unique role of the community in developing specialist and expert responses to a range of social issues. However this dynamic is rapidly changing.

Current state and federal government funding models have seen a fundamental shift towards governments assuming the greater balance of knowledge for addressing diverse community-based issues. This often entails a blanket 'one model fits all' approach to service delivery. Innovation and flexibility have been stifled partly by the obsessive rhetorical commitment to 'evidence-based practice', and partly because of an ideological commitment towards 'fee for service' arrangements that require community sector organisations to participate in competitive tendering for rigidly designed programs in which community-based expertise has very little significance. This has seen an increase in the NGO sector struggling to compete for funding to deliver models of service delivery that often are not a fit for their communities of interest.

For organisations such as CRC, where the target population often sits outside of mainstream welfare provision, this approach is deeply problematic. Current funding models dictated by government rarely meet the complexity of needs our clients struggle to address on a daily basis. Increasingly, funding for specialist, informed, innovative service delivery is being replaced by short term, one-size-fits-all, mainstream models. Decades of learning, innovation and expertise held by the NGO sector has been ignored.

Nowhere else is the move away from specialist service delivery more evident than the introduction of the National Disability Insurance Scheme (NDIS). There are thousands of people across Australia with intellectual disabilities that are criminalised and imprisoned for disability-related behaviours. The current structure of the NDIS does not address the complexity or acknowledge the impact an intellectual disability can have on every area of a person's physical, emotional and cognitive wellbeing. The NDIS funding model requires an individual to be assessed and funded for supports that relate only to the presence of a disability. There is a requirement therefore to be able to separate and categorise an individual's behaviour as being a symptom of one aspect of their life. Any behaviours with multiple causes, such as offending, will not be considered worthy of funding. The dissection and categorisation of a person's cognition and behaviour is neither possible nor efficacious. If these issues are not adequately worked through and resolved it will inevitably result in prison increasingly becoming the default social service for more people with cognitive impairment; a clearly retrograde step.

However, despite the upheaval, CRC is standing strong and, if anything, more deeply committed than ever to addressing the increasing challenges people transitioning from prisons in NSW face in rapidly increasing numbers.

At the time of writing this report, the NSW prison population has risen to over 11,800, at a cost of \$222 per day (or \$81,030 per year) per inmate. The rapid increase in the prison population has resulted in significant overcrowding with doubling and tripling up of inmates in cells, the construction of demountable cells, the reopening of old centres, and long stays for individuals in court cells. NSW currently has the lowest number of out-of-cell hours for inmates.

In addition to the practical 'in-cell' difficulties for people living in overcrowded cells, the Inspector of Custodial Services in his report 'Full House: The growth of the inmate population in NSW 2015' highlighted the impact of increased numbers on rehabilitation programs for inmates, the limited access to programs impacting on people's ability to gain parole, and the reduced access to work, education and family contact.

Overall recidivism rates within a two year period post release are 45%, but are much higher for vulnerable populations. It is anticipated that the negative impact of the increasing prison population could see this figure also continue to rise.

While we know the numbers of people incarcerated are changing, the demographics of the people cycling through the system have not. Over the past decade, research continues to highlight the significant levels of social, physical, economic, educational and intergenerational disadvantage these people face. The majority of people in prison come from postcodes characterised by poor infrastructure and a lack of community resources. Academics, researchers and practitioners from a diverse range of disciplines have concluded that specialist, holistic, flexible, long-term support services are essential in assisting people to make the positive changes they aspire to in order to increase wellbeing and positive participation within society.

While there is very limited commitment on the part of government to fund such services at this time, CRC is determined to explore a broad range of funding alternatives that may inevitably see less dependence on governments.

No matter what political or economic climate we are operating in, CRC's programmatic success is always attributed to our amazingly dedicated and staunch team of paid and unpaid staff and management. In partnership with our clients, their families and communities, they walk to the edge of their familiar territory and take a leap of faith into the unknown on a daily basis. It is truly inspirational on the part of all involved. As CEO I am honoured to be part of this work.

I would like to acknowledge and thank all of our funding bodies, informal and formal partner organisations, without whom we could not achieve the outcomes for our clients.

I would like to acknowledge and thank CRC's Board of Management for their ongoing support, wisdom and governance. As a group of volunteers their commitment to the organisation and its area of work and drive for ethical service delivery ensures that we remain viable and relevant in the criminal justice arena.

I would like to finish my report by acknowledging a true mentor and friend to CRC and myself who passed away on April 23 2015. Uncle Ray Jackson was a strong Wiradjuri man who fought his entire life for the rights of those less fortunate. His unwavering support for CRC was shown during his tenure on the Board of Management, his consultancy to myself and CRC projects, his delivery of Indigenous training, words of encouragement, words of truth, and hugs at the times when it mattered will never be forgotten.

**Alison Churchill**  
CEO

# RAY JACKSON



Earlier this year, CRC lost a long-time friend and tireless campaigner when Uncle Ray Jackson passed away on April 23, 2015. Despite personal challenges, Ray was a passionate and courageous man who fought against oppression and injustice for those without their own resources to do so.

I had the privilege of meeting Ray when I started at CRC in 1997. He was serving on CRC's Board of Management, providing input into strategic governance and ways to increase access to services for Indigenous people affected by the criminal justice system. Over the years, Ray became a friend and a mentor, providing invaluable insight into the plight of Indigenous people caught up in our prison system and supporting our attempts to tackle these issues head on. His wisdom, knowledge and determination were invaluable.

A Wiradjuri man, Ray was stolen from his mother at the age of two and given to a white family. Despite his life-long efforts, he never found his Indigenous family and in fact, never knew his real name. Despite this he went on to campaign tirelessly for other families and the most vulnerable in the community.

Ray's unwavering drive for a transformative agenda in the prison system was significant in the formation in the late 1980's of the Royal Commission into Aboriginal Deaths in Custody. Ray became the Secretary of the Aboriginal Deaths in Custody Watch Committee and then Management Committee Coordinator. As always, he carried out his roles on a voluntary basis. When the Commission's funding was cut in 1997, Ray founded the Indigenous Social Justice Association (ISJA), running it from his one-bedroom Housing Commission flat in Waterloo.

Ray worked tirelessly with the families of those who died in police or prison custody, standing with grieving families at body identifications and viewings, attending coronial enquiries, keeping families abreast of information, providing updates on the reform agenda and refusing to let the names of the dead be forgotten, all the while never once receiving payment or reimbursement of expenses for his work. His support to the Hickey family following the death of their son TJ is testament to his enduring fight for justice.

During the 1990's, Ray was appointed as an Official Visitor to Corrective Services NSW, where he was often unpopular due to his relentless challenging and questioning of the prison system and its impact on individuals. He remained undeterred by regular cautions and threats of being removed from his position and is remembered by many ex-prisoners, both Indigenous and not, as having assisted them greatly, providing hope and support where there was none. Despite his confrontational stance, senior corrections staff members were present at Ray's memorial service as a mark of respect for his life's work.

In the years prior to his death Ray also initiated and led two Aboriginal Passport Ceremonies, providing refugees and non-Aboriginal members of the Australian community with Aboriginal passports, welcoming them to Aboriginal country. At his memorial service Professor Joseph Pugliese spoke of Ray's enduring commitment to equality and acceptance of difference.

While Ray's constant struggle for those less fortunate prevented him from engaging formally in long-term academia, he was recognised by many as one of the most informed and learned Indigenous people in his field. In 2015, Ray was nominated for an Honourary Doctorate at Macquarie University, which sadly will now be awarded posthumously.

Whilst never recognised by the Australian government for his work, he has recently been nominated for an Order of Australia and in 2005 Ray received a nomination for a Law and Justice Foundation Award, where he was greatly acknowledged by the attendees at NSW Parliament House.

In 2011, Koori Radio named Ray Elder of the Year and in 2013 the French Government awarded him a Human Rights Medal, an honour he shared with individuals such as Nelson Mandela.

As well as a campaigner, Ray was the proud father of six children and a caring and devoted grandfather. Over the years he cared for his grandchildren, preventing them at times from being taken into the care of the state. He did this despite being a single man subsisting on a pension, often unwell and self-funding all of his advocacy and support work.

Ray was an outspoken, forthright, dedicated, selfless, passionate, intelligent, and transformative man. He was a husband, father, grandfather, friend, mentor, teacher and advocate. He was humble, respectful and never deferred to anyone as being greater or more important than another.

A quiet achiever in many ways, his work and dedication have impacted us deeply at CRC and he will be dearly missed. Rest in peace, Uncle Ray.

**Alison Churchill**

CEO

## PROGRAM OVERVIEW

The Community Restorative Centre (CRC) provides a range of services to people involved in the criminal justice system and their families. CRC is the lead provider of specialist through-care, post-release, and re-integration programs for people transitioning from prison into the community in NSW. All CRC programs aim to reduce crime and break entrenched cycles of disadvantage, offending and imprisonment.

In the financial year 2014-2015, CRC projects included:

### Transitional and Post-Release Support Services:

- Inner City Sydney Women's Transitional and Post-Release Service
- Inner West Transitional and Post Release Boarding House Support Service
- South Western Sydney Women's Transitional and Post-Release Service
- Nepean/Blue Mountains Transitional and Post-Release Service
- Initial Transitional Support (Sydney Metropolitan)
- Extended Reintegration Support (South Western Sydney)
- AOD Transitional and Post-Release Support (Greater Sydney Metro Region)
- Broken Hill Indigenous Justice Project and Indigenous Advancement Strategy
- Broken Hill Transitional Indigenous Suicide Prevention Project
- Initial Transitional Support (Broken Hill)
- Villawood (On-Site Supported Living)
- Rutherford (On-Site Supported Living)
- Newcastle/Hunter (Outreach Support)
- Gosford (Outreach Support)
- Bathurst (Outreach Support)
- Broken Hill (Outreach Support)

### Family Support Services

- Family Casework
- Video Visits
- Travel Assistance and Brokerage

### Community Support Services

- Telephone Information and Referral Service
- The Jailbreak Health Project
- Court Support
- Specialist Training

In the year ahead we look forward to establishing:

- Transitional and Post-Release Employment Project (Inner Western Sydney)
- The St John's Road Project (Inner Western Sydney)



## TRANSITIONAL AND POST-RELEASE SERVICES

Our transitional projects work holistically to address the causes of offending, re-offending and recidivism, including; homelessness, social isolation, institutionalisation, drug and alcohol misuse, unemployment, education, family relationships, financial hardship, histories of trauma and associated individual risk factors and behaviours related to offending.

308 Transitional Clients

181 Indigenous clients

198 Men

110 Women

CRC recognises that transitioning from prison to the community can be extremely difficult, especially for people who have spent most of their lives being ‘managed’ in criminal justice settings, rather than being supported in the community. CRC programs demonstrate that with the right support, people are capable of making extraordinary changes in their lives. We believe that when individuals are released from prison, they have served their time and should be supported to have the opportunity to build productive, happy and healthy lives in the community.

“ My clients are incredibly resilient; most having experienced unimaginable trauma and adversity in their lives. I continue to be motivated to come to work each day because of the human connections made with clients.

**CLAIRE**  
Inner City Sydney  
Women’s Transitional  
and Post-Release Service

### Inner City Sydney Women’s Transitional and Post-Release Service

This project works with women on release from prison who are homeless or at risk of homelessness and looking to live in the Sydney Metropolitan Region. Transitional workers offer pre-release support and intensive holistic case management post-release that includes assistance with housing. Funded through FACS Going Home Staying Home, this project operates in partnership with B Miles and Detour House.

## CLIENT STORY INNER CITY SYDNEY WOMEN'S TRANSITIONAL AND POST-RELEASE SERVICE

**//** Leah was born in Cambodia during the Khmer Rouge regime. Her parents were placed into forced labour camps and often feared for their lives. After Leah was born they sought asylum and spent ten months in a refugee camp in Thailand before settling in Australia in southwest Sydney. Leah describes her childhood as emotionless, with no celebrations. Emphasis was placed on education from an early age and play was deemed unnecessary.

Throughout her childhood, Leah felt no meaningful connection with her mother. She doesn't recall ever being told she was loved or having any sense of care expressed through physical contact. Instead, love was expressed through providing for the family. Leah saw stark contrasts between her family life and others, and yearned for what they had. She came to the conclusion that her parents did not love her.

Leah was not allowed to speak English at home and was told she was Chinese and Australian. She was confused by this and struggled to form a sense of identity. She was made to attend Chinese school each Saturday and was not allowed to have contact with friends outside of school hours, which led to increasing social isolation.

As the eldest girl in her family, Leah felt immense pressure to succeed academically and was told 'your life is over if you don't go to university'. Her mother chose all of her high school subjects, leaving Leah unable to pursue any of her own interests.

This time saw an emergence of a heroin epidemic in the area in which she lived and Leah's school friends began regularly smoking the drug. Leah became intrigued and began experimenting with heroin at age 15. She recalls it only taking three to four days for her to become dependent and she used regularly for three months. Craving attention from her parents, Leah continued to act up in order to get a reaction. Her parents sent her back to Cambodia to cease her drug use and she lived there for six months. While there, she was kidnapped and sexually assaulted by a number of men over a period of days.

Finding it difficult to cope with flashbacks when she returned to Sydney, Leah began using heroin again to numb her pain. She tried to engage with a sexual assault counselling service but her readiness to engage was questioned and she didn't return. She began using heroin intravenously, which quickly led to her contracting Hepatitis C.

Between the ages of 16 and 18, Leah began selling drugs in order to support her addiction. She was remanded into custody at age 18 for selling heroin and a series of custodial sentences followed, ranging from three to six months for similar drug related offences. It was during one of these sentences that Leah was targeted by other inmates. She never reported the incident due to fear of reprisals.

On release, Leah lived with her parents and was soon employed, doing fieldwork and recruiting previous intravenous drug users to take part in various research programs for a major university. Employment provided Leah with a sense of normalcy for nearly two years until an attempt to assist her sister in attaining drugs saw her sentenced again.

During her last period of incarceration, Leah experienced what she describes as a spiritual experience and consciousness change that allowed her to view situations differently. Meditation assisted Leah in reducing negative self-talk and she now feels a greater sense of calm. "Before I didn't know who I was and now I do," she says. "We identify ourselves with our profession, money and social status but without those in prison I had to look deeper." She credits meditation for increasing her concentration levels, focus, assertiveness, confidence and self-esteem. Feeling positive, she was referred to CRC's Women's Transition Program and began working with CRC three months prior to release.

With CRC's help, Leah was offered supported housing before being offered long-term accommodation through Housing NSW. Leah credits CRC for the ongoing support, motivation and positive reinforcement she has received. "I'd tried many times before to stop using drugs. It's so important to have a service like CRC to motivate and remind you and assist you in taking the necessary steps to achieve that goal. I would never have been able to accomplish what I have without having my own place."

Soon after her release, Leah fell pregnant and gave birth to a baby girl. Her daughter is now two and a half years old and Leah says motherhood has changed her life dramatically. "I felt unwanted and unloved all my life and I don't want my daughter to experience that," she says. "It's made me find the motivation to work harder than I ever have before".

Leah is excited about the future, which she hopes involves further education and employment, in order to better provide for her daughter in the future. "I want to use my experience to help people," she says. "I would like to give other women hope, because when you're in it there's no way out. To think where I am now, sometimes I have to pinch myself."

## CLIENT STORY

## INNER WEST TRANSITIONAL BOARDING HOUSE SUPPORT

**//** My name is Christof. I'm 46 years old and have been in and out of prison for way too long. Can I explain the reasons for me going to prison? Probably not, because I don't really know the answer myself. I do know however that experiences in my childhood left me not trusting anyone and made my life extremely difficult.

Growing up, my family were involved with a religious cult that was later exposed for indecent sexualised behaviours on children. My mother sent me to live with three male relatives who then also abused me sexually. I began using alcohol and drugs to block out the pain and eventually became addicted to ice.

I was in trouble with the law and became friends in prison with people who had the same types of issues as me. It wasn't healthy but it was all I knew and they didn't want to talk about their heartache either, which suited me fine.

I was employed for 12 years as a truck driver and those were good years for me, even though I was still using drugs and alcohol. It kept me out of prison until I lost my licence for driving under the influence and I ended up back inside for two years.

Prison was getting tiring and hard to manage so when I got out I asked for help from the CRC worker on the Boarding House Outreach Service team at Newtown Neighbourhood Centre. They helped me find temporary accommodation with the long-term view to secure a property with Housing NSW. They also assisted me to see a psychologist, something I have never wanted to do. I'm glad they did as it has started my long road of healing and recovery. The days I see the psychologist are hard and I find the week after extremely difficult, but my CRC worker and my community mentors help me through the process.

I have also been assisted with getting long overdue medical attention for my Hepatitis C, teeth from the denture clinic and with moving my Centrelink payments from Newstart to the Disability Support Pension. I was taken to a local church for food parcels and ended up doing volunteer work there, a place I take great pride in. I hated churches for so long but have even started going, after all the negativity I experienced in my childhood. I feel good about myself and what I am doing but at times I still feel it could all come tumbling down. That's when I contact my support people. I don't know if my feelings will ever go away but now understand that if I relapse I can pick myself up again. Even though I have people in my life telling me how good I am doing I still don't see it, but I am not giving up this time.

My relationship with my family is getting better and my brother has even allowed me to spend time with my nieces and nephews, which makes me happy. I want to show them that I can do this and make some changes in my life. I even told my brother about all my abuse and he was stunned.

Prison is a very hard place to be and I was always in survival-mode and seeing and doing things that caused more traumas in my life. Prison hardens your emotions and makes you not trust the system or anyone in it. I don't want to end up there again and the only way for me to not go back is to address my traumas and drug use, change the people I become friends with and keep myself busy.

I really do believe that without the support from the CRC worker, the church, my community mentor and my family I wouldn't be where I am right now. I have a long journey to go and will come across many hurdles. The difference today is that I am learning how to jump those hurdles instead of falling into them and have learnt to reach out for help.

## Inner West Transitional and Post-Release Boarding House Support Service

This project works with men and women on release from prison who are homeless or at risk of homelessness and who are looking to live in a boarding house in the inner western Sydney region. The CRC transitional worker offers pre-release support and planning and intensive holistic case management post-release. Funded through FACS Going Home Staying Home this project operates in partnership with the Newtown Neighbourhood Centre.

## South Western Sydney Women's Transitional and Post-Release Service

This project works with women on release from prison who are homeless or at risk of homelessness and are looking to live in the South Western Sydney Region. Transitional workers offer pre-release support and intensive holistic case management post-release that includes assistance with housing. Funded through FACS Going Home Staying Home, this project operates in partnership with Women's Housing Company.

## Nepean/Blue Mountains Transitional and Post-Release Service

This project works with men and women on release from prison who are homeless or at risk of homelessness and are looking to live in the Nepean/Blue Mountains region. Transitional workers offer pre-release support and intensive holistic case management post-release, including assistance with housing. Funded through FACS Going Home Staying Home, this project operates in partnership with Wentworth Community Housing

## Initial Transitional Support (Sydney Metropolitan)

This project works with men and women on release from prison who are on parole and have been assessed as having a medium to high risk of reoffending. Short-term (12 weeks) transitional support and case management are provided in partnership with Community Corrections staff. This project is funded by NSW Corrective Services and referrals are made through Leichhardt Community Corrections.

**//** I am passionate about walking alongside someone when they get out of prison. Sometimes those little things we take for granted are huge steps for the clients I work with.

**PAULA**  
Inner West Transitional  
Boarding House Service





I never feel like I'm coming to work.

Each day the challenges are never-ending, and the possibilities are endless.

**SHARON**

South Western Sydney Women's Transitional and Post-Release Service



## Extended Reintegration Support (South Western Sydney)

This project works with men and women on release from prison who are homeless or at risk of homelessness, have been assessed as being at high to medium-high risk of reoffending, and are living with mental illness and/or an intellectual disability. CRC transitional workers offer pre-release support and planning and intensive holistic case management for up to nine months post-release. This project is funded by NSW Corrective Services and is a partnership with NSW Corrective Services, South Western Sydney Area Health Service and NSW Housing.

## AOD Transitional and Post-Release Service (Greater Sydney Metro Region)

This project works with men and women on release from prison who have identified problematic alcohol and/or other drug use as well as other complex needs (including mental illness and/or cognitive impairment). Workers provide outreach AOD counselling and support to people in the Greater Sydney Metropolitan Region who have difficulty accessing mainstream rehabilitation services. This project is funded through both NSW Health and Federal Health.

## STARS (Aboriginal Women Leaving Custody Project)

The AWLC/STARS project provided assistance to Aboriginal women leaving Silverwater Correctional Centre without supervision, on remand and released at short notice. The service was funded by Corrective Services NSW as a pilot for 12 months. Funding ended for this project in June 2015

## CLIENT STORY

### SOUTH WESTERN SYDNEY WOMEN'S TRANSITIONAL AND POST-RELEASE SERVICE

**//** I'm 39 years old and have been assisted by Liverpool Women's Refuge and CRC's Women's Transitional and Post-Release Service in South Western Sydney.

I grew up in a home with a mother, father, two sisters and a brother. There was no alcohol or drug abuse and no violence. My parents work and own their own home. I completed my Year 10 certificate, left home and worked. At 19 I had my first child and was a single mother. When I was 21, I met what I thought was the love of my life. A year later I had my second child and my third child when I was 24.

Then the domestic violence started. I was beaten regularly and started using drugs - heroin, cocaine, ice, speed and marijuana. At this time I was also introduced to the criminal justice system. The past 15 years have been a hell of a ride. In, out, up, down, round and round. I'd describe myself as the walking dead at times and pray that God would put me out of my misery. I've been fighting the system and addiction for 15 years. In total, I have seven years clean time.

There are many reasons for my incarceration over the years. Abuse led me to drugs, and homelessness led me to crime and violence. First you learn the system, and then you become part of it and work hard to get out of it. I believe it can be done.

The impact of my upbringing has been positive because if I didn't know a better life I might not have strived so hard to gain one. I no longer have any family though and am working at rebuilding my relationships with them.

My determination to defy the odds and my faith in God has kept me going. Where there's a will, there's a way, they say and my faith gives me hope. My focus has truly been my children and they want to build a life that society says is acceptable. At times I thought this might not happen. It's been extremely difficult and I really should be dead.

I'm grateful to Liverpool Women's Refuge and CRC. They've helped me find affordable housing, which has given me hope and stability and is the first step to building a future. They've also given me a Big W voucher and a fridge and introductions to support networks that provide further assistance to make sure I succeed. Only on a stable foundation can I survive.



**//** I was drawn to CRC because of the amazing work it does providing opportunities for those in the community that are often the most marginalised and socially excluded.

**SUSAN**  
South Western Sydney  
Women's Transitional and  
Post-Release Service

## CLIENT STORY

### INITIAL TRANSITIONAL SUPPORT (SYDNEY METROPOLITAN)

Francis was referred to the Initial Transition Service by his Community Corrections Officer early this year. He describes his most recent incarceration as being a ten-year sentence, because although it was for seven years, he served a three-year sentence prior to this with a very short time of release in between.

Francis has an extensive history of criminal justice system involvement, starting when he was in his teens. He describes his childhood as neglectful, but also says that this is not excuse and that his life may have turned out the same way even if things had been different. Francis describes his offending as being drug-fuelled and says he found it difficult to stop, not only because it funded his substance use but also, he admits, because he enjoyed the lifestyle.

Both Francis's parents passed away while he was in prison. His father died in 2003 and his mother in 2008, both from cancer. Francis is grateful for his two older sisters who he currently resides with. One of his sisters is a carer for the other, as she has been diagnosed with Schizophrenia. Francis and his sisters are quite close and use each other for support.

Francis also has a girlfriend who provides support, especially when he is feeling stressed or like he cannot cope. His goals for the future include settling down with his girlfriend, starting a family and getting himself a fulltime job.

Francis says he is over the lifestyle he previously enjoyed and believes he can continue on the new path on which he has started, feeling a level of self-confidence he has never had before. He attributes this to having achieved his longest period out of incarceration (which previously stood at eight months) as well as the support network he now has. "I've been shown a better side of life," he says. "Now that I've come this far, I don't think anything could stop me."



Their circumstances may be very different and the length of contact with CRC may vary greatly but one thing is consistent – clients of CRC will be treated with dignity and respect, and receive support from someone who cares.

**PAUL**  
AOD Transitional and  
Post-Release Service  
(Greater Sydney Metro Region)

## CLIENT STORY    EXTENDED REINTEGRATION SUPPORT (SOUTH WESTERN SYDNEY)

**//** Nathan was adopted when he was two years old. His adoptive parents were unable to have children, but not long after, they fell pregnant and had a baby girl. Nathan's adoptive parents were not kind to him and his father often disciplined him with physical violence. Nathan ran away when he was a teenager and travelled Australia, working many different jobs.

In 2008, Nathan was in a car accident, which left him in a coma and with permanent frontal lobe damage. He had to learn to walk and talk again and still has chronic pain. His brain injury makes him impulsive and compulsive and affects his memory.

Unable to work, Nathan came to Sydney to find opportunities. When seeking treatment for his chronic pain he describes being labeled a 'pill junkie'. He was finally placed on methadone in Kings Cross, which tied him to the area. Before long he began using drugs, sleeping rough and became known to the police.

While in prison Nathan was referred to CRC's Extended Reintegration Service by his parole officer. The alternative was being released to a homeless shelter or crisis accommodation in Sydney. Once Nathan understood the program he acknowledged he needed support and willingly stayed in custody longer until accommodation was available for him to move into upon release.

Nathan is focused on getting through his parole, maintaining his tenancy and addressing his health needs. He has reduced his methadone and switched to buprenorphine with the aim of being in control of his pain treatment and not linked to a clinic. He also hopes to get treatment for his Hepatitis C.

Nathan would like to one day return to the Kimberley region where he has fond memories of living, and playing in a band. Music is his passion and he is saving up to buy music equipment. He'd also like to study and find work that isn't physically demanding, such as teaching music or opening a café where people can play music. He also hopes to meet his biological mother.

For now, Nathan needs to finish his parole and needs assistance with keeping appointments. He is going through legal processes for motor accident compensation that involve meeting with lawyers and extensive medical assessments. CRC helps by facilitating the appointments and the contact with his lawyer. Nathan hopes it will result in a financial settlement that he can put towards his music. He needs assistance with budgeting so he can save for the things he wants without sacrificing money for food.

Following his accident, doctors didn't think Nathan would recover as well and as fast as he did. Nathan attributes his recovery to his passion for music. After waking from his coma Nathan played his guitar as soon as he could. The doctors believe music improved the pathways and functioning of his brain. Nathan sees music as his therapy. He struggles with anxiety and depression since the accident but uses music to calm him or lift him when he is feeling low or anxious. Music is what has kept Nathan going throughout his entire life.

## CLIENT STORY    NEPEAN/BLEUE MOUNTAINS TRANSITIONAL AND POST-RELEASE SERVICE

**//** Jodine was released on Boxing Day. Release days are always stressful, but public holidays are fraught with danger as no government departments are open, banks are closed and it's hard to get things done. CRC picked Jodine up from the prison and took her to temporary accommodation that had been arranged before release at a refuge in western Sydney.

After the holidays CRC assisted Jodine with Centrelink, Housing, and domestic violence issues. After several weeks of extending temporary accommodation, Wentworth Community Housing offered Jodine a transition unit. St Vincent De Paul assisted with household goods and Jodine was moved in. Since then she has been given a permanent unit just next door.

Jodine is doing well, studying a university subject through the Catholic University and managing her own unit. With assistance from CRC, dental issues have been looked into and are being solved, and victim's compensation has been applied for and received in the form of counselling sessions.

Jodine has not been involved with crime since her release and is slowly integrating back in to the community after 18 years of the revolving prison door. There is every reason to believe that Jodine will be able to finish a university degree and hold down a professional job in the future.

**//** My name is Ahmed and I am 44-years old. I was raised on a farm with an older brother and a younger sister. We all worked on the farm helping with the family business, growing vegetables to sell at the markets. We didn't get to do what other kids did; we worked hard and we didn't get toys.

I was the only Turk at my primary school and each day I had to be ready to have fights with other kids. My English was not the best and people used to make fun of me. The first week of year 7 I was told that I was a bad kid and that the principal would call my father if I did the smallest thing. My dad was a hard man and I don't say that lightly. We were bashed every day just for being kids, so I feared my dad. The principal said I was old enough to leave school if I wanted to, so I signed the papers and waited for dad to pick me up. I was so scared of what he was going to do to me. Turns out he was happy in a way as now I could work more on the farm. He didn't know I was out looking for work, and when I got a job in a warehouse he gave me a bashing like none he had given me yet.

I worked there until I had an accident and injured my back. My father wanted me to go on compo so he could get the money. I went back to work after two weeks but dad had already been to see my boss, telling him I was in a bad way. The boss knew he was looking for money so I was told to sign a form saying I had no injuries and I could go back to work. Soon after they sacked me. I lost a good job, all because of dad's greed.

I worked on the farm and eventually got my licence. My mum got me a small car. Dad got upset one day and said he was going to sell the car. This was the first time that I tried to end my life. I got into my car and waited until I saw a truck coming slowly down the road. I drove as fast as I could under the back wheels of the truck. All this happened right in front of our house. Luckily my timing was not good and the truck went over the car. I lost my fingers; they put one back on but the other one was too cut up.

Soon after, my brother married a girl that my father picked for him and it was decided I would marry her sister. I had a girlfriend already so my Mum agreed that I would marry the sister only so that she could move to Australia and I could leave her after two years. When my mother died overseas, the arrangement died with her. My father then told my Australian girlfriend I was married. She left me while she was pregnant with my child, so I lost my baby too. I took my father's gun and tried to kill myself again. I felt my whole life was falling apart.

Time went on and I fell in love with the girl that I had arranged to marry with my mother when she came to Australia. Four years later she fell pregnant and we travelled overseas to visit her family. I also wanted to visit my mum's grave, as I hadn't been able to go to her funeral. While there my wife had complications with the pregnancy and our son was born a month early.

He tried to live but died after two hours. At the hospital they gave him to me wrapped in a cloth. I don't know how I got to the cemetery. I buried him and got the first plane home, leaving my wife behind in Turkey.

I wanted to end my life. and do it right this time. I saw on TV people were dying from this drug heroin, so I went to Cabramatta to get some. I was told not to have too much at first but I did. When I woke up in the morning I couldn't walk so I knew I was close to ending my life. I finished the rest of the heroin but still woke up. Before I knew it I was not thinking about anything anymore. This drug had fixed all the bad that had happened to me.

This went on for a while until all my money run out. I went to prison for a driving offence but while inside I learnt a lot about stealing, so I when I got out I did that. I wasn't good at it though and soon ended up going in and out of prison, learning more about crime each time and getting better at it. My family came to see me for years but each time they got further away from me. I thought my wife in Turkey would be better without me so I called her and said that I didn't love her anymore. She knew I was lying and tried to talk me out of it but I told her if she didn't divorce me I would divorce her. One day I was taken to court from prison to sign the divorce papers.

Years went by and I kept going to prison. I never did anything to change the way I lived because I didn't want to live anymore. I was in and out of mental health wards and sent to safe cells in prison. It was a really bad time for me and I was bashed by other inmates who wanted me to sell drugs for them and collect the money. I'd be bashed and end up in hospital and then they said they would kill me. I hoped they would because I was just getting deeper into drugs and crime each time. I tried to end my life heaps of times with drugs, praying that I would one day be dead.

My family once found out that I was in a coma in Adelaide and when I woke up they were there. They said I should just stop this life and be a good person but they never asked me why I ended up a drug addict. I sometimes wondered if I told them about losing the girl I loved and the girl she went on to have, losing my mum and having to bury my son on my own, would they understand? I didn't think so. I knew I was on my own. I tried to get my life back on track and although I failed a lot I got stronger every time.

About six years ago I decided I was ready to change the way I coped with things but was then sentenced to five years. I told myself that this would be the last time I do this prison thing as I am 44 years old and over it all. I set myself some goals and started to work on them.

The first one was to look at why I was trying to kill myself all the time. I started to see doctors in prison, got into art and drug and alcohol courses. I worked and kept myself busy and started to tick off the goals as I completed them. Years went by and I got strong so I thought I would do this program called Ngara Ngura. In the program I learned how to be better at controlling when I felt like using, to let go off my past and be accountable for my own behavior. I was given parole and released. I have to admit I thought I would be able to get through day-to-day life easily, but I was wrong. I needed help.

When I was still in the program I was asked if I would like to have a support worker when I was released and I'm so glad I said yes. I don't think I would have been able to stay strong without Paul. I would like to thank him for all that he and CRC have done for me. He comes to see me every week and I can say anything to him. Everyone needs support in life, some more than others.

With Paul's help I do things differently these days. I have more understanding of why some people solve their

problems and some can't. I know not to dwell on things and take things personally anymore. I've learnt that I need to be patient and that not all things turn out the way we would like. I know that life dealt me a bad card but instead of putting the cards away I kept dealing and kept losing. Now I take each day as a new day and put the past with the past.

I keep myself in check all the time. Now I have my licence, my car, the pension and the home that I always wanted. All this was because people like CRC gave a shit about me and I wanted to change my life. With their help I was able to do just that.

It worked for me because Paul always came out to see me. To me it felt good that someone cared, and my self-esteem increased, which made me want to change the way I live the rest of my life. I have a few support networks that help me each week and I need each one to get back into life out of prison. It's not easy after being in prison for so long, but if people read this – get help and give yourself a good chance to live a healthy normal life.

## CLIENT STORY

## STARS (ABORIGINAL WOMEN LEAVING CUSTODY)

**//** Adele is a 35-year old Aboriginal woman who has experienced significant loss in her life. As a child, Adele and her brother were placed in the care of their paternal grandmother, due to their young parents' struggles with substance abuse.

Although she maintained some contact with her mother, Adele's memories are plagued by the debilitating effect substances had on her mother's health and well-being. Sadly Adele's parents both passed away in their thirties, due to the compounding effects of long-term addiction. Adele speaks with the utmost respect for her grandmother, who is still her main source of support. She provided a safe and nurturing home for Adele and her brother and Adele feels she did the best she could raising her two grandchildren.

As a young girl, Adele felt that due to her new home environment other children in the community saw her as somehow better than them. To feel accepted she began socialising with a different crowd and started using heroin at age 13. She continued to experiment with a range of different drugs and came into contact with the juvenile justice system at age 15. As an adult Adele had fairly frequent contact with the criminal justice system before moving to Brisbane for a fresh start. It was there she was able to abstain from using drugs and also to find employment. However, when she returned to Sydney she began using ice until she fell pregnant to her long-term partner and gave birth to their first child.

Just nine months later their second child was born. Both children were premature and spent time in hospital for various health reasons. Adele had to raise two children alone at a time when she had high needs of her own, following the breakup of her relationship. Before long Adele's children were removed by Family and Community Services (FaCS) and placed in the care of their paternal grandmother. Adele struggled to adjust to life without them and her partner, and turned again to illicit substances to self-medicate. While affected by drugs, she was assaulted, and fell pregnant with her third child. This child was removed at birth and placed in the care of family in regional NSW. Adele identifies this as the catalyst that led her back into the criminal justice system after an impressive 12 years out.

While on remand, Adele was referred to CRC's STARS. During two months of pre-release support Adele identified that she wanted to enter a rehabilitation facility from custody. STARS liaised with the Aboriginal Legal Service and successfully advocated for Adele to be released to Guthrie House. While there she completed the residential program and engaged well with her STARS worker. Due to her progress Adele was handed a suspended sentence by the court. Adele then identified that she required a more intensive AOD rehabilitation program, demonstrating her level of insight and reflection. Adele had never received intensive support from services in the community before and her long-term tenancy was terminated during her incarceration. STARS was able to advocate to Housing NSW regarding her previous tenancy issues and completed a reinstatement application. She was also referred to CRC's Transitional AOD Project, given court support and advocacy, provided with material assistance and also supported in facilitating the recommencement of contact visits with her children.



**//** I believe that everyone deserves chances, change and opportunities in life. I love my role within CRC as it allows me work with a group of people who are not always supported in having and achieving these things.

**JESS**  
AOD Transitional and  
Post-Release Service  
(Greater Sydney Metro Region)

## Broken Hill Indigenous Justice and Advancement Strategy

This project works with men and women on release from prison into the Broken Hill and/or Wilcannia Regions who are Indigenous and at risk of re-offending. CRC transitional workers offer pre-release support and planning and intensive holistic case management. This project is funded by the Federal Department of Prime Minister and Cabinet.

## Broken Hill Transitional Indigenous Suicide Prevention Project

This project works with men and women on release from prison who identify as Indigenous and are at risk of self-harm and/or suicide. CRC transitional workers offer pre-release support and planning and intensive holistic case management with a focus on mental and cultural health and wellbeing. This project is funded through Federal Health.

## Broken Hill Initial Transitional Support

This project works with men and women on release from prison who are on parole and have been assessed as having a medium to high risk of reoffending. Short-term (12 weeks) transitional support and case management are provided in partnership with Community Corrections staff. This project is funded by NSW Corrective Services and referrals are made only through Broken Hill Community Corrections.

## CRC Disability Services

CRC's Disability Services work with men and women who are at risk of imprisonment or re-imprisonment and have a diagnosed intellectual disability. Long-term holistic support is offered either on-site (in the intensive 24-hour onsite supported living services at Villawood and Rutherford) or via intensive outreach casework services. The services aim to assist people with disabilities to build productive lives in the community. CRC is a registered provider under the NDIS and these services are funded by ADHC.

- Villawood (On-Site Supported Living)
- Rutherford (On-Site Supported Living)
- Newcastle/Hunter (Outreach Support)
- Gosford (Outreach Support)
- Bathurst (Outreach Support)
- Broken Hill (Outreach Support)



## CLIENT STORY BROKEN HILL INITIAL TRANSITIONAL SUPPORT

“ Tony was referred to the Broken Hill ITS Project early this year, one month after his release from prison. He came to us with a long history of incarceration from an early age. The sudden deaths of his father and brother, both in violent circumstances, are considered contributing factors to his offending behaviour.

CRC engaged with Tony to assist with his reintegration back into the community. He identified getting his driver's licence as a goal he wanted to achieve. To do this he participated in the Strive 2 Drive program and was successful in gaining his Learners Licence. Tony was also successful in renting a private residence – something he has never been able to do before. His confidence has increased dramatically after achieving both these goals.

Recently Tony sat the driving test for his P licence, but unfortunately was unsuccessful. Instead of seeing this as a failure, Tony rebooked the driving test for a later date and is working towards being a licensed driver. He now has a car, which he aims to register once he has his licence. He looks forward to that day, saying he will be a proud young Aboriginal man, independent in getting himself around, without having to look over his shoulder and free from the fear of getting booked.

## CLIENT STORY BROKEN HILL INDIGENOUS ADVANCEMENT STRATEGY

“ Reggie is a young Indigenous man with a partner and eight-month old daughter. He has a major offence including assault on his record and reports to parole weekly while on a two-year good behaviour bond.

Reggie is a family-orientated man and a great sportsman. He plays for the local rugby league club and many kids and supporters look up to him.

Reggie had a very good upbringing, with both parents supporting him since childhood. After finishing high school he received high accolades for his rugby league playing and participated in a tour to Fiji with an Australian schoolboys side. On his return he attended college in Brisbane before moving home to Far West NSW to be closer to family. Due to boredom, Reggie started to drink everyday with friends. It was not unusual for them to binge drink for days, which finally led to his charges for major assault.

A few months ago Reggie was referred to CRC for help with these issues. Since then he has been on the right path and abiding by his parole orders. He also received a few months' work labouring and renovating local housing for teachers. This gave him a great sense of pride as he supports his young family.

Reggie enjoys cultural activities, like fishing, hunting, gathering and going out bush, reconnecting to the land, community and culture. Within the last few months he has also been engaging with CRC's Men's Shed gatherings. Reggie has said that the support provided by CRC and others helps break down barriers and the risk of people reoffending and going back to prison.

## CLIENT STORY BROKEN HILL TRANSITIONAL INDIGENOUS SUICIDE PREVENTION PROJECT

**//** Michaela is a 41-year old, proud Baarkintji woman who describes having faced more challenges than most. As well as having her trust abused by family, friends and organisations, she was accused of lying by services when she asked for help and let down by the people that were meant to protect her. Angry, but determined, Michaela has decided she will not be defined by the acts of others and to live her life as a survivor.

Michaela has had a long battle with alcohol and cannabis use, which has led to trouble with the law and a stint in prison. Michaela was referred to CRC by Community Offender Services earlier this year as she had expressed suicidal ideation and a range of other issues that she felt overwhelmed by. She also lives with severe epilepsy, and her substance use and stress contribute to the frequency and severity of seizures.

Michaela says CRC provided her with support when she needed it as well as opportunities to engage with her community through the women's group. She enjoys being taken out of her environment and away from her children fighting at home. Since engaging with CRC Michaela says she feels more in control of her mental health and knows the support is there when needed. When Michaela sought support from other services in the past she felt they got upset when she swore and used poor language. To her, she was not swearing at them, she was just trying to communicate the intensity of her feelings which was interpreted by some services as hostile. Michaela said this experience compounded existing feelings of being judged and rejected, something she says she has not experienced with CRC.

Michaela doesn't know what her ideal life would look like but when asked what her ideal life would be for her children, she quickly answers that she hopes they would be happy, healthy, have a good job and fulfil their dreams.

Michaela very generously sat with CRC for many hours, sharing the story of her life and knowledge of traditional culture. I would like to thank her for trusting me and allowing me to hear some of the fascinating history of the local Aboriginal people. Below is part of Michaela's story.

Born in 1974, to a Bungalong father and a Kurnu Baarkintji mother, Michaela was one of three children and is today the only surviving child. One day, as a small baby, her mother fed her and put her down for a sleep. When her mother came to collect her Michaela was nowhere to be seen. She was found under the bed with a king brown snake forming a circle around her. The snake did not harm her but would not allow anyone near. Her family had to pick up the bed and move it to encourage the snake to go. It slithered away, harming no one. This signalled to her family that Michaela was protected. A story she has carried with her.

Growing up, Michaela witnessed extreme domestic violence and alcohol abuse and at the age of two was sent to live with an uncle in Broken Hill. She spent most of her childhood moving between there and Wilcannia, each time living with a different uncle. Moving so often made it difficult to keep friends and Michaela suspects this is when she developed her outgoing nature and ability to make friends easily. While at primary school Michaela was put in a class by herself because she spoke too much of her native language and the teachers couldn't understand her. She was given tuition on elocution and forced to speak English only. The only time she saw other children was during recess and lunch. This lasted for one year. During this time, Michaela grew up with seven cousins, all of whom were boys. She quickly learnt how to look after herself and would defend others from bullies. It wasn't until high school however that she would do the same for herself.

Michaela always wanted to work in a helping profession and considered being a fire-fighter or a nurse. When she was 18 and living in Sydney, she drove past the Redfern Police Station and decided to go in and ask for an application form. A helpful sergeant gave her the forms and submitted them for her. One week later, Michaela found out she was pregnant. She contacted the sergeant and asked him to withdraw her application. He suggested however that she put it on hold until after the baby was born.

When her son was three years old, Michaela got into trouble with the law after having too much to drink. She contacted the sergeant, told him she now had a criminal record and that he should put her application in the bin. The persistent but encouraging sergeant told her to "wait a few years until it gets wiped, then try again". Michaela has never forgotten this kind gesture.

Michaela went on to have three children and was determined they would not witness the things she had as a child. She now works in education, assisting children who have struggled in mainstream schools and as a tour guide in a local national park.

## CLIENT STORY    CRC DISABILITY SERVICES: NEWCASTLE/HUNTER OUTREACH SUPPORT



In July 2013, I was referred to the Community Justice Program by Juvenile Justice and was welcomed into CRC's Newcastle and Hunter Outreach Support program in January 2015. Workers came to my house to meet my Nan and I, and the manager introduced me to my caseworker. I felt comfortable and it was good that my caseworker was younger, someone who I could relate to. Only a few months before coming to CRC, my mother passed away from drug use. I was trying to deal with this while struggling with my own addiction to methamphetamines, but I was determined to turn my life around before it was too late.

I've had a lot of life experience for my age, which I use to motivate myself to change. I think role modelling has played a part in my life. My brother is in prison and still using, my father and stepmother have addictions and my mother has passed away from it. People learn from their influences. I've gone from blaming myself to taking responsibility, which is more productive.

I had a few other services working with me at the time I came to CRC and I was attending TAFE, supervision, reporting and had court appearances while caring for my Nan. I was kept pretty busy, but this didn't stop me from using. My caseworker would visit me regularly as part of my individual plan, drive me places, advocate for me, provide family intervention, legal support, informal therapeutic support and take me out to do fun stuff.

My caseworker knew I wanted to go to rehab and would call everyday with me. One day, my solicitor suggested I get referred to the MERIT (Magistrates Early Referral Into Treatment) Program. I was disheartened when I was told they couldn't work with me because I had current Children's Court matters. My caseworker advocated for me and told them how motivated I was to go to rehab.

They ended up agreeing to help and thanks to MERIT and CRC working together I participated in a phone assessment and was given an admission date for Dooralong Transformation Centre.

The catch was, I had to detox first. My caseworker made a SAFE PLAN with me, for my methamphetamine use. I told him that I am likely to use when bored and angry so we worked out strategies to address those feelings and distract myself from using. I had contact with my caseworker at least once a day and he encouraged me to reach out for support when I felt like using. A few times I nearly did get back on the gear, but he would drive the 75km to my house, take me out for lunch and have a chat. I managed to stay clean for four weeks without going into a detox place and in early April 2015, I went to rehab.

I've been in and out of services my entire life, being told I'm 'too difficult'. This experience has been different; CRC doesn't have a 'too-hard basket'. I know they won't give up on me, which is so important because I now believe in myself. It's been over three months since I last used anything and I plan on staying here for a while longer yet. My dream is to get my own house and I know CRC will support me to make this dream come true.

## CLIENT INTERVIEW    CRC DISABILITY SERVICES: GOSFORD OUTREACH SUPPORT



Alex is a client of CRC's Outreach Support project in Gosford. His support worker had a chat with him about his experience so far.

**So Alex, how did you first find out about CRC and the Outreach Support program?** It was through a counsellor, while I was incarcerated. She put a referral in to see if I could get some help.

**Can you tell us a bit about your experience as a child?** My father was an alcoholic and I was fostered out at a young age. It was pretty bad. I was mistreated and abused in a bad way and also given drugs.

**What influence do you believe your childhood has had on the adult you have become?** Well, it just turned me into a bad person and I ended up in and out of prison.

**What were some of the reasons for your incarceration?** It was all drug and alcohol related. Shop theft and then robberies and more serious crimes. The crimes were all to get more money to buy drugs and alcohol.

**What do you feel were the key issues for you when you were released from prison earlier this year?** Finding stable accommodation - and I was able to get that with support from CRC.

**What is important for you right now?** Having the support from CRC and my girlfriend and keeping my accommodation.

**Looking forward now Alex, what are your hopes for the future?** Getting full-time employment and staying with the job, keeping myself healthy and maybe one day getting married and having kids.

## CLIENT STORY CRC DISABILITY SERVICES: VILLAWOOD ONSITE SUPPORTED LIVING

// I started getting in trouble when I was about 13 years old. My mum left us with my dad when we were little kids and although he tried his best to bring us up, I don't think it was easy for him. He drank a lot and had a lot of girlfriends around. Some were okay but I always felt we were getting in the way and that he couldn't find another wife because we were there. I felt unwanted I suppose, a liability. I don't know if dad loved us, he never said he did.

Once I started getting picked up by the police, I was always having services come and go, usually because the courts or Juvenile Justice ordered it. Some of the workers were okay and were trying to help me but I just wanted to be left alone. They told me to go to school or get a job but I couldn't even read or write properly so I didn't think that was an option. I didn't know what I wanted to do with my life but I knew that going to school wasn't going to fix it.

When I turned 18, the services changed. They seemed stricter. I guess I wasn't a kid anymore and they expected more from me. Deep down I was still hurting from my parents not being there for me, but you can't talk about that stuff with random workers. I mean they don't really know you so why would they care anyway? You just don't talk about that stuff with your mates when you're a guy and you definitely don't talk about it in prison.

I moved into a residential service about three years ago, after I got out. I had never lived at a service before so I wasn't sure

about it but I wanted to get parole so I would have agreed to anything to be honest. The biggest surprise after moving in was that the staff didn't try to control my life. It felt like I could actually choose what I wanted to do. What has worked best for me is having time to get to know the staff. You just don't want to talk about really personal stuff with people until you know you can trust them. That takes time, especially when people have let you down all your life. Feeling safe to talk honestly has made it easier for me to identify what it is I want in my life. I don't feel like I have to hide behind a mask and say the right things so that I don't get into trouble.

When staff give you time to feel safe, you feel like they respect you more too. I don't want to work on personal stuff and talk about my life with people who don't give me space and respect me. That has worked better than anything else for me and has also taught me that I have rights. I now know that I have the right to make my own decisions about what I want in my life.

## CLIENT INTERVIEW CRC DISABILITY SERVICES: RUTHERFORD ONSITE SUPPORTED LIVING

// Matthew is a client of CRC's On-site Supported Living (OSSL) service. He had a chat to one of the workers recently about his experience.

**Hi Matthew, how did you come to be living here at the OSSL?** I was referred to CRC's OSSL when I was still in gaol.

**Can you tell me a bit about what life was like for you as a child?** My parents were on drugs and they didn't look after us well. Often there was no food for school. My father has been convicted of violent and sex offences in the home. The best memory I have is of getting a motorbike when I was seven years old. But my dad sold it for drug money six weeks later.

I liked school. I was in special classes and dropped out in year 7. After that I started using drugs seriously and left home. I was homeless until I was 17. Then I went to a hostel for kids who have been abused. I met the mother of my daughter there. We had a nine-year relationship but we've broken up because I have been in and out of prison for as long as I can remember.

**How do you think your early life might have impacted on your life now?** I started using drugs to block stuff out. I was having nightmares and unable to socialise with normal people.

The drugs and homelessness led to me going to prison. It became somewhere to sleep and to get fed.

**What's most important for you now?** My daughter. Watching her grow up. I hope she comes to see me when she is older, to understand everything that has gone on. I don't want her to believe or listen to adults talking about me using drugs and how I will go back to prison. I can do better.

**What do you hope for the future?** That I will see my daughter married to a good man. I want her to change the family pattern of using drugs and crime.

**What assistance do you think you need to reach these goals?** I need support from CRC to get off Suboxone and to stay clean. Also to do parenting courses that will help me talk to my kid because I don't know how to talk to her. She is the reason I am alive today.

I believe that I can do it and I want to show my daughter I can stay out of gaol forever. CRC will help me with that but I know it will come down to me as a person to carry it out.

## CLIENT STORY

## CRC DISABILITY SERVICES: BATHURST OUTREACH SUPPORT

**//** Matt is a young Aboriginal man who began sniffing petrol when he was ten years old. By the time he was 12 he was using alcohol and smoking cannabis daily. Matt describes his alcohol and drug use as making him feel good, as part of his socialising and also helping relieve his feelings of anxiety. He began engaging in criminal behavior to fund his alcohol and drug use and over the next couple of years had some contact with police.

At the age of 14 Matt was sentenced to five years imprisonment for a serious offence. He found prison to be a ruthless world where he constantly had other inmates trying to stand over him. At times he got into fights while looking out for his cousins. To get by, Matt maintained his pride in being Aboriginal and remembers he “kept his head up and kept going”.

Despite the hard times, Matt remembers some good things about prison. Visiting a psychiatrist and subsequently being medicated helped alleviate his paranoia and anxieties. He enjoyed daily sports, movies and the games room. “I was a cheeky little shit when I went in, but I came out a very different person,” he says. “I matured and now I look at life differently.” Matt recalls various people who supported him while he was in custody, including the Unit Managers and Youth Workers. He also mentions his parents, school and Juvenile Justice as having provided support and mentoring.

Late last year Matt was released on parole at the age of 17. He has engaged well with CRC and enjoys that the workers share his sense of humour and they can have a good laugh. He was clearly thrilled to receive a gym bag with personal hygiene products in it from his workers recently.

Juvenile Justice now only requires Matt to maintain fortnightly appointments instead of weekly and although he has a long way to go, he acknowledges time is passing quickly. He is now in year 12 at school and enjoys the company of his peers.

Matt still faces the challenges of temptation and peer pressure in the community and finds dealing with government organisations such as Centrelink very stressful. However he has not re-offended and has gained insight into risk and what he needs to do to stay safe.

CRC constantly speaks to Matt about safety plans, safe use of alcohol and his risk factors. The workers visit him at school, often transporting him to AOD counselling and also to his Juvenile Justice appointments. He is about to attend a weekly fitness class, which CRC is helping to fund. CRC are also in the process of gaining registration of Matt's birth to enable him to obtain a Birth Certificate.

Matt's hopes for the future include having a family of his own, having a career and staying away from crime. He continues to engage well with CRC and it is inspiring to work with him, supporting his hopes and dreams.



## FAMILY SUPPORT SERVICES

151 Families Assisted

138 Correctional Centres visited by Families

119 Families assisted with Brokerage and Accommodation

70 Families linked by Video

8600 Kilometres travelled by Families

### Family Casework Service

By providing support and information, the family caseworkers assist the families of people in prison from the point of arrest, throughout incarceration and in preparing for release and family reintegration.

### Video Visits

CRC facilitates video visits for family members who are unable to travel to visit loved ones in remote correctional centres.

### Travel Assistance and Brokerage

Where travel to a correctional centre is more than 100km from home and financial hardship is experienced, CRC can reimburse travel costs for families, in recognition of the importance of maintaining family ties and connection during a period of imprisonment.

// Family members often describe the feeling of 'having to live a sentence on the outside' whilst their loved one is incarcerated - they feel loss, shame, guilt, anger, and judged. I feel privileged to be able to help family members work through this process.

I have a strong sense of social justice and believe that families need a voice in order to break down the barriers they face when accessing other services.

ANNE-LOUISE  
Family Casework Service

## CLIENT STORY

## FAMILY CASEWORK

**//** My name is Sandra and I was referred to the CRC Family Worker 12 months ago when my 28-year old daughter was taken into custody.

This was my family's first and only experience with the criminal justice system. The day she was taken into custody started like any other day. She had dirty plates in the sink, a load of washing to hang out, she dropped her two young daughters at childcare and went to court with the expectation of her case being adjourned, as had happened on three previous occasions. The opinion of her solicitor was that "she wasn't going in". However, the prosecutor's opinion differed. My daughter was taken into custody and she didn't return home for nine months. She didn't have a chance to say goodbye to her baby girls or to prepare them in anyway for her absence. I was in absolute shock.

The impact on her daughters was indescribable. They would wake with night terrors, cry for their mummy and also began wetting the bed. I knew I had to provide some stability for the girls so I took them in so their father could still attend work. This meant I had to organise childcare closer to me and negotiate with my employer to work from home for part of the week. I was embarrassed to explain the reason for the changes.

At the same time as the girls moved in with me my seven-year old son's behaviour became more challenging, to the point where he started seeing the school counsellor. The focus of my attention was on the girls' wellbeing and I couldn't attend to him to as the same way as I had in the past. My

17-year old daughter needed psychological intervention and was suicidal as a result of her sisters' imprisonment. The separation from her sister was increasingly unbearable so she started to see a counsellor. To add to this, I was also scared of facing judgment from my friends, so I told only a few people about my situation. For the entire time, I was grieving for my daughter, angry at the system and trying to keep it together for the sake of the rest of my family.

During this difficult time, my CRC Family Worker provided me with emotional support and kept me on an even keel when I felt down and out and was ranting and raving about the injustice I felt had been dealt to my daughter. She calmed me and explained things to me; out of all of the services I contacted for support, she was the only one I felt I could rely on. She helped by writing support letters to childcare centres and phoned welfare officers at the prison when I was concerned about my daughter's emotional wellbeing and didn't have the strength to do it.

The family worker also advocated for my daughter to be moved to Jacaranda House, where she could have her girls with her. The only things that kept me going during this difficult time were the support from my CRC Family Worker, knowing the strength of character of my daughter and knowing that she would be coming home – that one day finally there would be an end to this nightmare.

## CLIENT STORY

## FAMILY CASEWORK

**//** I contacted CRC's Families program after receiving the Families Handbook from a social worker at the correctional centre where our daughter was incarcerated. She was midway through her incarceration and CRC provided me with a counsellor, who helped us through some very distressing times.

It took our daughter some time to trust that CRC could help her after the way she was treated by the system and previous workers in the community, who seemed to expect her to stay with the perpetrator of violence towards her and her children. Our daughter was made homeless and turned to the wrong people for help, which led to her incarceration.

Our family had no previous experience with the criminal justice system before our daughter went to prison, so we were totally unprepared for the barrage from her solicitors who seemed to decide she was guilty before she appeared in court. They suggested she had a troublesome childhood, with one saying our daughter had left her children willingly. We weren't heard when we tried to tell them our daughter had been a victim of domestic violence for many years.

We found it very difficult to come to terms with the reality of what happened at first. We never thought a member of our family would go to prison and we didn't discuss it with family or friends. We chose this way to avoid unnecessary repeated discussion with many people. I confided in the CRC counsellor and our family doctor, who has helped by prescribing a mild antidepressant so can I have a good night's sleep.

Our daughter is now receiving help to assimilate back into society. We'd never had cause before to think about what a traumatic time it is for people after incarceration. We keep in contact with our grandchildren as we have always had a loving and respectful relationship with them and their mother. We believe they should not have been separated and hope they will soon be reunited. We now feel we can hope for a positive outcome thanks to the knowledge and assistance provided by CRC. We are extremely grateful for the support we have received and ask that funding be provided so CRC can continue this essential service.



## COMMUNITY SUPPORT SERVICES

### Telephone Information and Referral Service

238 Calls for Support, Advice and Information

This service offers support, advice and referral information to anybody impacted by the criminal justice system (including families, people in prison and people on release). It is also an invaluable tool for support workers from government and non-government agencies.

### The Jailbreak Health Project

158 Programs were Broadcast on Community Radio

25 Prison Visits

800 Contacts with NSW Prisoners

This project focuses on reducing the risk of transmission of HIV, Hepatitis and sexually transmissible infections. One component of the project is Jailbreak – a weekly half-hour radio program for people in prison, their families and supporters. The show provides information on prison and health issues as well as connecting prisoners to the community through their views, music and poetry. This project is funded by NSW Health.

// The criminal justice system has a huge impact on people's lives.. Having support and information can assist people to navigate service systems, uphold their rights, and can greatly empower people during what is often a devastating time in their life.

ALEX  
Telephone Information and Referral Service

## CLIENT STORY

### TELEPHONE INFORMATION AND REFERRAL SERVICE

// Richard is a man in his sixties. His daughter Jill is due to be released from prison in a few months time.

When my daughter Jill went into prison it was a time of huge upheaval. I never realised that preparing for her release would involve just as much change.

We've been visiting Jill regularly since she's been inside but realise she may not want to live with us when she gets out. We are in our sixties and she'd like to move back to Sydney.

I spoke to the prison welfare officer who said they would soon start to seek post-release accommodation for Jill. I think she's going to need some support as well, which is why I phoned CRC's TIRS line. The worker there suggested that CRC's Women's Transitional and Post-Release Service may be able to support Jill and asked the worker to contact me and the welfare staff at the correctional centre, to meet with Jill before her release.

The TIRS worker also told me about CRC's Family Caseworkers and explained how their support can be beneficial to families of people who are exiting custody. This sounded like something we could do with, so the TIRS worker has asked them to contact us. The TIRS worker also mailed me some copies of the Planning Your Release booklet to pass onto Jill and The Families Handbook, which includes information to help families around the time of the inmate's release.

I'm happy for the prison welfare worker to make accommodation referrals and the TIRS worker encouraged me to contact CRC if we needed additional referrals or information.



// It's been a privilege to work alongside our clients; learn from their stories and share their music and poetry, all through the creative vehicle of radio. I've seen courage in my work with people at CRC like I have never seen before.

KATE  
The Jailbreak Health Project

## CLIENT STORIES & POETRY

## THE JAILBREAK HEALTH PROJECT

*Unlocked* was a collaborative literacy project that saw women in Dilwynnia Correctional Centre put pen to paper during a series of poetry workshops. Facilitated by Red Room Company, CSNSW Multimedia Audio Visual Unit, CSNSW education staff and the Jailbreak Health Project, the workshops were supported by the Time-Read Foundation. Red Room Company's Artistic Director Joanna Featherstone spoke to the Jailbreak radio show about the success of the project.

“ In the beginning, a lot of women said they thought poetry was really boring. They were really unsure about doing it and what they thought poetry was. For many (of them) paper and pens are associated with the distressing experience of school or of not going to school. We tried to think of the pen and paper more like instruments, conduits for feelings and thoughts. We also did a lot of free writing, writing down thoughts and responses to an image.

“It was exhilarating to be in this group where people just wrote whatever they wanted. One student said that poetry helped her write down her darkness. I thought that was very profound. The students were really gracious with each other's ideas and I couldn't believe the incredible images that came out. It was really exciting. The women wrote about their children and the heartache of leaving them behind when they went to prison and then imagining possible encounters once they were released. They were really lovely poems. There were also poems about remembered childhoods and how that shaped them as parents.

“It's essential for any sort of prison education program to be really mindful of people's life experiences. We didn't know any of the backgrounds of the students. The poems are the place where magic and intimacy can happen, but we always have to be aware that at the end of the class, we're the ones who get to go home.

“I was aware of the women's vulnerability in sharing their stories and opening up to total strangers. The poets we worked with shared a lot of their own personal experiences too so the group would feel more comfortable. I think the class really bonded with each other and (in the end) wanted to keep on writing poetry. That was really special.

“At the end of the journey we produced an anthology. The notion of having your poems collected and having something of quality published that you can keep or send to a family member or friend... we're surrounded by books, we take it for granted, but in prison these were like little treasures.”

*Unlocked* would not have been possible without the support of the audio-visual and educational staff of Corrections NSW and the inspirational work of Noreen Pang and Rob Osborne. Jailbreak would like to thank the women poets of Sydney's Dilwynnia Correctional Centre and Red Room Company's Joanna Featherstone, Lindsay Tuggle and Gareth Jenkins.

*Unlocked: the Anthology* is available from Sydney's Red Room Company, PO Box 1389, Darlinghurst NSW 1300.  
Email: [contact@redroomcompany.org](mailto:contact@redroomcompany.org)

## Court Support Service

Attending court can be challenging and distressing, especially if it is your first time. Trained volunteers provide information on court processes, where to seek advice and emotional support when needed. The service is for anyone attending court and is funded by Legal Aid NSW.

51 Volunteers

16 Courts

50 Weeks a Year

43K Court Attendees Assisted

Funded by Legal Aid NSW, the Court Support Scheme (CSS) is a dedicated team of 51 skilled volunteers who generously provide much needed support to defendants, their families and friends, witnesses and victims of crime. Our volunteers are based in local courts across the Sydney metropolitan area, Central Coast region and the city of Newcastle each week, 50 weeks a year.

This past year saw over 43,000 court attendees receive a warm welcome on arrival at court, information, directions, referrals and support. CSS volunteers do not give legal advice, nor does a fee apply for their service.

Over the past year we bade farewell to five volunteers who have contributed a combined total of 22 years supporting their community. The Community Restorative Centre and CSS wish them well with their future endeavors.

CSS also welcomed 11 new volunteers this year. With training and observation visits complete, they are in the field weekly, assisting court attendees and providing the reporting statistics required to measure our service.

Additional activities over the past year include informal functions to acknowledge and celebrate the contributions of our volunteers, a review and update of the Court Support Scheme Training and Information Manual, the introduction of the CSS service into local courts in Newcastle and attendance at Court User Group Forums, which aim to build relationships with court staff as well as legal and health professionals.

From the Court Support Coordinator, a thank you to all the volunteers within CSS, and our friends at Legal Aid NSW — Bronwyn McCutcheon, Benjamin Dougall and Simon Etherington.



“It is such a pleasure for me to engage with all our volunteers as we work together improving and extending this free service to people in need in the local courts and in our communities”.

HELEN  
Court Support



COURT SUPPORT SERVICE VOLUNTEERS

“ This is my first time in court, I am embarrassed and nervous. Thank you for explaining the protocol!”

COURT ATTENDEE COMMENT  
Court Support Service

“ This is my first time in court, I am embarrassed and nervous. Thank you for explaining the protocol.”

COURT ATTENDEE COMMENT  
Court Support Service

“ Thanks for helping me get my matter moved up. I need to get these kids home and fed.”

COURT ATTENDEE COMMENT  
Court Support Service

## CRC Specialist Training

CRC provides specialist training to government and non-government organisations about working with people on release from prison and their families. Training is available on request and is also provided at times in partnership with FACS and Corrective Services.

90

Workers participated in  
from Prison to  
Community Training

192

Workers received Training  
in Working with People  
Leaving Custody

CRC has established itself as a specialist training organisation in the criminal justice field, particularly in the area of post-release support.

Current training packages include:

- Working with Families of Prisoners
- From Prison to the Community
- Working With Men Who Sexually Offend
- Hearts Inside (Working with families where a parent is in custody)

The aim of the training is to assist workers across a range of different sectors to better understand and work with prisoners, ex-prisoners and their families. The various barriers and challenges faced by these populations are explored, as are modes of practice and options for support models. Over the past 12 months:

- From Prison to Community training has been delivered in nine separate sessions to community agencies such as Mission Australia and the Housing and Support Initiative (HASI). A total of 90 workers received training.
- Working With Men Who Sexually Offend has been delivered as an in-service to all CRC ADHC funded services.
- In addition, CRC has been delivering a training package called 'Working With People Leaving Custody' that was jointly developed with Family and Community Services (FACS) and Corrective Services NSW, in consultation with community housing providers and specialist homelessness service providers.

The aim of the training is to improve assistance provided by frontline workers to people leaving custodial settings. The package focuses on demystifying who is in custody, ways to improve practices of making and facilitating referrals and how to increase inclusion into services.

Over the past year, 18 sessions have been delivered around NSW with 192 participants receiving training. The feedback has been overwhelmingly positive with participants reporting they feel the training has assisted in improving service delivery to this client group.



CRC is an organisation  
with social justice at its  
heart. I am incredibly proud  
to be part of it.

MINDY  
CRC Program Director

## Governance and Management

CRC is an incorporated body, registered under the NSW Associations Incorporations Act 1984. The organisation is governed by a volunteer Board of Management.

During the past financial year CRC employed a total of 95 paid staff members ranging in duties from direct client assistance, resource development, management, delivery of training and administration. At 30th June 2015 there were 62 staff employed.

During the past 12 months paid staff have worked alongside 51 volunteers within the local court system.

The Chief Executive Officer (CEO) holds responsibility for the day-to-day operations of all funded services and programs. The CEO reports program activities and outcomes and financial documentation to the Board of Management on a six-weekly basis.

Although each has distinctive roles and responsibilities, the CEO and Board of Management work closely to ensure implementation of the strategic vision and goals of CRC.

Elections for Board Members are conducted annually at the Annual General Meeting. Board Members are elected for a two-year term of office. Sitting Board Members are able to stand for re-election. The Board may also fill a casual vacancy to address a skill gap on the Board.

The conduct of Board Members is governed by the CRC Constitution and CRC policies and procedures. The Constitution outlines the role of a Board Member, their responsibilities to the association, how they must address any conflict of interest and guidelines for managing the CEO relationship.

CRC Board Members are drawn from a diverse range of personal and professional backgrounds offering expertise in a range of areas, including health, homelessness, business, media, research and criminology.

At the time of writing the Board Members of CRC are:

President	Stuart Loveday
Vice-President	Ruth McCausland
Treasurer	Gary Gahan
Secretary	Louis Schetzer
Ordinary Member	Peta MacGillivray
Ordinary Member	Michael Levy
Ordinary Member	Jason Kara
Ordinary Member	Cecilia Anthony
Ordinary Member	Larry Billington

During the past 12 months the Board of Management has farewelled Robyn Read. The Board would like to sincerely thank her for her commitment and contribution to the Board over the past year.



**//** It's really great to see clients building their confidence, getting a sense of self back. Sitting at the front desk I don't work with people directly, but I sure can see the change over time. When they first come to our office they won't make eye contact, they almost shrink in to the corner of the waiting room, and seem apologetic for their presence. Move forward five or six months, and when that same person greets me with a smile, or a handshake, and tells me how their day's going I know that CRC is making a difference to that person's life.

**LESIA**  
Administrator

## Human Resources

Having a strong team that feels valued and supported helps CRC to deliver effective programs. In such a changing funding environment we work hard to maintain our core values of providing a supportive, professional, respectful and culturally safe work environment.

The first half of the year started with great excitement as CRC was successfully funded for new projects, particularly within consortia under the Going Home Staying Home reforms. Despite losing many valuable staff due to funding cuts and changes in the previous year, we looked forward to the employment of many new staff once the projects were up and running. While some staff were able to be redeployed from within the organisation, we also attracted 14 new staff as a result of new projects commencing. Projects which attracted new staff include the Bathurst Outreach Support Service, the Inner City Sydney Women's Transitional and Post-Release Service, the South Western Sydney Women's Transitional and Post-Release Service, the Initial Transitional Support Service (Sydney Metropolitan and Broken Hill), the Nepean/Blue Mountains Transitional and Post-Release Service, the Inner West Transitional Boarding House Support Service, the Extended Reintegration Support Service (South Western Sydney) and the Broken Hill Transitional Indigenous Advancement project (also including Wilcannia).

During the past year many staff have undertaken new roles and positions within the organisation: Marinos Anis became Regional Manager (Disability Transition Hunter Region) and Brigitte Lees became Regional Manager (Disability Transition Sydney/Central West region); Moneeba Dean became our Management Accountant; Rhys Gardiner became Manager of IT; Emma Goroncy became Program Director of Clinical Services; Katrina Robison became an Outreach Support Worker at our Bathurst Outreach Support Service; and Sally Ringrose became Manager of Transition and Community Programs (Sydney Metro).

We have said farewell to some of our long term staff members (staff with 2+ years service) over the past year: Padraig Dorrigan, Transition Worker; Donatella Cifali, AOD Transition Worker; Laura Harrison, Administration Officer; Lorraine Bennet, Case Coordinator at Villawood OSSL; Anyce Gelgyn, Senior Worker STARS; Becky Salter, Family Worker; Craig Mitchell, Manager Transition Programs (GWS); Geoff Brady, Case Coordinator and John Yule, Residential Support Worker at Rutherford OSSL and Lucas Smith, Outreach Support Worker at the Newcastle/Hunter Outreach Support Service. Our thanks and best wishes go to these staff.

## Risk Management

CRC continues to take the management of risk seriously. Through strategic planning, ongoing review and policy development, CRC works to reduce and manage risks and/or threats that may have an impact on the service and staff.

CRC maintains its commitment to Work Health & Safety (WHS) by continuing our review of current WHS systems, drawing on the support of our external WHS consultants, Willis. Updated policies and procedures included the WHS Strategic Plan, which incorporated annual planning around governance and executive performance, WHS, compliance, consultation and communication, injury reduction and staff training and competency.

Due to the funding changes that occurred at the beginning of the year, CRC is now in the unique position of having staff co-located in offices managed by some of our partner organisations. There are nine CRC staff who are in this situation, which requires a new approach to the management of WHS and an increase in the consultation between the organisations regarding WHS and other operational issues.

One of the initiatives that CRC has participated in this year is the NSW Government 'Get Healthy at Work' program, developed in recognition that healthy workers means a healthy workplace with less sick days due to stress, illness and injury and staff reporting higher rates of job satisfaction and motivation. Get Healthy at Work offers employers the ability to assist staff to make smarter food choices, achieve a healthy weight, become more physically active, incorporate active travel into their day, quit smoking and reduce harmful alcohol use. Over the coming year CRC staff will be asked to participate in the voluntary program and identify which areas of their health they would like to improve. The program offers the ability for staff to have free health checks by a health professional which will then lead to developing a program tailored to them.

CRC has a strong history of sound human resource and financial management. The Board of Management, CEO and staff draw on their wide range of skills to ensure all organisational resources align closely to accomplish the organisation's mission and ensure that staff and volunteers are treated fairly and comply with legislation and agency policy and procedure. CRC aims to foster professional development within the organisation to ensure all Board, staff and volunteers are aware of and mitigate risks to the organisation, to themselves, to clients and other stakeholders. Some of the training attended by CRC Management this year has included Managing Ill and Injured Employees, Unfair Dismissal, Termination of Employees and Workplace Law.



“ I am forever inspired by our clients who are our greatest teachers. People who have experienced some of the toughest things in life anyone could go through. They also show determination, energy, effort, resourcefulness, kindness, patience, knowledge, resilience, bravery and gratitude. I feel privileged to work alongside them on part of their life's journey.

**SALLY**  
Manager. CRC Broadway

## Professional Development

CRC has a commitment to investing in professional development for its staff because we believe that by increasing the effectiveness and capacity of the workforce, we also increase the effectiveness and capacity of the organisation as a whole. This then has a direct flow-on effect of improved outcomes for clients.

Professional Development provides a powerful incentive to staff to be engaged with the organisation, to work harder for clients and to remain loyal. By increasing capacity and skills you minimise staff turn-over, improve performance and productivity and encourage information sharing between staff.

At CRC, professional development commences from the beginning of the employment relationship with clear position descriptions and thorough induction and orientation processes. Staff are introduced right away to CRC's policies and procedures, including Code of Conduct, Bullying and Harassment, Grievance Procedures and Work Health and Safety.

CRC staff are encouraged to attend training to update and develop their skills, reflect on their work and keep up to date with current practice and legislation. Training may be delivered in-house, externally, face to face or via webinars. CRC Core Training includes Work Health and Safety; Manual Handling; Bullying & Harassment; Security Awareness; Senior First Aid and Child Protection. Depending on the role staff hold in the organisation they may also attend in-house training on Working with Sex Offenders; the Good Lives Model; Hearts Inside; Families training; From Prison to Community training and ProSims (internal database).

Examples of the type of external training that staff have attended this year include Dialectical Behaviour Therapy, Advanced Applications in Narrative Therapy, ASIST (Applied Suicide Intervention Skills Training); Accidental Counselling, Motivational Interviewing, Domestic Violence Response, So You've Made it to Manager, VBA for Excel, Working with other Organisations: MOUs to Mergers, Salary Packaging, Aboriginal Cultural Awareness, Brain Injury.

At CRC there is a strong focus on career development with staff encouraged to attend conferences, participate in interagency networks and deliver training to other services. CRC also has made provision for study leave for staff wishing to undertake tertiary studies to develop themselves further professionally.

CRC staff are also offered clinical supervision to identify emerging issues and interventions and to monitor and manage staff satisfaction. Supervision and regular performance reviews also help staff to identify what their training and professional development needs are. Peer supervision and regular team meetings are held to build communication and support within teams. External Employee Assistance Program (EAP) counselling is also available for staff should they find that their work is affecting them personally, or likewise, if their personal circumstances begin to have an effect on their work performance. Training delivered by our EAP provider has also been offered to staff in the form of webinars or face-to-face sessions on topics such as Men's Health, Building Resilience, Stress Management, Workplace Bullying Awareness, R U Ok Day, and Thriving Through Change.



“ What keeps me coming to work is remembering the significant impact that offering someone and assistance at times when they most need it. There are many moments when I feel like I'm making a difference.

**RUSSEL**  
AOD Transitional and  
Post-Release Service

## ACKNOWLEDGEMENTS

CRC would like to acknowledge the staff, volunteers, members, partners and funding bodies that have made our work possible during 2014/15.

### Staff

At CRC our staff are at the heart of what we do. Our skilled, diverse and dedicated team work towards delivering a safe, effective service for clients that we know works. At 30th June 2015 there were 62 staff employed.

### Clients

The Board of Management and staff would like to acknowledge the clients with whom we work on a daily basis – the men and women coming out of prison, and their families, who continue to inspire us with their capacity to overcome enormous obstacles and their ability to change, even in the most difficult circumstances.

### Our Members

CRC would like to acknowledge the individuals and organisations that silently support the work of our organisation through their membership.

### Volunteers

Volunteers provide such an important role in our organisation and we are grateful for their commitment and dedication. Our remarkable and skilled Court Support Volunteers have worked tirelessly to support over 43,000 court attendees this year.

### Partnerships

CRC has strong formal and informal partnerships with multiple stakeholders across NSW. We would like to thank all our partners for working so hard, in often difficult circumstances, to achieve better outcomes for men and women on release from prison and their families.

### 2014 Annual General Meeting

This year's AGM tackled the questions: What kinds of programs and support work for people when they get out of prison? What do we mean by post-release success? How should success be measured? A lively forum discussion was held between CRC clients, academics and practitioners, set against the backdrop of the fast changing post-release community sector in NSW. CRC would like to thank Eileen Baldry, Professor of Criminology, for facilitating the speakers panel; Chris Cuneen, Professor of Criminology; Ruth McCausland, Evaluation Researcher and CRC Board member; Rosemary Caruana, Assistant Commissioner, Corrective Services NSW and the clients of CRC.

### External Consultants

CRC's Board of Management and staff would like to thank and acknowledge our external consultants for their support and expertise during the past twelve months.

### Condolences

The staff of CRC would like to acknowledge the passing this year of Uncle Ray Jackson, Cara Shaw and Thomas Turner. Our sympathies and best wishes go to their families and friends.

# TREASURER'S REPORT

In the financial year ending 30 June 2015, the income of the Community Restorative Centre Inc. (CRC) exceeded expenditure by \$755,824, compared to a surplus of \$108,580 in 2013/2014. This resulted in accumulated funds of \$1,853,062 at financial year end (\$1,104,945 in 2014/2015).

CRC remains in a healthy financial position with cash holdings at the end of year totalling \$3,792,964, a decrease of \$80,604 over the previous year. Much of this comprises under-expended and in-advance project income, which totalled \$1,665,374 as at 30 June 2015. This relates mainly to Family and Community Services - Ageing Disability and Home Care projects.

CRC Management and the Board took measures to ensure CRC's accounting and financial record keeping systems are efficient and effective. In 2014/2015 CRC recruited both a Finance Manager and Finance Assistant, thereby increasing the capacity of the organisation to address all aspects of its financial management responsibilities.

The Finance Team prepares monthly financial reports including real-time information on liquidity and material variances in cost centres. Increased information on each project has also led to greater knowledge of the administrative resources required to support each. The improvement in the quality and timeliness of financial data has provided assistance to management and the Board as to the likely impacts of funding and policy changes on the financial health of CRC.

This information was a key input into the reluctant decision of CRC to not re-tender for revised programs that substantially impacted upon our proven model for support services to a challenging and complex client group. As a result, CRC was unable to maintain funding across a number of key program areas. However, as we remain committed to investing in evidence-based programs, across the same period, CRC was also able to initiate six new projects. Continued progress in this regard will enable CRC to adopt a sustainable cost structure, offering the community significant value for money in delivering improved social outcomes at a fair and transparent cost.

With these internal improvements, CRC has become more fiscally sustainable. While CRC considers itself to be economically dependent on revenue received from NSW government departments with respect to its programs, CRC will continue to explore alternative options to fund important projects in the coming years. Planning is underway to engage with philanthropic and social investment sources to support our proven model of support for prisoners, ex-prisoners and their families.

I commend the management and staff for their efforts in ensuring that the organisation continued to deliver high quality services over the past twelve months in the face of significant changes to the funding environment.

**Gary Gahan**  
Treasurer

## FUNDING BODIES

Finally, CRC's work would not be possible without the financial support of our funding bodies. We would like to acknowledge the following funding bodies (in alphabetical order) for their contributions:

- Corrective Services NSW (Funded Partnership Initiative)
- Department of Health (Federal) Non Government Organisation Treatment Grants Program
- Department of Health (Federal) Indigenous Mental Health
- Department of the Prime Minister and Cabinet (Indigenous Advancement Strategy)
- Family and Community Services (Ageing, Disability, Home Care)
- Family and Community Services (Housing NSW)
- Family and Community Services (Specialist Homelessness Services)
- Gilbert and Tobin
- Legal Aid NSW
- NSW Health (Drug and Alcohol Treatment Stream)
- NSW Health (Sydney Local Health District NGO Program (HIV/AIDS))

CRC also receives funding through partner NGO's, to operate specialist services to people exiting custody as part of the FACS funded Going Home Staying Home (GSH) projects. CRC's GSH partners are:

- B Miles Women's Foundation
- Newtown Neighbourhood Centre
- Wentworth Community Housing
- Women's Housing Company

# AUDITOR'S REPORT

**COMMUNITY RESTORATIVE CENTRE INCORPORATED**  
**ABN 75 411 263 189**

**FINANCIAL REPORT - 30 JUNE 2015**

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**COMMUNITY RESTORATIVE CENTRE INCORPORATED**

**ABN 75 411 263 189**

**FINANCIAL REPORT - 30 JUNE 2015**

**COMMITTEE'S REPORT**

The Committee members present the operating report of the Community Restorative Centre Incorporated for the year ending 30 June 2015 and report as follows:-

**NAMES OF COMMITTEE MEMBERS**

The names and positions of the Committee Members who held office during the year were:

<b>Name of Committee Member</b>	<b>Position Held</b>
S Loveday	President
R McCausland	Vice President
G Gahan	Treasurer
L Schetzer	Secretary
J Kara	Committee Member
C Anthony	Committee Member
L Billington	Committee Member
M Levy	Committee Member
P MacGillivray	Committee Member
R Read	Committee Member ( <i>resigned 9 March 2015</i> )

The Committee members were in office for the whole of the financial year unless otherwise stated.

**PRINCIPAL ACTIVITIES**

The principal activities are detailed in the annual report provided to all members of the Association prior to the Annual General Meeting.

Community Restorative Centre Incorporated provides pre and post release support to prisoners ex-prisoners and their families through a range of services. These services include outreach counselling and casework services, supported accommodation, subsidised transport to rural correctional centres, a court support service, outreach to prisons, health promotion, on-site living support programs, training to other NSW services and information and advice about the criminal justice system in NSW.

There has been no significant change in the nature of the Association's principal activities from the previous year.

**OPERATING RESULT**

The operating result of the Association for the financial year was an operating surplus of \$748,021 (2014: \$108,580).

COMMUNITY RESTORATIVE CENTRE INCORPORATEDABN 75 411 263 189FINANCIAL REPORT - 30 JUNE 2015COMMITTEE'S REPORT**SIGNIFICANT CHANGES IN STATE OF AFFAIRS**

There were no significant changes in the state of affairs of the Association during the financial year.

This report is made in accordance with a resolution of the Committee and is signed for and on behalf of the Committee by:



Ruth McCausland  
Vice President



Gary Gahan  
Treasurer



16 September 2015

**COMMUNITY RESTORATIVE CENTRE INCORPORATED**  
**ABN 75 411 263 189**

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2015**

	Note	2015 \$	2014 \$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	3,794,964	3,875,568
Trade and other receivables	5	149,656	212,026
<i>Total current assets</i>		<u>3,944,620</u>	<u>4,087,594</u>
<b>Non-current assets</b>			
Financial assets	6	1,752	1,834
Property, plant and equipment	7	722,627	345,638
<i>Total non-current assets</i>		<u>724,379</u>	<u>347,472</u>
<b>TOTAL ASSETS</b>		<u>4,668,999</u>	<u>4,435,066</u>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	8	2,695,083	3,217,151
Provisions	9	103,645	90,639
<i>Total current liabilities</i>		<u>2,798,728</u>	<u>3,307,790</u>
<b>Non-current liabilities</b>			
Provisions	9	17,296	22,322
<i>Total non-current liabilities</i>		<u>17,296</u>	<u>22,322</u>
<b>TOTAL LIABILITIES</b>		<u>2,816,024</u>	<u>3,330,112</u>
<b>NET ASSETS</b>		<u>1,852,975</u>	<u>1,104,954</u>
<b>EQUITY</b>			
Retained earnings		<u>1,852,975</u>	<u>1,104,954</u>
<b>TOTAL EQUITY</b>		<u>1,852,975</u>	<u>1,104,954</u>

The accompanying notes form part of these financial statements

COMMUNITY RESTORATIVE CENTRE INCORPORATED

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 JUNE 2015

	Note	2015 \$	2014 \$
Revenue	2	6,614,586	6,057,212
Other income	2	7,543	8,811
		<u>6,622,129</u>	<u>6,066,023</u>
<b>Expenses</b>			
Staff costs		(4,311,463)	(4,333,178)
Administration expenses		(328,794)	(327,836)
Depreciation	3	(154,126)	(145,562)
Motor vehicle expenses		(217,769)	(307,657)
Office accommodation		(236,042)	(262,455)
Other expenses		(369,680)	(352,572)
Project expenses		(209,943)	(182,031)
Repairs and maintenance		(32,952)	(34,228)
Subscriptions		(13,339)	(11,924)
		<u>(5,874,108)</u>	<u>(5,957,443)</u>
<b>Profit before income tax</b>		748,021	108,580
Income tax expense		-	-
<b>Profit for the year</b>		748,021	108,580
<b>Other comprehensive income for the year</b>		-	-
<b>Total comprehensive income for the year</b>		<u><u>748,021</u></u>	<u><u>108,580</u></u>

The accompanying notes form part of these financial statements

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2015**

	Retained Earnings \$	Total \$
<b>Balance at 1 July 2013</b>	996,374	996,374
<b>Comprehensive income</b>		
Profit for the year	108,580	108,580
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<u>108,580</u>	<u>108,580</u>
<b>Balance at 30 June 2014</b>	<u>1,104,954</u>	<u>1,104,954</u>
<b>Balance at 1 July 2014</b>	1,104,954	1,104,954
<b>Comprehensive income</b>		
Profit for the year	748,021	748,021
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<u>748,021</u>	<u>748,021</u>
<b>Balance at 30 June 2015</b>	<u>1,852,975</u>	<u>1,852,975</u>

The accompanying notes form part of these financial statements

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2015**

	Note	2015 \$	2014 \$
<b>Cash flows from operating activities</b>			
Receipts from customers and government		6,346,270	6,596,635
Payments to suppliers and employees		(6,015,530)	(5,521,304)
Donations received		2,967	8,025
Interest received		109,261	106,460
<i>Net cash flows from operating activities</i>		<u>442,968</u>	<u>1,189,816</u>
<b>Cash flows from investing activities</b>			
Proceeds from sale of property, plant and equipment		17,737	23,788
Purchase of property, plant and equipment		(541,309)	(122,661)
<i>Net cash flows from investing activities</i>		<u>(523,572)</u>	<u>(98,973)</u>
Net increase in cash and cash equivalents		(80,604)	1,090,943
Cash and cash equivalents at the beginning of the financial year		<u>3,875,568</u>	<u>2,784,625</u>
Cash and cash equivalents at the end of the financial year	4	<u><u>3,794,964</u></u>	<u><u>3,875,568</u></u>

The accompanying notes form part of these financial statements

COMMUNITY RESTORATIVE CENTRE INCORPORATED

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

**Note 1 - Statement of accounting policies**

**Reporting entity**

The financial report is for the Community Restorative Centre Incorporated as an individual entity and domiciled in Australia. The Association is incorporated in New South Wales under the *Associations Incorporation Act 2009*.

The financial statements were approved by the Committee Members on 1 September 2015.

**Basis of preparation**

Community Restorative Centre Incorporated applies Australian Accounting Standards - Reduced Disclosure Requirements as set out in AASB 1053: *Application of Tiers of Australian Accounting Standards* and AASB 2010-2: *Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirement*.

These financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the *Associations Incorporation Act 2009*.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions.

*Historical cost convention*

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

**New and revised standards that are effective for these financial statements**

A number of new and revised standards are effective for annual periods beginning on or after 1 January 2013. Information on these new standards is presented below.

*AASB 13: Fair Value Measurement*

AASB 13 clarifies the definition of fair value and provides related guidance and enhanced disclosures about fair value measurements. It does not affect which items are required to be fair-valued. The scope of AASB 13 is broad and it applies for both financial and non-financial items for which other Australian Accounting Standards require or permit fair value measurements or disclosures about fair value measurements except in certain circumstances.

AASB 13 applies prospectively for annual periods beginning on or after 1 January 2013. Its disclosure requirements need not be applied to comparative information in the first year of application.

**COMMUNITY RESTORATIVE CENTRE INCORPORATED**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2015**

**Note 1 - Statement of accounting policies (continued)**

**New and revised standards that are effective for these financial statements (continued)**

*Amendments to AASB 119: Employee Benefits*

The 2011 amendments to AASB 119 made a number of changes to the accounting for employee benefits, the most significant relating to defined benefit plans. The amendments:

- a) eliminate the 'corridor method' and requires the recognition of re-measurements (including actuarial gains and losses) arising in the reporting period in other comprehensive income;
- b) change the measurement and presentation of certain components of the defined benefit cost. The net amount in profit or loss is affected by the removal of the expected return on plan assets and interest cost components and their replacement by a net interest expense or income based on the net defined benefit asset or liability; and
- c) enhance disclosures, including more information about the characteristics of defined benefit plans and related risks.

These amendments have had no significant impact on the Association.

**Significant accounting policies**

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

***Comparatives***

Where required by Accounting Standards comparative figures have been adjusted to conform to changes in presentation for the current financial year.

***Income Tax***

The Association is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

***Goods and Services Tax (GST)***

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

***Revenue recognition***

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances and duties and taxes including goods and services tax (GST). Revenue is recognised for the major business activities as follows:

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015****Note 1 - Statement of accounting policies (continued)*****Revenue recognition (continued)******Members subscriptions***

The subscription fee is paid by members of the Association and is recognised over the period of membership.

***Grants (including government grants) and donations***

Income arising from the contribution of an asset (including cash) is recognised when the following conditions have been satisfied:

- (a) the Association obtains control of the contribution or the right to receive the contribution;
- (b) it is probable that the economic benefits comprising the contribution will flow to the Association; and
- (c) the amount of the contribution can be measured reliably at the fair value of the consideration received.

***Interest***

Revenue from interest is recognised on an accruals basis.

***Cash and cash equivalents***

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of twelve months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

***Trade receivables***

For all sources of recurrent income, trade receivables are recognised initially at fair value and subsequently measured at amortised cost, less a provision for impairment.

Collectability of trade receivables is reviewed on an ongoing basis. Debts, which are known to be uncollectible, are written off. A provision for impairment is established when there is objective evidence that the Association will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the provision is recognised in the statement of comprehensive income.

***Property, plant and equipment*****Recognition and measurement**

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the statement of comprehensive income.

COMMUNITY RESTORATIVE CENTRE INCORPORATED

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

**Note 1 - Statement of accounting policies (continued)**

***Property, plant and equipment (continued)***

**Depreciation**

The depreciable amount of all property, plant and equipment is depreciated on a straight line basis over the asset's useful life to the Association commencing from the time the asset is held ready for use.

The depreciation effective life used for each class of depreciable assets is:

Motor vehicles	3-5 years
Office equipment	5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

***Impairment of assets***

At each reporting date, the Association reviews the carrying costs of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the assets fair value less the costs to sell the value-in-use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the income statement. Where it is not possible to estimate the recoverable amount of the individual asset, the Association estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Impairment losses are reversed when there is an indication that the impairment loss may no longer exist and there has been a change in the estimate used to determine the recoverable amount.

***Financial instruments***

The Association's financial instruments consist mainly of deposits with banks, accounts receivable and accounts payable.

**Initial recognition and measurement**

Financial assets and financial liabilities are recognised when the Association becomes a party to the contractual provisions to the instrument. For financial assets this is equivalent to the date that the Association commits itself to either purchase or sell the asset.

Financial instruments are initially measured at fair value plus transactions costs except where the instrument is classified "at fair value through profit or loss" in which case transaction costs are expensed to profit or loss immediately.

**Classification and subsequent measurement**

Financial instruments are subsequently measured at either fair value, amortised cost using the effective interest rate method or cost. *Fair value* represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

COMMUNITY RESTORATIVE CENTRE INCORPORATEDNOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015Note 1 - Statement of accounting policies (continued)*Financial instruments (continued)*

*Amortised cost* is calculated as the amount at which the financial asset or financial liability is measured at initial recognition less principal repayments and any reduction for impairment, and adjusted for any cumulative amortisation of the difference between that initial amount and the maturity amount calculated using the *effective interest method*.

The *effective interest method* is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

*Non-derivative financial assets*

The Association classifies its non-derivative financial assets in the following categories: financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments, and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its non-derivative financial assets at initial recognition and re-evaluates this designation at each reporting date.

*Financial assets at fair value through profit or loss*

This category has two sub-categories: financial assets held for trading, and those designated at fair value through profit or loss on initial recognition. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or if so designated by management. The policy of management is to designate a financial asset if the possibility exists that it will be sold in the short term and the asset is subject to frequent changes in fair value. Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months of the end of the reporting period.

*Loans and receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Association provides money, goods or services directly to a debtor with no intention of selling the receivable. They are included in current assets, except for those with maturities greater than 12 months after the end of the reporting period which are classified as non-current assets. Loans and receivables are included in receivables in the statement of financial position.

*Held-to-maturity investments*

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Association's management has the positive intention and ability to hold to maturity.

COMMUNITY RESTORATIVE CENTRE INCORPORATED

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

**Note 1 - Statement of accounting policies (continued)**

***Financial instruments (continued)***

***Available-for-sale financial assets***

Available-for-sale financial assets, comprising principally marketable equity securities, are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months after the end of the reporting period.

***Financial liabilities***

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

**Fair value estimation**

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes. The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Association for similar financial instruments.

**Impairment**

At the end of each reporting period, the Association assesses whether there is objective evidence that a financial instrument has been impaired. Impairment losses are recognised in the statement of comprehensive income.

**Derecognition**

Financial assets are derecognised where the contractual rights to receipt of cash flows expire or the asset is transferred to another party whereby the Association no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expire. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

***Trade and other payables***

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the Association during the reporting period, which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability. The carrying amount of trade and other payables is deemed to reflect fair value.

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2015****Note 1 - Statement of accounting policies (continued)*****Employee benefits***

Provision is made for the Association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may not satisfy vesting requirements. Those cash outflows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cash flows.

***Provisions***

Provisions are recognised when the Association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

***Critical accounting estimates and judgements***

The Association evaluates estimates and judgments incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Association.

**Key estimates*****Impairment***

The Association assesses impairment at the end of each reporting period by evaluation of conditions and events specific to the Association that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations, which incorporate various key assumptions.

***Estimation of useful lives of assets***

The estimation of the useful lives of assets has been based on historical experience as well as manufacturers' warranties (for plant and equipment) and turnover policies (for motor vehicles). In addition, the condition of the assets is assessed at least once per year and considered against the remaining useful life. Adjustments to useful lives are made when considered necessary.

COMMUNITY RESTORATIVE CENTRE INCORPORATEDNOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

	2015	2014
	\$	\$
<b><u>Note 2 - Revenue</u></b>		
<b>Revenue</b>		
Members subscriptions	329	620
B Miles Women's Foundation	154,131	-
Newtown Neighborhood Centre Incorporated	52,993	-
Womens Housing Company Ltd	117,451	-
Wentworth Community Housing Limited	112,103	-
Family & Community Services	109,910	666,258
Corrective Services NSW	973,775	1,641,469
Department of Health	520,116	203,442
NSW Health	257,081	225,165
Department of Ageing, Disability and Home Care	3,528,390	2,636,930
Department of the Prime Minister and Cabinet	383,300	301,357
Other	42,613	160,183
Legal Aid NSW	48,712	37,005
Other operating revenue	201,332	70,179
	<u>6,502,236</u>	<u>5,942,608</u>
<b>Other revenue</b>		
Donations received	2,967	8,025
Interest income	109,261	106,460
Dividends	122	119
	<u>112,350</u>	<u>114,604</u>
<i>Total revenue</i>	<u>6,614,586</u>	<u>6,057,212</u>
<b>Other income</b>		
Net gain on the disposal of property, plant and equipment	7,543	8,811
<i>Total other income</i>	<u>7,543</u>	<u>8,811</u>
<i>Total revenue and other income</i>	<u>6,622,129</u>	<u>6,066,023</u>
<b><u>Note 3 - Expenses</u></b>		
<b>Depreciation</b>		
Office equipment	1,064	664
Motor vehicles	153,062	144,898
<i>Total depreciation</i>	<u>154,126</u>	<u>145,562</u>
Rental expenses relating to operating leases	236,043	262,455
<b><u>Note 4 - Cash and cash equivalents</u></b>		
Cash at bank and on hand	1,046,611	2,380,229
Short term bank deposits	2,748,353	1,495,339
<i>Total cash and cash equivalents</i>	<u>3,794,964</u>	<u>3,875,568</u>

COMMUNITY RESTORATIVE CENTRE INCORPORATEDNOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

	2015 \$	2014 \$
<b>Note 5 - Trade and other receivables</b>		
<u>Current</u>		
Trade receivables	-	135,182
Other receivables	41,814	41,814
Accrued income	19,937	9,995
Prepayments	87,905	25,035
<i>Total current trade and other receivables</i>	<u>149,656</u>	<u>212,026</u>

**Note 6 - Financial assets**Non-current

Available-for-sale financial assets	1,752	1,834
<i>Total non-current financial assets</i>	<u>1,752</u>	<u>1,834</u>

**Movements in carrying amount**

Net carrying amount at 1 July 2014	1,834	1,708
Revaluation increment (decrement)	(82)	126
Net carrying amount at 30 June 2015	<u>1,752</u>	<u>1,834</u>

**Note 7 - Property, plant and equipment**

	Office Equipment	Motor Vehicles \$	Total \$
<b>At 30 June 2014</b>			
Cost	5,313	762,865	768,178
Accumulated depreciation	(664)	(421,876)	(422,540)
<i>Net carrying amount</i>	<u>4,649</u>	<u>340,989</u>	<u>345,638</u>
<b>Movements in carrying amounts</b>			
Net carrying amount at 1 July 2014	4,649	340,989	345,638
Additions	-	541,309	541,309
Disposals	-	(10,194)	(10,194)
Depreciation charge for the year	(1,064)	(153,062)	(154,126)
Net carrying amount at 30 June 2015	<u>3,585</u>	<u>719,042</u>	<u>722,627</u>
<b>At 30 June 2015</b>			
Cost	5,313	1,251,251	1,256,564
Accumulated depreciation	(1,728)	(532,209)	(533,937)
<i>Net carrying amount</i>	<u>3,585</u>	<u>719,042</u>	<u>722,627</u>

**Note 8 - Trade and other payables**Current

Trade payables	76,945	54,420
Grants received in advance	141,625	769,930
Grants unexpended	1,715,837	1,714,587
Liabilities to employees	666,958	518,261
Other payables	93,718	160,953
<i>Total current trade and other payables</i>	<u>2,695,083</u>	<u>3,217,151</u>

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015**

	2015 \$	2014 \$
<b><u>Note 9 - Provisions</u></b>		
<b>Current</b>		
Office relocation	43,617	43,617
Employee entitlements - long service leave	60,028	47,022
<i>Total current provisions</i>	<u>103,645</u>	<u>90,639</u>
<b>Non-current</b>		
Employee entitlements - long service leave	17,296	22,322
<i>Total non-current provisions</i>	<u>17,296</u>	<u>22,322</u>
<b><u>Note 10 - Key management personnel</u></b>		
<b><i>Remuneration of key management personnel</i></b>		
The aggregate amount of compensation paid to key personnel during the year was:	<u>342,114</u>	<u>326,732</u>
<b><u>Note 11 - Commitments</u></b>		
<b><i>Operating lease commitments</i></b>		
Non-cancellable operating lease commitments are as follows:		
Within one year	193,402	162,740
Later than one year but not later than five years	207,475	39,179
	<u>400,877</u>	<u>201,919</u>

The entity has four separate property leases and each are non-cancellable leases expiring at different times. An option exists to renew the lease at the end of the term for an additional number of years. The leases allow for subletting.

**Note 12 - Related party transactions**

There were no related party transactions that occurred in which a member of the Management Committee received or became entitled to receive a benefit, other than remunerated benefits disclosed above.

**Note 13 - Economic dependency**

The association considers that it is economically dependent on revenue received from the Commonwealth and State Government Departments with respect to its programs. The Management Committee believe that this revenue will continue to be made available to the association although, a number of funded programs will be approaching the end of their funding period at 30 June 2015 and a new tender will be required to be submitted to retain that funding. The total amount of government funding received during the financial year was \$6,279,507 (2014: \$5,871,809) and this represented 95.1% of total revenues (2014: 96.8%).

**Note 14 - Contingent liabilities**

At balance date the Management Committee is not aware of the existence of any contingent liability.

**Note 15 - Events occurring after balance date**

There were no significant events occurring after balance date.

COMMUNITY RESTORATIVE CENTRE INCORPORATED  
ABN 75 411 263 189

FINANCIAL REPORT - 30 JUNE 2015

STATEMENT BY MEMBERS OF THE COMMITTEE

In accordance with a resolution of the committee of the Community Restorative Centre the committee members declare that:

1. The financial statements and notes, are in accordance with the *Associations Incorporation Act NSW 2009* and:
  - a. comply with Australian Accounting Standards - Reduced Disclosure Requirements; and
  - b. present a true and fair view of the financial position of the Community Restorative Centre Incorporated as at 30 June 2015 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that the Community Restorative Centre Incorporated will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the committee and is signed for and on behalf of the committee by:



Ruth McGlausland  
Vice President



Gary Gahan  
Treasurer

16 September 2015



COMMUNITY RESTORATIVE CENTRE INCORPORATED  
ABN 75 411 263 189  
FINANCIAL REPORT - 30 JUNE 2015

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
THE COMMUNITY RESTORATIVE CENTRE INCORPORATED

Principal: David Conroy FCA

Address:  
Level 2/154 Elizabeth Street  
Sydney NSW 2000

Telephone: 02 9267 9227  
Fax: 02 9261 3384  
Email: [admin@bryanrush.com.au](mailto:admin@bryanrush.com.au)  
ABN: 95 373 401 379

### Report on the Financial Report

We have audited the accompanying financial report of the Community Restorative Centre Incorporated, which comprises the statement of financial position as at 30 June 2015 and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the statement by the members of the Committee.

### Committees' Responsibility for the Financial Report

The Committee of the Association is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the *Associations Incorporation Act NSW 2009*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee members, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Independence

In conducting our audit, we have complied with the independence requirements of Australian professional ethical pronouncements.

COMMUNITY RESTORATIVE CENTRE INCORPORATED  
ABN 75 411 263 189  
FINANCIAL REPORT - 30 JUNE 2015

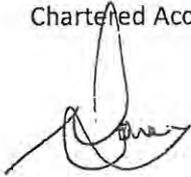
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
THE COMMUNITY RESTORATIVE CENTRE INCORPORATED

**Auditor's Opinion**

In our opinion the financial report of the Community Restorative Centre Incorporated is in accordance with the *Associations Incorporation Act NSW 2009*, including:

- (i) giving a true and fair view of the Association's financial position as at 30 June 2015 and of its performance for the year ended on that date; and
- (ii) complying with Australian Accounting Standards - Reduced Disclosure Requirements; and
- (iii) Complying with Div 60 of the ACNC Act 2012.

**Bryan Rush & Co**  
Chartered Accountants



**D. Conroy**  
Principal

16 September 2015

