



changing lives  
reducing crime

# 08 ANNUAL REPORT

COMMUNITY RESTORATIVE CENTRE INC.





changing lives  
reducing crime

## Community Restorative Centre Inc.

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Community Restorative Centre Incorporated  
is a Public Benevolent Institution and is endorsed  
as a Deductible Gift Recipient.

ABN: 75 411 263 189  
Incorporation No: Y0114810  
Charitable Fundraising No: CFN11034

### Our Patron

**Honourable Justice Michael Kirby,**  
High Court of Australia, AC, CMG

### Advisory Panel to CRC Board of Management

#### **Honourable John Dowd AO Q.C**

Chancellor, Southern Cross University  
Chairperson, International Commission of Jurists,  
Executive Committee, Geneva  
Deputy President of the NSW Mental Health  
Review Tribunal

#### **Gary Moore**

Director of Community Services at Marrickville Council  
Former Director, NSW Council of Social Services  
Board Member, Charities Aid Foundation Australia  
Board Member, Benevolent Society

#### **Associate Professor John Basson**

Statewide Director of Mental Health,  
Justice Health NSW  
Associate Professor, University of New South Wales

#### **Professor Chris Puplick**

Former Liberal Senator  
Professor, University of Wollongong

#### **Associate Dean Eileen Baldry**

Associate Professor, School of Social Sciences,  
University of New South Wales

#### **Clinical Associate Professor Michael Levy**

Director, Centre for Health Research in Criminal Justice  
Clinical Associate Professor, School of Public Health,  
University of Sydney

### Cover artwork by Steve Floyd

*Steve Floyd is an ex CRC client and lives in Woolloomooloo. He is a self-taught painter and regularly sells his work through his MySpace site and through local art outlets.*

*Steve's work captures the inner city of Sydney with a similar atmosphere to that of artist, Edward Hoppers' paintings of American cities in 1930s. In this edgy study of Redfern the streets are deserted and the ghosts of the past and the current residents are very easily conjured up.*

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# MESSAGE FROM OUR PATRON

Message from the Honourable Justice Michael Kirby AC CMG  
Patron of the Community Restorative Centre



*It is in society's interest to support CRC. But it is also a moral challenge for us all.*

I am delighted to be associated with the 2008 Annual Report of the Community Restorative Centre in New South Wales.

As the report indicates, the Centre has performed remarkable and useful work, within a very small budget, during the year past.

The Centre is living proof of the truism that people who are imprisoned or detained by society must be helped in their restoration to society; otherwise there is a real risk of reoffending, in part because of force of circumstances.

When I was a young legal practitioner, the judges and magistrates were closely involved in half-way house measures, designed to contribute to this restoration. In these more punitive times, there has been something of a falling-off in judicial involvement. I do not doubt that many judicial officers remain concerned and willing to contribute to the work of bodies such as CRC. I have, in recent months, endeavoured to attract the interest of the courts at every level in New South Wales. The response has been good. I will continue these endeavours.

I have also been having discussions with knowledgeable ex-prisoners who have returned to society and are willing to offer ideas to CRC on the way ahead.

It is in society's interest to support CRC. But it is also a moral challenge for us all. Each of the world's great religions, and all major schools of moral philosophy, teach that we must help people to have a second chance. It is not only in our interest. More importantly, it is a moral imperative.

I commend the work that CRC performs.

A handwritten signature in red ink, which appears to read "Michael Kirby". The signature is written in a cursive, flowing style.

**MICHAEL KIRBY  
PATRON**

# CHANGING LIVES, REDUCING CRIME

## 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 which 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 must help sustain their relationship with their relative in prison, and enable the family to be re-established upon release of the prisoner.

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, disadvantages which contribute to their offending and re-offending, and require support to move out of this cycle.

All clients of CRC have the right to support which is non-judgemental and preserves their confidentiality and dignity.

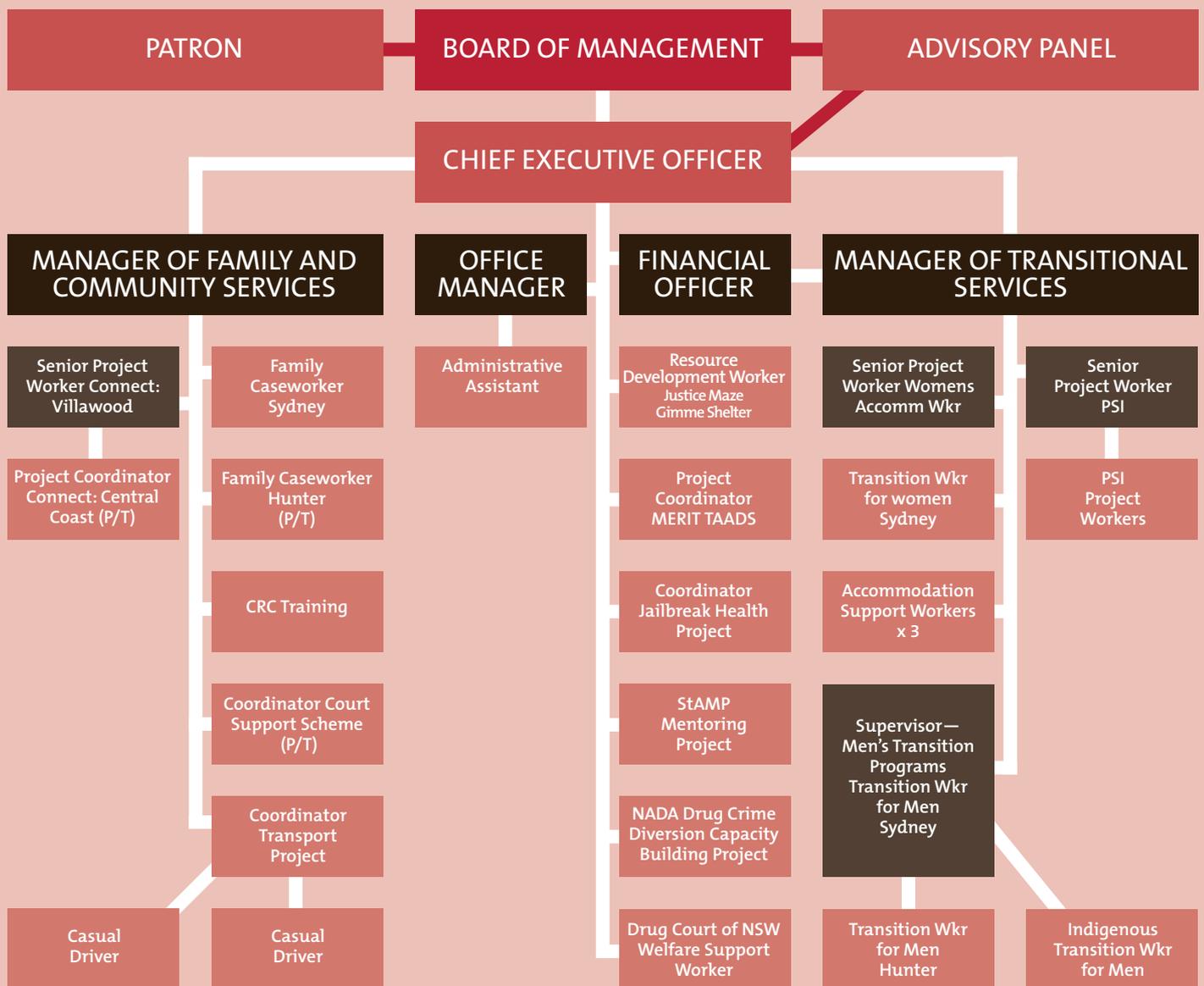
## Our Future

### CRC Mission

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

We aim to reduce crime and 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 access for our clients to support and services. We create opportunities for our clients to participate in the wider community and achieve independence.

# ORGANISATIONAL CHART



Indicates supervisor relationship

# FOREWORD

Imprisonment is a standard feature of criminal justice systems around the world. As such, imprisonment tends to be viewed as both inevitable, as a response to offending behaviour, and legitimate, as a form of punishment. Imprisonment has, in fact, become so normalised that the pragmatic impact of depriving a person of their liberty is frequently rendered invisible.

As communities we are focused on the need for punishment, but we do not spend a great deal of time considering what it actually means to lock someone up. Too often our legitimate desires for 'justice to be done' are stunted by our focus on imprisonment and further limited by our disregard for what happens during and after a period of incarceration.

For people who go to prison and are then released, for their families and friends, and for communities, for whom imprisonment is an unwelcome but regular occurrence, the serious and complex consequences of imprisonment are impossible to ignore.

Imprisonment is not just about being locked in a prison cell and the deprivation of liberty, though this is, in itself, a very serious punishment. Imprisonment is about disconnection and separation from family, children and community. Imprisonment usually involves alienation from mainstream education, employment, housing, and health services. Time in prison frequently erodes a person's sense of identity and esteem, and too often exacerbates structural and personal factors that contribute to offending behaviour.

Prison does provide opportunities for some to improve their situation on the outside and address the underlying reasons for their criminal behaviour. For many people, however, a period of imprisonment is not in any sense an end-point, but simply a part of the cycle of crime, imprisonment and re-offending.

CRC works to assist in minimising the socially destructive impacts of imprisonment.

For families of prisoners this means providing assistance to maintain contact with their loved ones inside, and support throughout the period of incarceration and post-release. This form of family support has a significant impact on the likelihood of successful community reintegration.

For prisoners and ex-prisoners CRC provides practical assistance to break the cycle of crime and imprisonment, by working to reduce the likelihood of re-offending.

There are over 10,000 people locked up in NSW prisons- although more than twice that number cycle in and out of prison each year. The current increase in the NSW prison population requires an increase of up to 400 new beds per year. The cost of building one new correctional centre is approximately \$130 million. This money is equivalent to the amount required to build two major metropolitan hospitals, or three high schools or nine primary schools.

**69.1% of the NSW prison population have been in prison before, and close to 45% will return within two years. It costs between \$186 and \$200 a day to keep someone in prison in NSW. CRC spends less than \$10 a day providing intensive transitional support to ex-prisoners. This transitional support assists close to 90% of participants to live productive, integrated lives in the community. Only 10.7% of CRC's high-risk transitional client group returned to prison over the last year.**

CRC receives a comparatively small portion of money from government to carry out this important and undeniably effective work. This is, perhaps, reflective of the cultural invisibility of imprisonment, and our unwillingness as a community to examine the ongoing impact of incarceration beyond release.

CRC seeks in many ways to challenge this state of affairs. This report forms part of this process. It demonstrates both the social importance of the work CRC carries out, and the extent of its success in reducing offending, reducing crime and positively changing the lives of those who have experienced imprisonment.

*The serious and complex consequences of imprisonment are impossible to ignore.*

# PRESIDENT'S REPORT



2007/08 has seen three very positive developments in the strengthening of the support structure surrounding CRC.

Firstly, we are fortunate that Justice Michael Kirby has agreed to accept appointment as Patron of CRC. Justice Kirby was appointed to the High Court in February 1996, making him one of the longest serving judges in the High Court. He is well known for his liberal stance on human rights and social justice issues.

Representatives of CRC's staff and Board met with Justice Kirby in May 2008 to provide him with an introduction to the agency's work and raise issues of concern regarding the Criminal Justice System. Justice Kirby has since taken an active role in commending CRC to both The Honourable Chief Justice James Spigelman of the Supreme Court of NSW, The Chief Magistrate of NSW, Graeme Henson, and the Institute of Criminology Advisory Committee.

On behalf of the entire CRC family I am delighted to welcome Justice Kirby's appointment as Patron and take this opportunity to thank him for his enthusiastic and effective involvement to date.

Additionally, this year has seen the formation of an impressive Advisory Panel to the CRC Board of Management. This panel has been established to provide the Board members and Chief Executive Officer with expert advice and information on a range of issues regarding the Criminal Justice System and panel members can be called upon individually as required to assist the Board in the formation of policy and direction for the organisation.

The Advisory Panel is comprised of six members;

**Hon. John Dowd AO Q.C**

**Gary Moore**

**Associate Professor John Basson**

**Professor Chris Puplick**

**Associate Dean Eileen Baldry**

**Clinical Associate Professor Michael Levy**

In June we held a dinner to facilitate the inaugural meeting of the Panel. It was a very encouraging beginning, with a number of constructive initiatives being identified.

The establishment of this formidable Advisory Panel further increases CRC's links with experts in the field, adding to our reputation as an agency at the forefront of the Criminal Justice System.

Our thanks go to each of the Panel members for their generosity in agreeing to contribute their very considerable knowledge toward improving the well-being of all the people CRC works with.

Finally, over the past 12 months the Board of Management and the management team of CRC, under the leadership of Alison Churchill, Chief Executive Officer, have identified sourcing independent income as a priority for the organisation.

This is an increasingly important matter to be addressed if CRC is to survive in the long term as tendering processes for Government funding become more competitive.

We offer our gratitude to our funding bodies, whose contributions are so essential to our endeavours. We take particular pride in the provision of full and transparent reporting to our funding bodies, demonstrating our ability to maximise all resources on behalf of our clients.

I would also like to extend my thanks to our marvellous staff, volunteers, my fellow Board Members, friends of CRC and to everyone who has contributed to all we have achieved on behalf of our clients over the past year.

Lastly, I wish to take this opportunity to publicly acknowledge our Chief Executive Officer, Alison Churchill for her continued outstanding leadership of CRC. A community organisation such as ours throws up many and varied challenges across the course of a year. As always, Alison has done an outstanding job in meeting those challenges.

Through the wonderful contributions of all the people mentioned above, we can look forward to the coming year with a real sense of confidence.

**Stephen Grieve**  
President

# CHIEF EXECUTIVE OFFICER'S REPORT

Over the past year CRC has continued to provide vital services helping to divert people from offending, reduce the number of people returning to prison and worked to reduce the impact of incarceration on families and communities.

This year's report aims to illustrate the innovative ways in which we have worked to fulfil our mission and perform beyond expectations. It remains the aim of CRC to positively change the lives of people affected by the criminal justice system, reduce crime, and tackle the underlying social causes of offending and re-offending. We are able to achieve this difficult task with carefully designed and targeted programs, in conjunction with intensive and compassionate support.

Over the last year, 121 ex-prisoners were supported with long term intensive transitional and accommodation support, 154 families were supported via the casework service, 1490 families were transported to Correctional Centres to visit loved ones. CRC provided 589 occasions of Intake Support to clients requiring over 30 minutes of service and assisted 60,000 people in NSW courts.

Our diversionary programs, the Drug Court Welfare Support Program and MERIT TAADS Project assisted over 685 people. The CRC mentoring program linked 45 clients to community mentors, 52 Jailbreak radio shows were aired, 512 individuals were provided with training regarding issues facing prisons on release from custody and families of prisoners. In addition, more than 400 people were provided with criminal justice system information at community forums.

Despite the breadth and diversity of our work, CRC remains relatively unknown. The past 12 months has seen the Board of Management and CEO develop new strategic partnerships and communication strategies in order to promote our achievements, demonstrate to the community the cost benefit of our services and increase our brand awareness. The engagement of the Honourable Justice Michael Kirby as our Patron, and the establishment of our eminent Advisory Panel form part of this strategy.

CRC projects are shaped by the needs and experiences of our clients. Their involvement in our work enables us to deliver effective programs and gain the respect of clients, communities, funding bodies and stakeholders. Whilst CRC's positive achievements continue to increase, unfortunately so too does the number of people incarcerated each year in NSW. The prison population has increased by 50% in the last 10 years and in the past 12 months has reached over 10,000.

***In the 07/08 year, the return to prison rate of participants in the intensive transitional and accommodation support programs was 10.7%.***

On any given day in NSW Correctional Centres 69.1% of inmates will have been in prison before. On release from prison, close to 50% will return within 2 years. The clients of the CRC Transitional and Accommodation Programs, by comparison, have an extremely low return to prison rate. For instance, in the 2007/2008 year, the return to prison rate of participants in the intensive transitional and accommodation support programs was 10.7%. Given that these groups are at a higher risk of re-offending, this result is particularly impressive.

There is a clear need for the state government to explore modes of addressing offending and re-offending and work with organisations like CRC to increase the successful and extremely cost effective programs currently operating in the community.

As the prisoner population increases, so too do the numbers of individuals, families and communities affected by imprisonment. As the demand increases, CRC programs and services hopes to expand to meet these needs. To date, CRC has regularly attempted to address the increase in demand without additional funding. This has, at times, strained programs, resources, staff workloads and the organisation as a whole.

CRC is committed to tackling our future challenges. This year we have made substantial inroads to address the issues we face through the development of our new 4 year Strategic Plan 2008-2012. The Plan presents exciting opportunities for CRC and its partners. It contains clear goals and strategies which will allow CRC to build on its strong foundation, strengthen the organisation's capacity to source funding, strengthen partnerships and develop evidenced based programs. We look forward to reporting our strategic achievements in the forthcoming years.

I would like to acknowledge and thank all of our funding bodies, CRC's Board of Management, and our exceptional staff and volunteers. I would also like to thank all our partners for their continued support and, importantly, our clients, who continue to teach us about resilience and the capacity of people to change their lives if given the right opportunities.



Alison Churchill  
CEO CRC

# TRANSITIONAL SUPPORT PROGRAM

*If it wasn't for CRC transition, I'd still be using and dealing in Kings Cross or dead, cos I was referred from St Vincents hospital as I was too sick to look after myself. Now I'm clean, working, going to TAFE and healthy*

## TRANSITIONAL SUPPORT PROGRAM

The Transitional Support Program funded through the Department of Corrective Services, Community Grants Program provides holistic, intensive outreach support to men and women leaving custody. The programs offer support with accommodation and assistance in dealing with the factors that contribute to offending behaviour, such as problematic drug and alcohol use. It also provides an important connection to the community for ex-prisoners, who are frequently alienated from family, friends, mainstream employment opportunities and education.

Transitional Support Program are staffed by three workers, two workers for men (one in Sydney and the other in the Hunter) and one worker for women in the Sydney region.

The programs are extremely effective at reducing both offending behaviour and recidivism. For instance, **over the last 4 ½ years only one of the Sydney Men's transitional clients has returned to prison.**

**In 2007/08 70 ex-prisoners were provided with transitional support. Only 6 of this group returned to custody. This return to prison rate of 8.5% is significantly lower than the return to prison rate of the general ex-prisoner population.**

**On any one day in NSW a snapshot of the prisoner population reveals that 69.1% of people in prison have been there before. Recidivism research indicates that 43.8% of prisoners will return to prison within two years, although this figure is much higher for certain prisoner populations.**

The CRC outcomes in this area are particularly impressive because the client group targeted by the Transitional Support Program have extremely complex needs, are generally isolated and are at high risk of re-offending.

The Transitional Support Program clearly demonstrates the positive impact that long term, intensive outreach support can have. Such support enables this client group to successfully live in the community and address the factors that have led to repeat offending and imprisonment.

For many years the number of referrals to the Transitional Support Program have far exceeded available places. Certainly for those individuals who obtained a place, the program has been extremely effective in reducing re-offending and giving people a much needed opportunity to make significant and lasting changes in their lives. However, over 21,000 people are trapped in a cycle that sees them fluctuate in and out of NSW prisons each year. Many of these people are not adequately supported.

The assistance to stay out of prison provided to the 70 ex-prisoners by CRC's Transitional Support Program does not, at this stage, dent the "structural" nature of the recidivism problem. CRC continues to work toward rectifying this situation and continually seeks new avenues for funding. It is clear that a significant expansion of the existing transitional support model could have a remarkable impact on recidivism levels in NSW.

Each year the workers in the Transitional Support Program report that the highlight of the project is witnessing the resilience, courage and resourcefulness of participants overcoming the difficulties and obstacles of life post-release. An ongoing challenge for the Transitional Support Program at CRC is the absence of safe and affordable accommodation for people on release from custody. This issue is explored in more detail in the section outlining the work of the Accommodation Service.

*Since I've had a support worker I've stayed out of gaol longer than ever and achieved things I wouldn't of dreamed of before.*

### Outcomes for 2007/08

TRANSITION	%
Return to prison	9%
ATSI	19%
CALD	16%
Number clients assisted with accommodation	94%
Linked to AOD treatment services	60%
Abstinent	14%
Provided with harm min info	87%
Finance/Debt	49%
Employment	21%
Vocational/educational/training	13%
Disab allowance	3%
Family reconciliation	30%
Child custody/access	20%
Recreational/social	29%
Physical health	30%
Psychiatric/psychological	21%
Legal	31%

*NOTE: ATSI and CALD are abbreviations referring to people from Aboriginal and Torres Strait Islander and Culturally and Linguistically Diverse backgrounds.*

***On any one day in NSW a snapshot of the prisoner population reveals that 69.1% of people in prison have been there before. Recidivism research indicates that 43.8% of prisoners will return to prison within two years, although this figure is much higher for certain prisoner populations.***

# INDIGENOUS TRANSITION PROGRAM

## Indigenous Transition Program

The over-representation of Indigenous people in police stations, courts and prisons, in conjunction with the absence of culturally relevant intensive services post-release, continues to pose serious challenges for both Indigenous and non-Indigenous communities.

There are specific difficulties associated with breaking the imprisonment cycle for Indigenous communities. These include inter-generational experience of imprisonment and the intergenerational experience of racism. Additional contributing factors include; the extremely high levels of poverty and social and economic disadvantage; over-familiarity with, and frequent mistrust of, criminal justice agencies; social isolation and the absence of culturally appropriate support, both within and outside of the prison system.

Whilst CRC works closely with Indigenous communities to meet the needs of this group **(at present 1/3 of the Sydney men's transitional clients and 1/4 of the Sydney women's transitional clients are Indigenous)** the need for Indigenous specific services is immense.

In response to this need, CRC has commenced an Indigenous specific, Transitional Support Program. CRC received funding through the Commonwealth Government Attorney General's Department, via the National Community Crime Prevention Program to provide an Indigenous Transition Program for a two year period.

The program provides casework, support and mentoring to Indigenous people in transition from prison to the community, with the aim of successful community reintegration. The focus of the project is on ex-prisoners residing in Redfern, Waterloo and Glebe who have complex needs (such as alcohol and drug issues and mental illness) and who have only minimal or no community support.

This group are at high risk of re-offending, and the communities in which they reside are frequently characterised by both a high level of fearfulness and high levels of crime.

In the early stages of the project the Indigenous Transition Worker has focused on the development of promotional material for the project, establishing strong relationships with other government and community agencies and formalising referral criteria and protocols with the Department of Corrective Services.

The Indigenous Transition Worker has also provided casework services to 7 Indigenous ex-prisoners who have recently been released from custody. We look forward to reporting the outcomes of this program next year.

**It is well documented that Aboriginal people are vastly over-represented within the Criminal Justice System, even a decade after the Royal Commission. In 2007 Aboriginal people comprised approximately 2.3% of the NSW population, but made up 20.1% of the adult male prisoner population and 32.1% of the female prison population.**

# ACCOMMODATION SERVICE

*“I don’t think I would be working or managing my money without the support I’ve had from CRC. I don’t think I would have put my front foot forward (after getting out of jail) without their support. I am really strong and controlled now. I haven’t been back in and I’m not ever going back in. I like my life out here!”*

## Accommodation Service

The Accommodation Service is funded via the Supported Accommodation Assistance Program. It provides accommodation and support to men and women who would otherwise be homeless on release from custody.

It is not uncommon for people to leave custody either homeless, or at risk of homelessness. There is now a clear body of research which indicates that homelessness increases the risk of re-offending and re-imprisonment. The Accommodation Service recognises that having a safe and secure place to live is fundamental to the ability of ex-prisoners to cope with the many challenges of the post-release period. Long-term secure housing is also necessary for this group in order to thrive as citizens away from the cycle of crime and imprisonment.

The transition from prison to the community is often experienced by ex-prisoners as overwhelming and chaotic. Difficulties adjusting to life on the outside after a period of institutionalisation often act as a trigger for relapsing into behavioural patterns that lead to re-offending. The Accommodation Service works to break this cycle by providing assistance and accommodation to those men and women who are most at risk of re-offending, who require the most intensive support, and who would otherwise leave prison unsupported.

The Women’s Accommodation Service consists of one full time member of staff working to support women and their accompanying children in the transition from custody to life in the community. The men’s service has one full time staff member and two part time workers.

A staged approach to supported accommodation is provided. One reception and three transitional houses (three men’s and one women’s) are used for clients immediately following release from prison, after which medium and longer term permanent housing solutions are accessed.

Through established partnerships with Community Tenancy Schemes, the Accommodation Service and transition programs have supported 41 clients in dedicated secure accommodation over the past year, with an additional 17 clients supported in the community in other forms of accommodation.

The Accommodation Service boasts remarkable success in assisting this complex client group to stay out of custody.

As noted previously in the Transitional Support Program report, **43.8% of prisoners return to prison in the two year period after they are released. However, only 13% of the high risk clients of the Accommodation Service returned to prison this last financial year.**

Accommodation workers report that playing a part in the successful transition from prison to community is an exciting aspect of their work. Watching people take control of their lives in positive and productive ways, often after many years of institutionalisation, crime and disconnection from mainstream communities is also rewarding.

Each year the demand for the Accommodation Service far outweighs what it is able to provide. With homelessness being a key predictor of post-release success, the provision of community housing and support is a highly cost-effective crime reduction measure. CRC is committed to continuing and, where possible, increasing the scope of this important work.

The biggest external challenge facing all transition and accommodation projects is the current Sydney housing crisis. The lack of affordable accommodation and the increase in private rental costs has created an even greater demand for social housing.

Although CRC has excellent working partnerships with community housing providers the impact of the housing crisis means that fewer vacancies arise and finding affordable accommodation for CRC clients is an increasingly difficult task.

Previously affordable options such as boarding houses have become difficult to secure as low income workers and students have moved into the lower end of the affordable housing market, further limiting the housing options for CRC clients.

In light of this, CRC welcomed the renewed efforts of the Rudd government to tackle the growing and complex issue of homelessness in Australia. CRC provided a Green Paper Submission highlighting the interplay of issues contributing to homelessness amongst ex-prisoner populations and the implications of this homelessness on crime and offending in our communities.

CRC also contributed to the SAAP and Homelessness NSW responses to the Green Paper. CRC looks forward to the development of a White Paper that recognises the importance, and crime control necessity, of developing strategies for addressing homelessness for ex-prisoner populations.

# ROB'S STORY

**Rob\* an older man (48 years old) with a history of imprisonment had become very set in his ways, had a long history of drug abuse (since he was a teenager). He had mainly committed petty crime to support his drug addiction.**

**Rob came to CRC in 2004**

*Rob says the difference to him was 'Coming out to a structured environment, getting support and being able to say I need help. You need the extra support, because you don't want to go back but don't know how not to, and feeling that you've got support all the time to keep your nose out of trouble but also to give you a pat on the back when you do something right and that someone cares. Having someone say 'good on ya' and tell you, you're doing ok makes a big difference'.*

*Since being with CRC Rob has reconciled with his family, whom he now sees regularly. Rob has re-gained contact with his teenage son and has developed a positive and caring relationship with him. Rob wants to make sure his son does not follow the same path as he did.*

*Rob's health was quite poor when he arrived at CRC. Rob now sees a specialist, is aware and much more in control of managing his health.*

*When Rob arrived he had very poor self esteem and felt nothing ever went right for him and that he didn't deserve for things to go his way.*

*Rob is now a much more confident, assured man and regularly demonstrates a very caring and thoughtful part of his personality. He cares for another friend who has health problems and is always willing to lend a hand to anyone who needs it.*

*Rob has dealt with many issues since being with CRC and his life is drastically different. He is now living in his own tenancy, drug free, and can manage his finances and his health. Rob stayed in the Accommodation Service for a year and we have continued to support him through his transition into his own tenancy and with the new issues that arise, both with living on his own and the varying issues that he has been dealing with in his life.*

*Rob is now able to get by without CRC*

\* Name changed.

## Accommodation Service Outcomes

MEN'S ACCOMMODATION	
32 men (accommodation service)	
ATSI	16%
CALD	9%
Returned to Prison	9%
WOMEN'S ACCOMMODATION	
Women	19
Accompanying children	13
ATSI	21%
CALD	5%
Returned to prison	21%
OVERALL	
7/51 clients returned to prison	14%

# PAROLEE SUPPORT INITIATIVE

## Parolee Support Initiative

The Parolee Support Initiative (PSI) is a new CRC project providing support and accommodation to people with mental illness and/or an intellectual disability who are exiting prison on Parole.

The project is funded through the Department of Corrective Services (DCS) and reports to the government departmental members of the Housing and Human Services Accord. In addition to DCS, the members include: Housing NSW, The Department of Health (Community Mental Health and Justice), Health and the Department of Ageing Disability and Home Care (DADHC).

Operating within the Western Sydney Region, PSI also works with local disability services, Drug and Alcohol services, recreational, social, employment and educational facilities. Families are a vital form of support for PSI clients and so project staff seek to facilitate family reconciliation and contact where appropriate.

Ex-prisoners with an intellectual disability and/or mental illness are vulnerable to homelessness and exploitation in the community and are at particularly high risk of re-offending. They are frequently isolated, struggle to ask for support, access services, maintain medication and make appointments. Even with referrals, these factors compound their issues further.

Like many ex-prisoners, this group are required to interact with a high number of government departments in order to access payments, pay off debts, deal with custody issues, and sort out housing. This can be an extremely confusing process. Government bureaucracies are often seen as hostile or, at best, indifferent, and the complexity of the various processes necessary to obtain basic entitlements can seem overwhelming for this group.

The PSI Project recognises that many ex-prisoners with an intellectual disability fall outside of DADHC's criteria for assistance and become ineligible to access specialist disability services. In response, PSI has adopted a flexible approach to its definition of intellectual disability, including people with a borderline intellectual disability who are ineligible for DADHC support, but clearly require assistance upon release.

**With mental health problems and disorders 3 to 4 times higher in prison than the general Australian population, there is a clear need to provide a specialised service to this vastly overrepresented group. The large numbers of people imprisoned with mental health issues exposes the gaps in community services for this group.**

The Parolee Support Initiative aims to provide intensive, individualised practical and emotional support in custody and in the days and months following release. The project will facilitate meaningful connections with appropriate services, assisting clients who regularly fall through the safety nets of government and community support. The project works to provide new opportunities to clients to break an often entrenched cycle of imprisonment, release, and re-offending.

**The Parolee Support Initiative will reduce recidivism amongst this client group through the provision of holistic practical and emotional support to address their many complex issues.**

The Parolee Support Initiative is a new project and, as such, is at the early stages of establishing partnerships, inter-departmental policies and protocols. However the potential for PSI to make significant changes in the lives of those who are frequently overlooked in the community is enormous. CRC looks forward to continuing the implementation of this truly innovative project.

*“PSI are giving me a real chance to get my life back on track. If PSI wasn't around I'd be drinking and back on drugs and getting in trouble with the police, and I'd have nowhere to live. PSI workers give me help with all my appointments and with my money and shopping. They give me direction but most of all they show me respect. It's a mad service.”*

## NINA'S STORY

**Nina has visited a family member at different correctional centres across NSW over the last twelve months.**

*You have to be prepared for the visit, making sure you've got your ID, and you don't have any items you shouldn't have. You spend a long time in line waiting to be processed, and if the prisoners are being mustered, it can take a long time to get your visit. The way you are treated, it's not like you would be treated in a supermarket or a shop. Some of the staff are beautiful, but others treat you like an inmate even though you've never committed a crime. I've got a temper, and I have to keep my cool, even if people are rude.*

*I've got used to a certain kind of dress for visiting. I wear close to the same clothes each time, so I won't get caught with the metal detector. You don't want to set them off because people behind get frustrated. I don't wear certain shoes because I'd have to take them off and I wouldn't wear an underwired bra. I'm not a big jewellery wearer because of my kids, but I've seen a lot of people with jewellery who have to take it off. My mother has a jacket with metal buttons, so she's learnt not to wear that. It can make you feel like you're wearing a prison uniform too.*

*The first time he was moved we just got a phone call, 'I'm getting transferred' and he went straight away. We didn't realise that once he was sentenced he could be moved to a country goal. I'd go to visit on the CRC bus. At first I found it a bit threatening, because there would be people from any walk of life, like people on drugs, or ex-inmates, not people I would normally come across. But you get used to it.*

*It's a new world when you go in to prison. You have to get used to seeing prisoners wearing the white or orange overalls for visits, not the greens they wear everyday.*

*Everyone has watched prison movies, but actually people in correctional centres don't look like killers. Some people look fantastic. I spoke to someone at a family day who told me he was a bank robber. If he was wearing a suit you'd think he was a company manager. So that's something I've got out of it. Prisoners just look like people you'd see every day.*

# FAMILY CASEWORK SERVICE

## Family Casework Service

The CRC Family Casework Service receives funding through the Department of Corrective Services, Community Grants Program. It provides information, referral, casework and counselling to the friends and families of prisoners in NSW.

Two family workers (1 full time worker in the Sydney Office and 1 part time worker in the Hunter) provide a service which strives to build on the strengths of those who seek assistance. In addition, workers assist families to navigate the complexities of the criminal justice system.

CRC provides a vital service to families during what is often a very confusing and frightening time. Despite the vast numbers of people with a family member or friend in custody, the criminal justice system frequently overlooks their experiences and needs. Estimates indicate that for every person imprisoned in NSW, a further 4-5 are directly affected by their imprisonment. In NSW, this includes 14,500 children each year.

For families unfamiliar with the criminal justice system, CRC provides crucial information and practical support related to issues such as visits, prisoner movements and safety, and preparation for release. CRC also provides support across the spectrum of criminal justice agencies including police, courts and prisons.

For families and friends familiar with the complex prison system, CRC provides emotional support, often an unmet need. Family members frequently feel stigmatised, embarrassed, financially compromised, and themselves criminalised. CRC provides non-judgmental and caring support for this group, many of whom feel uncomfortable about accessing assistance from other organisations.

Once I got a taxi to the prison and the driver asked 'Are you a doctor or a social worker? Do you work there?' He didn't think I looked like someone with a family member in prison. But in the end I told him why I was going there. We didn't choose this. I feel like we families are victims too.

### Family Casework Outcomes

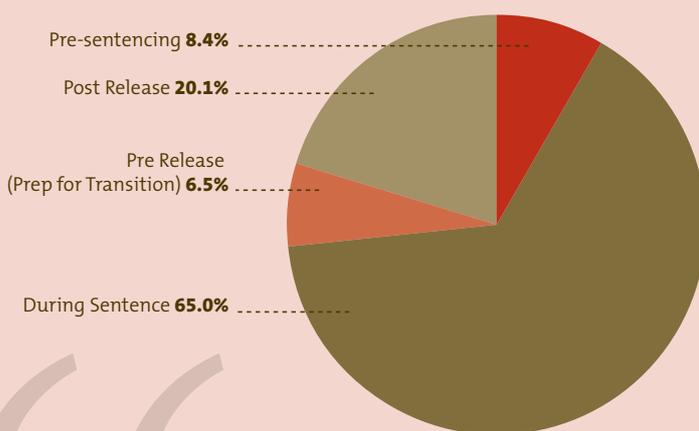
PRESENTING ISSUES:	%
Accommodation	10.8%
Financial	10.4%
DoCS, childcare, parenting	2.8%
Family Reconciliation	0.6%
Drug and alcohol	9.5%
DCS-related issues	22.4%
Health/Mental health	9.5%
Legal	5.8%
Counselling/mediation	28.2%

Many mainstream family support services do not work with families with adult children or are not familiar with the complex issues facing families of prisoners. CRC is working to tackle this issue of accessibility through provision of training via the Connect Project.

CRC has a long history of working with families of prisoners, and therefore has developed expertise in this area. The family work positions liaise closely with all other CRC projects and justice agencies to remain aware of issues that have an impact on families. They aim to respond in a pro-active manner to the complex structural issues related to family contact.

Families often experience difficulties maintaining regular visits to correctional centres due to the long distances between their home and the centre; lack of public transport; high cost of public transport; high cost of fuel; health; employment and family commitments.

### Point of Contact



In response to this problem, CRC installed video conferencing facilities at the Broadway Office to facilitate video visits for families who are unable to travel the long distances.

The Family Casework Service provided ongoing intensive casework to 154 families in the 2007/2008 year, with the Intake Service providing assistance to a further 259 families and friends. The Family Casework Service also plays an integral role in the development of resources for families. These resources include the Families Handbook (due for completion in late 2008), the Justice Maze DVD (currently in production), 2nd edition of the Jailbreak Families CD, and other family related resources.

As is the case with many of CRC's services, the demand for the Family Casework Service poses one of the biggest challenges for the service.

*"I found out about CRC somehow the first time my brother was in custody. I needed support for myself, and I wanted to find out about the court system. They had someone who could talk to me over the phone. There were lots of little things, and if I had a question I could ring. I had to get what I had seen of prisons on TV out of my mind. It helped to find out what services the gaol had, and what I could do."*

# TRANSPORT SERVICE

*This year families have had to cope with the changes involved in the introduction of booked visits at Correctional Centres.*

## Transport Service

The CRC Transport Service is funded through the Department of Corrective Services (DCS) Community Grants Program and provides low cost transport for families to a range of rurally located correctional centres in NSW. This service is unique in NSW and assists families to maintain contact and connection with their family members during what is often a very stressful and financially difficult time.

The maintenance of family contact throughout a period of incarceration is one of the most significant factors for post-release success and the transport project is proud to play a part in this process. CRC continues to explore ways of attracting funding to increase this important service to accommodate other Correctional Centres of high demand such as Wellington and the centre on the Mid North Coast (Kempsey).

The Bathurst/Kirkconnell route continues to be the trip with the highest demand. Kirkconnell is a minimum security centre and tends to have more family groups which include children visiting the centre. The bus has a maximum seating capacity of 24 and often the demand for people wishing to travel to Bathurst is unmet, due to the larger groups travelling to Kirkconnell and the limited number of seats on the bus.

## Number of passengers transported

During the past 12 months the service has transported 1490 passengers to 9 different centres

Bathurst , Lithgow, Kirkconnell	413
Oberon	246
Berrima, Goulburn	296
Cessnock	155
St Heliers	173
Junee	207

This year families have faced the changes involved in the introduction of booked visits at Correctional Centres. Securing a booking for a visit at the correctional centre and a seat on the bus has been challenging for many families, as they are required to make both reservations in tandem and risk missing a place on one, whilst booking the other.

Regular weekend track maintenance on rail systems continues to impact on families being able to get to departure points in time for travel on the CRC bus.

CRC is also monitoring rising fuel costs which have the capacity to adversely affect project running costs and require ongoing attention to ensure that there is no impact on travel costs for families.

# FROM PRISON TO COMMUNITY TRAINING

## From Prison to Community Training

In response to a request from Housing NSW to provide training to their staff on working with ex-prisoners in the community, CRC developed the 'Prison to Community' training package in early 2007. The success of this training package, along with a clear need in the government and community sector for this type of training, has led to an expansion of this project.

The package targets community and government organisations that have regular contact with ex-prisoners and their families but lack specific information about the needs of this group. Over the last year CRC has further developed the project and delivered 5 additional training sessions in 4 regional areas for Housing NSW.

The feedback for the training continues to be extremely positive: **100% of participants reported that they were satisfied or very satisfied with all aspects of the package.** Participant evaluations included comments about the importance of the issues covered. They also praised the way the package addressed a critical gap in the training needs of the participants.

CRC will continue to expand training provision over the next 12 months, increasing the capacity of services in the sector to work with families of prisoners and with prisoners returning to community.

*Training and trainers were very informative. I have learned a great deal and have come away with answers to all of my questions and queries. Thanks*

# CONNECT: SUPPORTING FAMILIES OF PRISONERS

*I found the training to be very informative and learned a lot about the impact on people incarcerated and when they were released.*

## Connect Project

Funded through the Department of Community Services, Area Assistance Scheme, the Connect Project provides training to workers in government and non-government agencies. Its aim is to increase awareness about the impact of incarceration on family members and so enable participants to provide targeted and meaningful services to this population. With a view to increasing support and social inclusion and reducing the stigma associated with having a family member in custody, CRC links families of prisoners with trained workers in local services.

Connect currently operates in the Fairfield and Bankstown Local Government Areas (LGAs) in Sydney's South West, and in Gosford and Wyong LGAs on the Central Coast. After successfully operating for two years in partnership with Wesley Dalmar, Quakers Hill Family Support Service, the Blacktown LGA arm of the project concluded in June 2008. However, a large unmet training need remains in the Blacktown area with many families still requiring local assistance. CRC is exploring avenues for the continued delivery of training services to meet the demands both in LGAs where the program has already been delivered and also throughout the state.

Family members of those incarcerated are often unable to access appropriate services. They frequently do not know who to call for help. The Connect Project works continually to address this situation. It works to improve the quality of services with which family members might connect. It also works to improve access for families to emotional and practical support and information about the prison system.

To meet the need for basic information, the project developed a business card size resource with important contact numbers for families of prisoners, including how to locate an inmate when moved. These cards have been distributed widely through police stations, courts and welfare agencies.

It is hoped this resource will assist in reducing the anxiety associated with locating prisoners in the police and correctional systems, as well as help family members access support right from the point of arrest.

The Villawood Connect Project Worker now also participates on the monthly roster at Fairfield Court as part of the Women's Domestic Violence Court Assistance Scheme. This has been a successful way of engaging with women who are attending court and with family members in contact with the criminal justice system.

In addition, the Connect Project was responsible for the translation of CRC's family brochures into community languages including Arabic, Spanish, Chinese and Vietnamese. It is hoped that these brochures will work with the other strategies to better equip both families and services to cope with supporting a person in custody.

To date Connect has had a very broad reach: **387 workers participated in 22 Connect training workshops across Sydney and Central Coast designated LGAs. A further 40 workers participated in short term training while information was presented to 355 individuals at a wide range of interagency and community meetings. In addition, resources were distributed to 400 organisations, including schools within Connect areas.**

A further 150 churches, temples and mosques have also received resources in an attempt to access families who look to religious leaders for support.

Numerous presentations were made through community media outlets including a radio program on Arabic Radio, broadcast in both English and Arabic. In addition, Connect had a presence at 16 community festivals. This approach to developing community awareness and understanding of issues facing family members of people in prison has two aims: to reduce stigma in the community, and to assist families in this position.

# NADA DRUG CRIME DIVERSION CAPACITY BUILDING PROJECT

## **NADA Drug Crime Diversion Capacity Building Project**

In March 2008, CRC received funding from the Network of Alcohol and Other Drug Agencies (NADA) to pilot a collaborative project targeting residential Alcohol and Other Drug treatment services. The aim of the Drug Crime Diversion Capacity Building Project is to work with residential treatment centres to increase access for clients who have had some level of involvement with the Criminal Justice System.

Although drug and alcohol misuse occurs across all sectors of society, there is a strong link between drugs and the commission of crime. Problematic drug and alcohol use is a contributing factor to the imprisonment of approximately 80% of the prisoner population. Some commit crimes directly related to drug dependency (for instance to obtain money to buy drugs) whilst others report a problem with drugs and alcohol which is not explicitly linked to their crime.

Regardless of the nature of the relationship between drug and alcohol use, crime and imprisonment, what is very clear is that involvement in criminal justice agencies tends to act as a barrier to involvement in treatment centres on the outside.

The Drug Crime Diversion Capacity Building Project aims to address this problem, by both increasing the capacity of alcohol and other drugs treatment centres to better work with criminal justice system stakeholders, and improving access and services for AOD clients who are in contact with the criminal justice system. This includes people at all stages of the Criminal Justice System, from the point of arrest or initial court hearing, to those engaged in drug diversion programs such as MERIT, and those who have served a custodial sentence.

In the initial 3 months of the project CRC and NADA have worked with drug and alcohol services to identify gaps in organisational knowledge in relation to criminal justice clients. This has informed the content of the training component of the project which will be followed by the review and change management component of the project. This will facilitate equitable access to rehabilitation services for the client group and the review and adaptation of discriminatory policies and practices of participating organisations.

Two sites will be selected for the pilot in the latter half of 2008. Following evaluation, the project will be rolled out to further services in 2009.

# MERIT TRANSITION AND AFTERCARE ALCOHOL AND OTHER DRUG SUPPORT

*The project focuses on minimising harm from the use of illicit drugs and reducing offending behaviours, improving physical and mental health*

## **MERIT TAADS PROJECT**

### **MERIT Transition and Aftercare Alcohol and Other Drug Support (TAADS)**

The TAADS project at CRC operates to supplement the Magistrates Early Referral into Treatment (MERIT) program. MERIT is a voluntary court diversion program that aims to break the drug-crime cycle by involving local court defendants in treatment and rehabilitation programs. Defendants are closely managed by the MERIT team. Magistrates consider the defendants' progress in treatment as part of the final sentencing.

The MERIT program runs for 12 weeks, with support ceasing upon completion of the program. The TAADS project recognises that some MERIT participants will have ongoing support needs as they transition into lifestyles of reduced or ceased substance abuse and offending. The goal of the project is to provide continuity of support and enhance the program outcomes for MERIT clients with complex needs, in line with CRC's goals of reducing offending.

The project focuses on minimising harm from the use of illicit drugs and reducing offending behaviours, improving physical and psychological wellbeing, and supporting participation in treatment options. The TAADS worker provides support for a full range of issues, including outreach support, case management, and assistance with accommodation, financial problems, employment and training, living skills, relationships and social isolation. The program is voluntary and the support period can range from three to six months. The project was initially funded by Sydney South West Area Health Service for twelve months, and has been extended to late 2008.

**This year the TAADS project worked closely with 35 clients, 27 of whom have remained out of custody. Of the 8 who returned to custody, 3 were sentenced on their original MERIT matters; 5 clients were sentenced for fresh offences.**

As is the case with the CRC transitional and accommodation programs, the participants on the TAADS program tend to be those who are at high risk of re-offending and as a consequence of receiving support, have recidivism rates significantly lower than those populations who are not supported. The shortage of housing in Sydney, and the ensuing risk of homelessness exacerbates both the risk of re-offending, and the risk of returning to chaotic lifestyles where drug and alcohol problems frequently resurface. The financial burden, and at times the prohibitively expensive cost of methadone and other pharmacotherapies from private clinics and chemists continues to pose a significant barrier for clients attempting to manage opiate dependency. There are also barriers for clients requiring assistance with both drug and alcohol problems and mental illness. The difficulties this population has in accessing the required intensive support and health care; even with the support of the TAADS worker; is clearly an ongoing issue which contributes to the cycle of offending for this population group.

Despite the many barriers faced by this group, the TAADS project has witnessed many people make remarkable changes to their lives, reducing or stopping problematic drug and alcohol use, finding and retaining safe and stable accommodation, and making meaningful reconciliation with families from whom they had been estranged. The TAADS project looks forward to continuing this important work in the coming year.

## MERIT TAADS Outcomes 2007/08

MERIT	%
<b>DEMOGRAPHICS OF NEW CLIENTS SUPPORTED</b>	
Male	(72%)
Female	(28%)
ATSI	(16%)
CALD	(16%)
<b>OUTCOME / SUPPORT TYPE PROVIDED</b>	
Total Clients (new assessments and continuing clients) supported in 2007/08	35
Charged with Re-offending	(14%)
Provided with Emotional Support / Counselling	(89%)
Provided with AOD Counselling	(89%)
Commenced / maintained contact with AOD treatment services	(60%)
Reduction in AOD misuse	(60%)
Abstinent from AOD use	(23%)
Worker provided AOD harm minimisation information	(89%)
Assisted with Access to Safe, Stable and Appropriate Accommodation	(40%)
Assisted with Centrelink	(31%)
Assisted with Financial Problems, Debt Reduction and Budgeting	(60%)
Entered into Employment	(11%)
Entered into Training	(14%)
Assisted with Family Reconciliation	(34%)
Assisted with Contact, Custody or Access to Children	(14%)
Assisted with Recreation / Social Contact	(49%)
Assisted with Living Skills	(34%)
Provided with Transport Assistance	(23%)
Referred to Physical Health Services	(26%)
Referred to Mental Health Services	(31%)
Referred to Legal Services	(29%)

# DRUG COURT WELFARE SUPPORT PROGRAM

The Drug Court Welfare Support Program was funded to provide comprehensive support to participants of the Drug Court.

In September 2005 CRC was successful in securing funding to run the Drug Court Welfare Support Program. Initially the project was a 9 month pilot. When further funding was made available through the NSW Drug Court, CRC was again successful in the tendering process and ran the project for a further 2 years. In total the project operated for 27 months, ending in February 2008.

The need for the position was identified by Drug Court partner agencies who noted that Drug Court participants frequently required practical assistance with undertaking routine tasks. These tasks, such as travelling to residential rehabilitation services; organising Centrelink payments; finding and maintaining adequate housing and strengthening family relationships, are crucial to their rehabilitation and successful treatment plan completion.

Priority for service was given to Aboriginal and Torres Strait Islander participants, women and people from culturally and linguistically diverse backgrounds. A Drug Court analysis identified these groups as being particularly at risk of not completing drug treatment options because of unmet welfare needs outside of the Drug Court.

The project was successful at fulfilling its aims, particularly with regard to targeting women, and people from Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) backgrounds. In the 27 months that the project operated, **484 clients were provided with multiple forms of casework. 28% of these clients were Aboriginal, 18% were people from CALD backgrounds, and 47% of all participants were women. In addition, 1944 clients were provided with one off / short term interventions.**

The program was also successful in extending referral networks for participants with Aboriginal and welfare service providers in the Western Sydney region.

Despite the success of the program, CRC and the Drug Court have not sought funds to continue the project in its original form for two key reasons:

- > Firstly, since the programs inception, the Department of Corrective Services, Community Offender Services (COS) have implemented dedicated COS teams to the participants of the Drug Court. These specialist COS teams are now available to address many of the issues previously undertaken by the Drug Court Welfare Support Worker, such as housing, identification, and referral to emergency relief programs.
- > Secondly, due to an office re-location, the Drug Court work environment has significantly changed. As a result, the staff and participant interaction and communication has been enhanced and direct client service provision from Drug Court partner agencies has increased.

The gaps in service provision to Drug Court participants originally identified by the Drug Court have now closed markedly. CRC is very proud to have played such a vital role in supporting the staff and participants of the Drug Court over the 27 months of the programs operation.

*In the 27 months that the project operated, 484 clients were provided with multiple forms of casework. 28% of these clients were Aboriginal, 18% were people from CALD backgrounds*

# COURT SUPPORT

Attending court, as a defendant, witness or supporter, can be an enormously stressful and confusing event. The Court Support Scheme (funded through the Legal Aid Commission) provides support, assistance, and information to people attending 14 separate courts in NSW. Last year 40 volunteers assisted almost 60,000 people to navigate their way through a day in court.

Half of the volunteers providing this service have been with the scheme for over 5 years, and some have been volunteering for over twenty years. In the past year 12 new volunteers were trained and assigned to the courts. Many of the volunteers are retired people who travel to the various courts at their own expense. The scheme is reliant on the goodwill and professionalism of this dedicated team of volunteers. CRC would like to acknowledge their hard work and thank all of the volunteers who have chosen to spend their valuable time assisting those in the community at a time when they are at their most vulnerable.

Due to changes in funding arrangements through Legal Aid, the Court Support Scheme no longer assists at Children's Courts, unless specially requested. A redistribution of resources has enabled an expansion into the Fairfield and Mt. Druitt Local Courts. These localities now join Burwood, Balmain, The Downing Centre, Fairfield, Gosford, Manly, Mt. Druitt, Newtown, North Sydney, Parramatta, Penrith and Sutherland Local Courts, and the Family Court at Parramatta.

## **Bill Wheeler**

The Court Support Scheme was established 26 years ago by the recently deceased Bill Wheeler. His vision, to provide a community link with the court system through a network of volunteers, continues to fulfil a great need. Bill was a highly respected official of the local courts and a Registrar at a number of courts in the metropolitan and Wollongong areas; he will be greatly missed by all those who knew him. Bill Wheeler's legacy; the Court Support Scheme; will continue to be greatly appreciated by the thousands of court attendees who will benefit from this service.

*The scheme is reliant on the goodwill and professionalism of this dedicated team of volunteers.*

# JAILBREAK HEALTH PROJECT

The Jailbreak Health Project is responsible for the production of a weekly half hour radio program, 'Jailbreak', on community radio station, 2SER 107.3 FM.

*The prevalence of Hep C among men in NSW prisons is around 40% and over 60% for women.*

The project also oversees the production, dissemination and evaluation of a range of audio based health promotion materials for prisoners, ex-prisoners, their families and those who work with them. The involvement of prisoners, ex-prisoners and their families in the development of resources, including the radio show is a key feature of the Jailbreak Health Project.

Funded by the NSW Department of Health, this project was developed in recognition that prison is a high-risk environment for blood-borne virus transmission. Numerous Australian and international studies have identified prisoners to be at high risk for blood borne viruses such as hepatitis C, hepatitis B, and HIV. The prevalence of hepatitis C among men in NSW prisons is around 40% and over 60% for women. It is even higher among those with histories of injecting drug use.

It is the aim of the Jailbreak Health Project to give voice to prisoners, their families and friends as well as providing support and useful information, particularly relating to health promotion and harm minimisation. The radio show features the music, poetry and opinions of prisoners. This year approval was sought for select correctional centres to produce Jailbreak "in house" with interested prison inmates. The first such show was produced at Dillwynia correctional Centre. The peer health promotion segment was about HIV transmission and prevention. The show was broadcast in June and around 12 women were involved in the production.

Jailbreak works closely with the residents and staff of many Correctional Centres in order to provide meaningful, informative and engaging broadcasts. This year, Jailbreak collaborated with the Department of Corrective Services (DCS), Audio Visual Production Unit to produce a DVD of an interview with Billy Bragg for the Jailbreak Radio program. Later screened on Dillwynia TV, the program entitled 'Jail Guitar Doors' is a UK project initiative that assists in the rehabilitation process of prison inmates with alcohol and other drug issues.

Jailbreak has developed an important partnership with DCS education, and as a consequence over 20 men from Murray Cook's music classes at Long Bay have been recorded and broadcast on Jailbreak in the past financial year.

Jailbreak was also a partner agency in the coordination of a live concert at Dillwynia Correctional Centre to mark NSW Stop Domestic Violence Day. An Initiative of the Hawkesbury Domestic Violence Network, the concert, featuring singer / song-writer Mia Dyson, attracted over 100 prison inmates and staff and was subsequently broadcast as a 1 hour Christmas Day special on Jailbreak. The relationships the Jailbreak Health Project has built with DCS Correctional Centres and key staff and prisoners within these centres are fundamental to the ongoing production of relevant health promotion radio.

The Jailbreak Health Project constantly seeks to increase the reach and impact of its projects. A number of strategies have been adopted to this end. Within this year the strategies have included; the establishment of a Jailbreak podcast site enabling interested listeners to download the radio show; the distribution of Jailbreak CD's to program contributors or stakeholders; the utilisation of the Jailbreak E-list providing people with information and updates about the radio site and the podcasts available, and the publication of an article outlining the important health promotion work of the Jailbreak Health Project in 'The International Journal of Drug Policy'.

Over the past year 126 individual pieces of health promotion were broadcast and 114 creative pieces by prisoners, ex prisoners and family members (songs, poetry etc) were incorporated into the show. The Jailbreak Health Project gives voice to a population who are often not accorded any space in the public domain. This innovative project has been remarkably successful at combining this ambition with the provision of health information, which is targeted specifically to prisoners, ex-prisoners and their families who deal with the health risks of the prison environment.

**Jailbreak is broadcast on Tuesday at 6:30pm on radio 2SER 107.3fm.**

# STAMP MENTORING PROJECT

The StAMP Mentoring project aims to link ex-prisoners residing in the Marrickville LGA with mentors from the area. The aims of the project are to reduce the social isolation of ex-prisoners, connect them in a very practical sense with the community, reduce crime and recidivism, and assist in the building of community cohesion.

Funding for a three year period, November 2004 to November 2007, came from the NSW Attorney General's Department, through Marrickville Council. CRC has now received new funding directly from the Attorney Generals Department to operate the program for a further 2 years. Over the next 2 years the program will expand its target group and undertake a more rigorous evaluation.

This project aims to work to reduce crime and recidivism and build positive community relationships by providing mentorship and support to two at risk groups in the Marrickville LGA: ex-prisoners residing in the area on release from custody, and young offenders who are at risk of re-offending and imprisonment.

Research shows that consistent support on release from custody is a significant determinant in two important areas: in reducing the likelihood of re-offending, and in promoting the reintegration of the offender into his or her community. Mentors assist ex-prisoners in practical and emotional ways, acting as role models for those ex-prisoners who are seeking positive social relationships, as well as providing practical and emotional assistance in addressing any issues which are related to offending behaviour (for example drug and alcohol use).

During 2004 – 2007 the StAMP project **received 107 referrals and linked 45 clients to community mentors**. Twelve mentor relationships remained active at the end of November 2007. CRC provided 3 training courses and trained 34 community volunteers.

Eighteen percent of StAMP clients returned to prison during their participation in the program. The StAMP project was not able to track participants at the end of their involvement in the StAMP project so it was unable to measure offence rates effectively over the standard two year period for measurements of recidivism. However, the qualitative evaluations of the project indicated that the scheme made significant changes in the lives of participants. It also appeared to have had a substantial positive impact on changing offending behaviour and patterns. Participants regularly reported achievements such as staying out of prison longer than previously, staying away from problematic substances longer than previously on release, engagement in paid employment, and reconciliation with estranged family.

In addition, StAMP aimed to build the capacity of the Marrickville community, government and non-government organisations to better address the needs of offenders through tackling the causes of crime rather than focusing on the symptoms. To this end, mentors spent time raising awareness of the issues in their own communities and together with CRC staff, mentors provided in-house talks and training to a diverse range of services located within the Marrickville LGA on the many issues facing offenders and their families. In addition, StAMP provided consultation to services such as Wise Employment and the Department of Corrective Services Aboriginal Support and Planning Unit that are currently developing mentor programs for this target group.

The StAMP project has a number of key partners. These include, the NSW Attorney General's Department, Marrickville Council, Petersham TAFE, Police, Police Citizen's Youth Club (PCYC), and Newtown Neighbourhood Centre. With the assistance of the Attorney General's Department over the next 2 years, StAMP can continue working with these partners to build on what it learned during the previous 3 years. StAMP will apply clear quantitative evaluation methods ensuring clear outcome data to support the effectiveness of StAMP as a crime prevention program. For instance, permission will be sought from all program participants to follow their progress over a minimum of a two year period in order to clearly establish the impact of the mentoring scheme for participants and the community.

CRC looks forward to continuing the innovative work already started by the StAMP project, and further assisting ex-prisoners and the Marrickville LGA to build safe, strong and compassionate communities.

*“Meeting a mentor has been the best thing that has happened to me.*

*I feel more inspired by my mentor to stay at TAFE, and it has kept me on the right track. I can't believe someone is interested in assisting me!*”

# INTAKE

The Intake Service at CRC provides telephone advice, information, assistance, crisis support and referral to people affected by the Criminal Justice System. Whilst this service does not receive any core funding, CRC staff in all projects contribute via their participation in the Intake roster. This is the only service of its kind provided specifically for prisoners, ex-prisoners and their families in NSW.

*CRC also provides a high volume of support to staff in other government and community agencies*

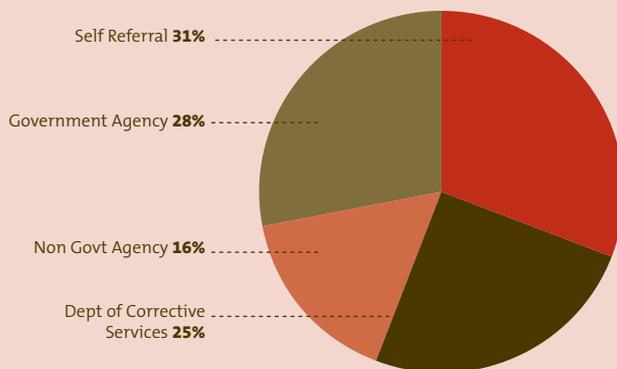
Due to the high demand for the Intake Service, CRC only records occasions of service that extend beyond 30 minutes of support provided for statistical purposes.

During 2007/08 the Intake Service provided assistance to 589 individuals, of whom 44% were family members of prisoners.

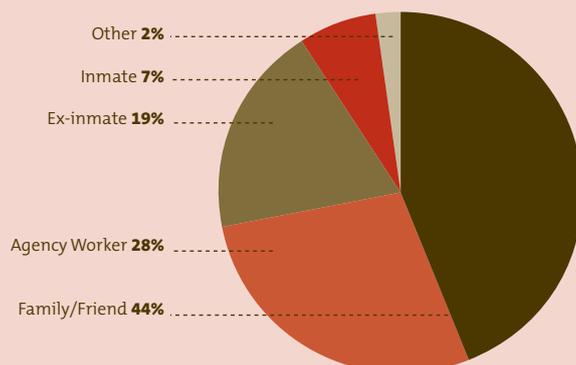
As the leading organisation engaged in working with this client group, CRC also provides a high volume of support to staff in other government and community agencies, with 28% of callers over the past year being agency workers.

Total	ATSI	CALD	Men	Women
589	14%	20%	40%	60%

## Referral Source



## Initial Contact



## Presenting Issues

<b>Accommodation/ Housing</b>	<b>26%</b>
Advocacy Support	7%
Emergency	21%
Long term Accom	15%
No Accom upon release	54%
Other	2%
<b>Department of Corrective Services</b>	<b>23%</b>
Transport	30%
Transfers	8%
Visits Info	21%
DCS Procedures	25%
Inmate safety	11%
Other	5%
<b>Counselling / Support</b>	<b>14%</b>
<b>CRC Bus Info</b>	<b>12%</b>
<b>General Info</b>	<b>8%</b>
<b>Court / legal issues</b>	<b>3%</b>
<b>Debt and Finances</b>	<b>6%</b>
Housing	40%
Centrelink	39%
State Debt recovery	21%
<b>Material Aid</b>	<b>4%</b>
<b>Drug and Alcohol</b>	<b>3%</b>
<b>Complaints Procedures</b>	<b>1%</b>

# RESOURCE DEVELOPMENT

## Resource Development

The development of resources to support prisoners, ex-prisoners, their families and workers in government and community sector organisations, is a growing part of the work carried out by CRC. The Resource Development Worker is involved in a number of projects, all of which aim to provide accessible information to these groups.

The 2nd Edition of the *'Planning Your Release: NSW Exit Checklist'* for prisoners was completed this year. The new Checklist provides up to date information and service contact details enabling inmates to plan for their release independently, in groups, or with staff.

The *'Getting Out Book'* is a comprehensive 164 page, practical guide for prisoners being released from custody. This resource is due to be launched by the Commissioner for Corrective Services in October 2008 and 15,000 copies will be distributed to Correctional Centres.

This year CRC has also developed *'The Families Handbook'*, a comprehensive guide for families of prisoners. This important resource will be ready for distribution by the end of 2008.

The Law and Justice Foundation has also provided CRC with a grant to produce a DVD for families of prisoners. The *'Justice Maze'* DVD will highlight the issues and challenges facing families when a family member becomes involved in the criminal justice system. The DVD will provide comprehensive practical and legal information. Production is underway, with completion anticipated in early in 2009.

An updated, 2nd edition of the popular *'Jailbreak Families CD'* was also produced this year and is currently in distribution. The CD is an audio resource produced by the CRC Jailbreak Health Project in collaboration with consumers and key stakeholders. The CD aims to demystify the NSW prison system for families and friends of prison inmates and people that work with these groups.

In addition, the Jailbreak Families CD delivers important health messages to families regarding Hepatitis C Virus and sexual health. This resource comes with a booklet that lists important telephone numbers and service information.

It is estimated that 1800 CD's were distributed to families in the past financial year. An additional 800 CD's have been forwarded to two major reception gaols in Sydney and hundreds more distributed to service providers attending training courses run by CRC.

*"This CD should be mandatory to all 1st timer's families, it may save a life on the outside! Thank you so much. This CD is the best healing tool I have ever had to lean on. Thank you so much for seeing for the first time what my son is living through from entry to discharge. [Once at 18 (1 year) and now again at 25]. I have fallen and had a nervous breakdown, but your words have brought me back again. He has been incarcerated for 15 months, still no sentence..."*

In addition, *'CRC family service brochures'* have been translated into key community languages this year. The languages available are Chinese, Arabic, Vietnamese and Spanish.

*'Gimme Shelter'* is a new CRC resource project funded by the Department of Families, Housing, Community Services and Indigenous Affairs. This project aims to highlight the problems ex-prisoners face when finding suitable accommodation and to contribute to a reduction in discriminatory organisational practices.

The Resource Development Worker has a number of roles. Informing and educating members of CRC and interested citizens is a key role.

In addition to educational and project work, the Resource Development Worker produces the *'CRC Newsletter'*, and maintains and updates the *'CRC Website'*. The newsletter includes organisational updates, as well as important Criminal Justice System news. Three newsletters were produced during 2007/08 and 1000 copies of each edition were printed and distributed.

The website provides a diverse range of information including CRC services, jobs, and news. **The website received 8,895 unique visitors during 2007/8.**

# GOVERNANCE AND MANAGEMENT

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

CRC has a total of 27 paid staff members, which includes staff who deliver programs and office staff who ensure the effective administration of the organisation.

In addition, **CRC has over 80 volunteers who contribute approximately 320 hours of service per week. This is the equivalent of an additional 8 full time staff, the cost of which amounts to over \$384,000 per year.**

The Chief Executive Officer (CEO) is responsible for the day-to-day operations of services and programs and reports to the Board of Management. Although the CEO and Board of Management work closely to ensure the strategic vision and goals of CRC are implemented, there remains a clear delineation between the roles and responsibilities of the Board of Management and the CEO.

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 the 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.

The Board of Management is comprised of members from various disciplines and backgrounds.

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

**Carol Berry**  
**Gary Gahan**  
**Stephen Grieve**  
**Bev Henwood**  
**Stuart Loveday**  
**Paul Newman**  
**Angela Owens**  
**Bill Pope**  
**Mindy Sotiri**

There are two Board of Management positions vacant at the end of this financial year.

# CRC'S FINANCIAL FUTURE

## CRC's Financial Future

Currently CRC receives the majority of its funding from government sources. While much of this is stable and there is the possibility of longer-term funding commitments in its major program areas, the organisation is committed and well positioned to attract non-government and philanthropic funding.

Through the implementation of its fundraising strategy and demonstration of its achievements to date, CRC hopes to offer great opportunities to potential donors and sponsors to be part of the programs and services that bring about real change in peoples lives and contribute significantly to creating safer communities.

CRC is dedicated to developing strategic partnerships across NSW to increase its funding base and strengthen its service delivery. The organisation has a history of developing effective partnerships to achieve great outcomes in the sector. In addition, CRC hopes to formalise partnerships with key universities, enabling the organisation to secure grants to implement a research framework.

CRC is working to increase the delivery of its training programs to government and community organisations. The training programs provide an excellent opportunity for the organisation to raise independent revenue, contributing to the diversification of CRC's income sources. In addition, this untied funding will enable the organisation to expand service delivery to include programs that are difficult to attain funding for.

*CRC is dedicated to developing strategic partnerships across NSW to increase its funding base and strengthen its service delivery.*

# CRC STRATEGIC PLAN 2008 – 2012

This year CRC embarked on the process of developing a four-year strategic plan. The four key directions are outlined below:

## *The four key directions*

### **Key Result Area 1:**

- > Increasing the quality of programs and services
- > Enhance the existing programs and services that support and improve the lives of people affected by the Criminal Justice System in line with CRC's mission.
- > Increase access to services and programs across NSW.

### **Key Result Area 2:**

- > Strengthening organisational sustainability and capacity
- > Secure appropriate future facilities to meet CRC's organisational needs.
- > Increase and diversify CRC's income through strategic partnerships to ensure sustained financial health.
- > Strengthen CRC's staff resources and organisational capability.

### **Key Result Area 4:**

- > Influencing public policy and contributing to research
- > Raise CRC's profile as a think tank and engage social research partners.
- > Influence public policy for the benefit of people affected by the Criminal Justice System.

### **Key Result Area 3:**

- > Developing effective community relations and positive partnerships
- > Enhance CRC's profile as a leading expert and source of information in the sector.
- > Develop and maintain positive relationships and strategic partnerships with other key service providers and stakeholders.

# CRC RISK MANAGEMENT

CRC takes the management of risk seriously.

Through strategic planning and ongoing review and policy development, CRC works to reduce and manage risks and or threats that could impact on the service.

CRC has a strong history of sound management, with the Board of Management and Chief Executive Officer drawing on their wide range of skills to ensure all organisational resources are closely aligned to accomplishing the organisation's Mission, and that staff and volunteers are treated fairly and comply with rules and regulations.

In addition to good management, CRC ensures the following areas are reviewed and updated regularly:

- > All CRC policies and procedures including personnel and OH&S polices
- > Insurance coverage
- > Financial management procedures, ensuring sound financial and asset controls
- > Volunteer management
- > Fundraising management
- > Resource management, including people, computers, records, facilities
- > Potential funding risks.

# HUMAN RESOURCES

CRC prides itself on the strong, professional and transparent relationships and the supportive culture that has been developed amongst its employees.

CRC's recruitment policy for staff and volunteers reflects sound Equal Employment Opportunity principles and legislation. All vacancies are advertised in leading and culturally appropriate newspapers, on-line employment sites, via the CRC web-site and circulated through informal networks.

Staff remuneration and employment conditions are governed by the Social and Community Services Award and CRC complies with Occupational Health and Safety legislation. There were no accidents or incidents reported this year that resulted in time off or remediation of work practices.

CRC provides a flexible work environment for staff and volunteers and, as outlined in this report, is committed to the professional development of staff and volunteers. Staff attend courses and conferences that improve networks, increase their capacity to work more effectively and encourage the sharing of best practice knowledge, policies and practices.

This last year saw a much needed internal re-structure. Following an increase in staff and programs, the organisation was able to create an additional tier of management, assisting with the day-to-day operations of the service. Wayne Watson moved into the new role of Manager of Family and Community Services, Julia Davis moved into the new role of Manager of Transitional Services and Jodie Martin moved into the new role of Office Manager.

In the past twelve months CRC has farewelled the following members of staff:

Claudia Vidal, Kerry Kenton, Levon Ennis, Cameron O'Toole, Phil Limon, Gail Edwards and Angela Owens. CRC would like to acknowledge the work of the employees mentioned above.

CRC would further like to acknowledge the years of dedicated work of Corinne Lewis and Keith Rutter.

Corinne Lewis was employed by CRC in our Hunter Office for nine and a half years. During this time she held numerous positions including Family Caseworker, Hunter Project Coordinator and Transition Worker. Corinne left CRC to move interstate. The CRC clients, staff and Board would like to thank Corinne for her many years of service and wish her well in the future.

Keith Rutter, co-ordinator of the CRC Transport Service, retired from CRC after 17 years of committed service. Keith has been an incredibly valued member of CRC and has forged strong connections with the many people he has driven to Correctional Centres over the last seventeen years. His respectful approach, along with his compassion, wisdom and kindness has made him an exceptionally important and popular member of the CRC team. Keith has helped scores of families to cope with the very stressful event of having a family member inside. Keith will be missed by all staff and the thousands of passengers he has helped. CRC wishes him all the best for his retirement.

Keith would also like to farewell and thank all the passengers, work colleagues and departmental staff with whom he has worked.

In the last twelve months CRC has welcomed Greg Kilby, David Taylor-Booth, Monique Schmidt, John Hennigar, Allan Fell, Craig Mitchell, Alina Axia, Tam Nguyen, Anna Kearns, Anne Davies and Lennie Wellington.

*CRC provides a flexible work environment for staff and volunteers and, as outlined in this report, is committed to the professional development of staff and volunteers.*

# STAFF DEVELOPMENT

## Staff Development

CRC is committed to the ongoing development and training of its staff. All staff are encouraged to update and develop new skills, in order to meet the complex and changing needs of the diverse clients and organisations we work with.

Over the past year CRC staff have attended more than 40 training programs. These courses have ranged from the intensive “Facilitation of Family Conferencing Training and Certificate IV in Training and Assessment Programs” to shorter, one day specialist courses for individual workers such as “Volunteer Management – Recruitment and Retention”, “Competent Responses to Aboriginal Sexual and Family Violence and Solution Focused Approaches to Substance Abuse”.

This professional development is in addition to the core-training already provided to CRC staff which covers Security Awareness through the Corrective Services Academy, Senior First Aid through St Johns Ambulance, Child Protection and CRC’s own training programs; ‘When a Family Member Goes to Prison’ and ‘From Prison to Community’.

Four staff members travelled to Adelaide for this year’s Reintegration Puzzle Conference, where Cathy Saunders and Sally Ringrose from the Accommodation team presented a paper exploring the connections between recidivism, homelessness and complex needs.

CRC staff have also represented the needs of prisoners, ex-prisoners and their families through their participation in the following Interagency and Consultative Committee’s: Newcastle and Lake Macquarie Interagency, Community Consultative Committee – Villawood Detention Centre, CONNECT Advisory Group – Villawood, and the NSW Legal and Information Referral Forum, Justice Health Community Consultative Committee and the Womens Advisory Council.

## Student placements

CRC believes it is in the best interest of the community to assist in training future community sector workers by enabling students to complete placements within the agency where possible. In the year past, Lea Slater successfully completed her family work placement at CRC, under the supervision of Wayne Watson, Manager of CRC’s Family and Community services. This placement has contributed toward her Diploma in Welfare Studies at Ultimo TAFE. We wish to extend our thanks and appreciation to Mary Anne Veliscek (TAFE) for her assistance and support.

# CLIENT MANAGEMENT SYSTEMS

## Client Management Systems

In May 2007 CRC commissioned the services of Prowess Development to construct a 'whole of service' Client Management System. Prior to the development of this data management tool, projects from different funding bodies collated statistical information using different databases and levels of information. This situation made it difficult to compare information across projects, or even between workers within projects. In order to streamline and simplify the data collection processes within the agency, CRC staff worked with Prowess Development for over 12 months. The database was launched in July 2008.

The new system is internet-based, enabling it to be utilised by CRC staff at all sites. Data is encrypted and transferred over a secure connection, ensuring the confidentiality of client information. The new system will also provide CRC with more comprehensive data in relation to client demographics and project outcomes, and will enable the organisation to use the data as supporting evidence for the effectiveness of service delivery models. It will demonstrate the intensity of support provided by projects, in addition to saving CRC staff many hours of laborious data collation.

*The new system will provide CRC with more comprehensive data in relation to client demographics and project outcomes.*

# TREASURER'S REPORT

Total Accumulated Funds at 30th June 2007 of \$165,836 were increased by this year's surplus of \$54,664 to \$220,500 at 30th June 2008. This year's surplus mainly arises from ongoing operational savings, recovery of non recurrent projects' overheads and income derived from one-off training activities.

The cash flow surplus of \$494,845 mainly comprises grants in advance for non-recurrent projects which are yet to commence or complete.

Community Restorative Centre Inc. gratefully acknowledges the following funding grants (table on right), excluding GST, which were expended during the year:

CRC continues to remain in a healthy financial position and we continue to be successful in obtaining our funding from a range of diversified sources.. However, with most of our funding coming from various NSW Government Departments, it means there is uncertainty over funding in the longer term because the funding is subject to tendering processes every two to three years.

Moreover, because this funding is tied to specific project outcomes and does not fund executive support activities, we find it difficult to strengthen our management structure as CRC continues to grow. Additional funding is needed to cover an enhanced overall management capability. This would enable us to deliver a more effective and efficient service to our clients overall.

At a time when both prisons and prisoner numbers are increasing rapidly, increased secure funding is essential in order to strategically plan for the years ahead and to meet the ever increasing demand on our services.

## FUNDING GRANTS

Department of Corrective Services	\$946,017
Department of Community Services – Accommodation	\$387,140
Department of Health of NSW – Jailbreak Health	\$67,600
Department of Health of NSW – MERIT TAADS Project	\$84,731
NSW Legal Aid Commission – Court Support	\$42,756
The GEO Group – Transport	\$32,493
Department of Community Services – Connect Projects	\$123,550
NSW Attorney General's Department – Drug Court	\$19,770
Commonwealth Attorney General's Department – Indigenous Transition Program	\$17,633
Network of Alcohol and other Drugs Agencies	\$22,910
City of Sydney – StAMP Mentoring Program	\$18,184
Department of Families, Community Services and Indigenous Affairs – National Homelessness Strategy	\$11,013
NSW Attorney General's Department – StAMP Mentoring Program	\$36,934
Donations	\$4,218



**Stuart Loveday**  
Treasurer

# MANAGEMENT COMMITTEE'S REPORT



changing lives  
reducing crime

## Head Office

174 Broadway (cnr Shepherd St)  
Broadway NSW 2007  
Ph 02 9288 8700  
Fax 02 9211 6518  
info@crcnsw.org.au

## Hunter Office

PO Box 749  
Hamilton NSW 2303  
Ph 02 4961 4626  
Fax 02 4961 4135

## COMMITTEE'S REPORT

Your committee members submit the financial report of the Community Restorative Centre Incorporated for the financial year ended 30 June 2008.

### Committee Members

The names of committee members throughout the financial year ended 30 June 2008 are:

S Grieve	President
W Pope	Vice President
S Loveday	Treasurer
M Sotiri	Secretary
G Gahan	
P Newman	
B Henwood	
J Taylor	Resigned 8 November 2007
C Berry	Appointed 19 February 2008
A Owens	Appointed 1 April 2008

### Principal Activities

Community Restorative Centre Inc provides pre and post release support to prisoners, ex-prisoners and their families through a range of services. These services include counselling, supported accommodation, mentoring, subsidised transport to rural gaols, a court support service, outreach to prisons, support for diversion program participants, training to other NSW services, and information, advice and referrals to anyone affected by the criminal justice system in NSW.

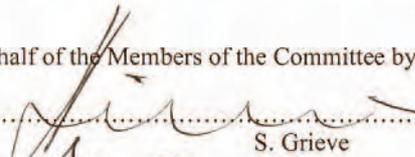
### Significant Changes

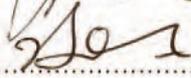
No significant change in the nature of these activities occurred during the year.

### Operating Result

The surplus from activities for the year was \$54,664 with total members' equity being \$220,500 at 30 June 2008. The organisation, being a non-profit organisation, does not pay income tax.

Signed on behalf of the Members of the Committee by:

President..........  
S. Grieve

Secretary..........  
M. Sotiri

Dated this 5<sup>TH</sup> day of SEPTEMBER 2008.

Community Restorative Centre Inc.  
www.crcnsw.org.au  
ABN: 75 411 263 189

# STATEMENT BY MEMBERS OF THE COMMITTEE



changing lives  
reducing crime

## Head Office

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Fax 02 4961 4135

## STATEMENT BY MEMBERS OF THE COMMITTEE

The committee has determined that Community Restorative Centre Inc. is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the committee the financial report attached:

1. Presents a true and fair view of the financial position of Community Restorative Centre Inc. as at 30 June 2008 and its performance for the year ended on that date.
2. At the date of statement, there are reasonable grounds to believe that Community Restorative Centre Inc. will be able to pay its debts as and when they fall due.

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

President   
.....  
S. Grieve

Secretary   
.....  
M. Sotiri

Dated this 5<sup>TH</sup> day of SEPTEMBER 2008

# INDEPENDENT AUDIT REPORT

## INDEPENDENT AUDIT REPORT TO THE MEMBERS OF THE COMMUNITY RESTORATIVE CENTRE INCORPORATED



Postal Address:  
Level 2/154 Elizabeth Street  
Sydney NSW 20002

Telephone: 02 9287 9227  
Fax: 02 9281 3384

Email: [bro@swiftsl.com.au](mailto:bro@swiftsl.com.au)

### **Report on the Financial Report**

We have audited the accompanying financial report, being a special purpose financial report, of The Community Restorative Centre Incorporated, which comprises the balance sheet at 30 June 2008, the income statement, the cash flow statement, a summary of significant accounting policies, other explanatory notes and the statement by members of the committee.

### ***Committee's Responsibility for the Financial Report***

The committee of the association is responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial report, are consistent with the financial reporting requirements of the Associations Incorporation Act (NSW) and are appropriate to meet the needs of the members. The committee's responsibilities also include establishing and maintaining internal control 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. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the members. 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, as well as evaluating the overall presentation of the financial report.

The financial report has been prepared for distribution to members for the purpose of fulfilling the committee's financial reporting under the Associations Incorporation Act (NSW). We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

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

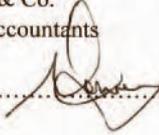
***Independence***

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

***Auditor's Opinion***

In our opinion, the financial report of The Community Restorative Centre Incorporated presents fairly, in all material respects the financial position of The Community Restorative Centre Incorporated as of 30 June 2008 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

Bryan Rush & Co.  
Chartered Accountants

Principal..........  
David Conroy

Dated this ..... 5<sup>TH</sup> ..... day of ..... SEPTEMBER ..... 2008

# AUDITOR'S INDEPENDENCE DECLARATION

**Auditor's Independence Declaration**  
**UNDER SECTION 307C OF THE CORPORATIONS ACT 2001**  
**TO THE MEMBERS OF**  
**THE COMMUNITY RESTORATIVE CENTRE INCORPORATED**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2008 there have been:

- 1 no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit, and
- 2 no contraventions of any applicable code of professional conduct in relation to the audit.

**Name of Firm:**

Bryan Rush & Co.  
Chartered Accountants

**Name of Principal:**



David Conroy

**Address:**

Level 2/154 Elizabeth Street  
Sydney, NSW 2000

**Dated this day of:**

5/9/08

# BALANCE SHEET

BALANCE SHEET AS AT 30 JUNE 2008

	Note	2008	2007
		\$	\$
<b>CURRENT ASSETS</b>			
Petty Cash		1,200	2,300
Cash at Bank – Cheque Accounts		43,677	95,330
– Investment Account		1,100,795	554,298
Accounts Receivable		75,345	127,461
Prepayment		2,092	2,059
Sundry Debtors		10,259	21,155
<b>TOTAL CURRENT ASSETS</b>		<b>1,233,368</b>	<b>802,603</b>
<b>NON-CURRENT ASSETS</b>			
Investment at Committees' Valuation		1,994	1,994
<b>TOTAL NON-CURRENT ASSETS</b>		<b>1,994</b>	<b>1,994</b>
<b>TOTAL ASSETS</b>		<b>1,235,362</b>	<b>804,597</b>
<b>CURRENT LIABILITIES</b>			
Creditors and Accruals	2	124,161	110,308
Provisions	3	93,762	92,984
Grants Received in Advance	4	612,261	256,129
Payroll Liabilities		36,865	31,912
Provision (Annual Leave)		69,290	75,383
Provision (Sick Leave)		7,000	7,000
<b>TOTAL CURRENT LIABILITIES</b>		<b>943,339</b>	<b>573,716</b>
<b>NON-CURRENT LIABILITIES</b>			
Provision (Long Service Leave)		71,523	65,045
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>71,523</b>	<b>65,045</b>
<b>TOTAL LIABILITIES</b>		<b>1,014,862</b>	<b>638,761</b>
<b>NET ASSETS</b>		<b>220,500</b>	<b>165,836</b>
<b>COMPRISING:</b>			
Accumulated Funds Prior Year		165,836	135,413
Surplus(Deficit) for the Year		54,664	30,423
<b>TOTAL ACCUMULATED FUNDS</b>	<b>5</b>	<b>220,500</b>	<b>165,836</b>

# INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2008

	Note	2008	2007
<b>INCOME FROM ORDINARY ACTIVITIES</b>		\$	\$
Grant (Department of Corrective Services)		946,017	602,945
Grant (Department of Community Services)		387,140	376,778
Grants (other)		459,391	399,976
Other		113,659	105,626
<b>TOTAL INCOME FROM ORDINARY ACTIVITIES</b>		<b>1,906,207</b>	<b>1,485,325</b>
<b>EXPENSES FROM ORDINARY ACTIVITY</b>		\$	\$
Employee related expenses		1,311,934	993,477
Office		112,173	65,646
Property related expenses		127,406	89,788
Motor vehicle expenses (including purchases)		147,569	63,621
Other		152,461	242,370
<b>TOTAL EXPENSES FROM ORDINARY ACTIVITIES</b>		<b>1,851,543</b>	<b>1,454,902</b>
<b>SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES BEFORE INCOME TAX EXPENSE</b>		<b>54,664</b>	<b>30,423</b>
Income Tax Expense relating to Ordinary Activities		-	-
<b>SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES AFTER INCOME TAX EXPENSE</b>		<b>54,664</b>	<b>30,423</b>
<b>TOTAL CHANGES IN MEMBERS' EQUITY</b>		<b>54,664</b>	<b>30,423</b>

## CASH FLOW STATEMENT

	Note	2008	2007
<b>CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2008</b>		\$	\$
Receipts from funding		2,148,680	1,531,591
Payments to Suppliers and Employees		(1,693,571)	(1,367,028)
Interest Received		39,736	28,484
<b>NET MOVEMENT FOR THE YEAR</b>	<b>6</b>	<b>494,845</b>	<b>193,047</b>
<b>CASH AT THE BEGINNING OF THE YEAR</b>		<b>649,627</b>	<b>456,580</b>
<b>CASH AT THE END OF THE YEAR</b>		<b>1,144,472</b>	<b>649,627</b>

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2008

## Note 1: Statement of Significant Accounting Policies

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the *Associations Incorporation Act (NSW)*. The committee has determined that the association is not a reporting entity.

The financial report has been prepared in accordance with the requirements of the *Associations Incorporation Act (NSW)* and the following Australian Accounting Standards:

AASB 107: Cash Flow Statements

AASB 108: Accounting Policies, Changes in

AASB 108: Accounting Estimates and Errors

AASB 110: Events after the Balance Sheet Date

AASB 1031: Materiality

No other applicable Accounting Standards, Australian Accounting Interpretations or other authoritative pronouncements of the Australian Accounting Standards Board have been applied.

The financial report has been prepared on an accruals basis and is based on historic costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following is a summary of the material accounting policies adopted by the Association in the preparation of the financial report. The accounting policies have been consistently applied, unless otherwise stated:

### a. Income Tax

The Association, being a non-profit organisation, is not subject to income tax.

### b. Property, Plant and Equipment

The capital costs of equipment and motor vehicles are expensed at the time of purchase, with any residual value received on disposal being offset against the cost. In the case of motor vehicles, money is provided each year so that there are sufficient funds at the time of replacement to cover the cost of the new vehicle, less any trade-in value received.

### c. Employee Benefits

Provision is made for the company's liability for employee benefits arising from services rendered by employees to balance date. The provision for long service leave is provided from the date of employment although, in most circumstances, it is not payable until after 10 years of service.

Employee benefits expected to be settled within one year together with benefits arising from wages and salaries, annual leave and sick leave which will be settled after one year, have been measured at their nominal amount.

### d. 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 Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in these financial reports are shown inclusive of GST.

### e. Allocation of Overheads

Costs common to all or most projects, such as rent, telephone and office costs are collected in one cost centre, Administration, and allocated to each project based on an estimate of usage. Consequently, individual project accounts contain a cost "Contribution to Overheads" whilst the Administration cost centre shows the sum of all the projects as "Internal Overhead Recovery". In the Consolidated Accounts, these amounts are not shown because they eliminate on consolidation.

# NOTES TO THE FINANCIAL STATEMENTS

	2008	2007
	\$	\$
<b>Note 2: Creditors and Accruals</b>		
Sundry Creditors	34,900	43,423
GST Collected	89,261	66,885
	<b>124,161</b>	<b>110,308</b>
<b>Note 3: Provisions</b>		
Car Replacement	62,762	62,984
Office Relocation	31,000	30,000
	<b>93,762</b>	<b>92,984</b>
<b>Note 4: Grants Received in Advance</b>		
MERIT TAADS	38,609	36,740
Families Book - DCS	8,320	23,520
Connect - Villawood	17,485	17,485
Connect - Central Coast	34,450	34,450
StAMP Mentoring Program	118,578	36,934
Parolee Support Initiative	171,935	107,000
Indigenous Transition	32,367	-
NADA	143,090	-
Gimme Shelter	28,987	-
Justice Maze	18,440	-
	<b>612,261</b>	<b>256,129</b>
<b>Note 5: Total Accumulated Funds</b>		
Donations	16,311	15,121
Dept of Corrective Services	35,329	52,926
Dept of Community Services	29,875	25,592
Jailbreak Health	6,695	-
Legal Aid	-	1,223
StAMP Mentoring Program	12,886	4,591
Connect - Villawood	11,514	10,822
Community Restorative Centre Inc	107,890	55,561
	<b>220,500</b>	<b>165,836</b>
<b>Note 6: Statement of Cash Flows</b>		
Surplus (Deficit) after income tax	54,664	30,423
Changes in Assets and Liabilities:		
- Increase/decrease in receivables	52,116	(63,970)
- Increase/decrease in other assets	11,963	(4,534)
- Increase/decrease in payables	18,807	48,117
- Increase/decrease in provisions	1,163	40,363
- Increase/decrease in grants in advance	356,132	142,649
<b>Cash Flow from Operations</b>	<b>494,845</b>	<b>193,048</b>

# CONSOLIDATED PROFIT AND LOSS STATEMENT

FOR THE YEAR ENDED 30 JUNE 2008

	2008	2007
	\$	\$
<b>INCOME</b>		
Grant - Department of Corrective Services	946,017	602,945
Grant - Department of Community Services	387,140	376,778
Grant - Department of Health	152,331	114,736
Grant - Legal Aid	42,756	46,378
Grant - The GEO Group	32,493	32,000
Grant - Connect	123,550	92,066
Grant - Drug Court	19,770	31,821
Grant - Indigeneous Transition	17,633	-
Grant - NADA	22,910	-
Grant - Other	11,013	6,364
Grant - StAMP Mentoring Program	36,934	76,611
Rent Received	31,915	32,178
Bus Ticket Sales	13,945	14,230
Donations	4,218	5,635
Interest Received	39,736	28,484
Miscellaneous Income	23,846	25,099
<b>TOTAL INCOME</b>	<b>1,906,207</b>	<b>1,485,325</b>
<b>EXPENSES</b>		
Audit	6,000	6,000
Computer Expenses (including purchases)	43,090	51,632
Household Expenses	9,848	10,595
Insurance - General	14,686	12,677
Labour - Wages and Salary	1,150,840	916,843
Labour - On Costs	161,094	125,140
Motor Vehicles Capital Expenditure	91,203	-
Motor Vehicle Expenses	56,366	63,621
Office Expenses	69,088	65,646
Other	44,228	45,168
Professional and Consultant Fees	54,901	52,834
Property Related Expenses	127,406	89,788
Repairs/Maintenance	4,893	6,819
Travel/Accommodation	17,900	8,140
<b>TOTAL EXPENSES</b>	<b>1,851,543</b>	<b>1,454,903</b>
<b>SURPLUS (DEFICIT)</b>	<b>54,664</b>	<b>30,423</b>

# AUDITOR'S DISCLAIMER

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

**AUDITOR'S DISCLAIMER**

The additional financial data presented in the following pages is in accordance with the books and records of the Association which have been subjected to the auditing procedures applied in our statutory audit of the Association for the year ended 30 June 2008.

It will be appreciated that our statutory audit did not cover all details of the additional financial data.

Accordingly, we express no opinion on whether they present a true and fair view of the position or of the year's trading and no warranty of accuracy or reliability is given.

Neither the firm, nor any member or employee of the firm, undertakes responsibility in any way whatsoever to any person (other than The Community Restorative Centre Incorporated) in respect of the Accounts, including any errors or omissions therein however caused.

Bryan Rush & Co.  
Chartered Accountants

Principal..........  
David Conroy

Dated this .....5<sup>TH</sup>.....day of .....SEPTEMBER.....2008

# ADMINISTRATION

## PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

	2008	2007
	\$	\$
<b>INCOME</b>		
Internal Overhead Recovery	404,508	376,412
Donations	1,187	2,515
Interest Received	39,736	28,484
Miscellaneous Income	12,827	13,100
<b>TOTAL INCOME</b>	<b>458,258</b>	<b>420,511</b>
<b>EXPENSES</b>		
Audit	6,000	6,000
Computer Expenses	32,077	14,704
Insurance - General	14,686	12,677
Labour - Wages and Salary	177,866	148,985
Labour - On Costs	30,251	17,720
Loss On Project	2,595	-
Motor Vehicle Expenses	23,951	8,244
Office Equipment Expenses	749	15,187
Other	8,604	12,109
Printing/Stationery	18,110	19,157
Professional Fees	17,488	30,250
Property Expenses	63,270	76,420
Telephone/Postage	28,184	27,582
<b>TOTAL EXPENSES</b>	<b>423,831</b>	<b>389,035</b>
<b>SURPLUS (DEFICIT)</b>	<b>34,427</b>	<b>31,476</b>

## PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

### TRANSPORT

	2008	2007
INCOME	\$	\$
Grant - Department of Corrective Services	121,437	117,900
Grant - The GEO Group	32,493	32,000
Bus Ticket Sales	13,945	14,230
<b>TOTAL INCOME</b>	<b>167,875</b>	<b>164,130</b>
EXPENSES		
Contribution to Overheads	40,494	40,494
Labour - Wages and Salary	94,652	99,687
Labour - On Costs	11,433	2,929
Motor Vehicle Expenses	10,934	14,448
Other	565	2,617
Travel/Accommodation	5,061	3,955
<b>TOTAL EXPENSES</b>	<b>163,139</b>	<b>164,130</b>
<b>SURPLUS (DEFICIT)</b>	<b>4,736</b>	<b>-</b>

### DEPARTMENT OF CORRECTIVE SERVICES - SYDNEY PROJECTS (TRANSITION PROGRAM AND FAMILY SUPPORT SERVICE):

	2008	2007
INCOME	\$	\$
Grant - Department of Corrective Services	316,676	307,452
<b>TOTAL INCOME</b>	<b>316,676</b>	<b>307,452</b>
EXPENSES		
Contribution to Overheads	103,202	103,202
Labour - Wages and Salary	167,472	156,815
Labour - On Costs	14,707	25,837
Motor Vehicle Expenses	5,482	5,755
Other	21,265	15,843
<b>TOTAL EXPENSES</b>	<b>312,128</b>	<b>307,452</b>
<b>SURPLUS (DEFICIT)</b>	<b>4,548</b>	<b>-</b>

## PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

### DEPARTMENT OF CORRECTIVE SERVICES - HUNTER PROJECTS (TRANSITION PROGRAM AND FAMILY SUPPORT SERVICE):

	2008	2007
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Grant - Department of Corrective Services	157,639	153,048
<b>TOTAL INCOME</b>	<b>157,639</b>	<b>153,048</b>
<b>EXPENSES</b>		
Contribution to Overheads	29,820	29,820
Labour - Wages and Salary	90,052	83,425
Labour - On Costs	5,520	11,322
Motor Vehicle Expenses	126	5,135
Office Equipment Expenses	-	4,422
Other	7,735	3,396
Property Expenses	8,509	8,701
<b>TOTAL EXPENSES</b>	<b>141,762</b>	<b>146,221</b>
<b>SURPLUS (DEFICIT)</b>	<b>15,877</b>	<b>6,827</b>

In 2008 "Labour-On Costs" has been reduced by \$6,504 due to the write back of the long service provision of an employee who resigned before the entitlement was due.

In 2008 "Motor Vehicle Expenses" has been reduced by \$9,661 due to the profit on disposal of the vehicle when it was traded-in.

### COURT SUPPORT SCHEME

	2008	2007
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Grant - Legal Aid	42,756	46,378
<b>TOTAL INCOME</b>	<b>42,756</b>	<b>46,378</b>
<b>EXPENSES</b>		
Contribution to Overheads	13,874	14,926
Labour - Wages and Salary	26,034	25,289
Labour - On Costs	4,227	2,845
Loss On Project	(2,595)	-
Other	2,439	3,318
<b>TOTAL EXPENSES</b>	<b>43,979</b>	<b>46,378</b>
<b>SURPLUS (DEFICIT)</b>	<b>-1,223</b>	<b>-</b>

## PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

### ACCOMMODATION SERVICE

	2008	2007
	\$	\$
<b>INCOME</b>		
Grant - Department of Corrective Services	387,140	376,778
Other	372	-
Rent Received	31,882	35,298
<b>TOTAL INCOME</b>	<b>419,394</b>	<b>412,076</b>
<b>EXPENSES</b>		
Contribution to Overheads	111,537	118,827
Household Expenses	9,092	14,310
Labour - Wages and Salary	183,348	193,837
Labour - On Costs	30,263	30,825
Motor Vehicle Expenses	27,157	28,291
Other	11,100	10,134
Property Expenses	19,560	9,740
Repairs/Maintenance	4,682	6,112
Transfer Between Project	(11,348)	-
<b>TOTAL EXPENSES</b>	<b>385,391</b>	<b>412,076</b>
<b>SURPLUS (DEFICIT)</b>	<b>34,003</b>	<b>-</b>

### JAILBREAK HEALTH PROJECT

	2008	2007
	\$	\$
<b>INCOME</b>		
Grant - Department of Health	67,600	63,300
Donations	2,800	-
<b>TOTAL INCOME</b>	<b>70,400</b>	<b>63,300</b>
<b>EXPENSES</b>		
Contribution to Overheads	21,841	21,840
Labour - Wages and Salary	43,680	37,799
Labour - On Costs	2,477	5,238
Other	2,496	(1,577)
Transfer Between Projects	(6,789)	-
<b>TOTAL EXPENSES</b>	<b>63,705</b>	<b>63,300</b>
<b>SURPLUS (DEFICIT)</b>	<b>6,695</b>	<b>-</b>

## PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

### MERIT TAADS

	2008	2007
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Grant - Department of Health	84,731	51,436
<b>TOTAL INCOME</b>	<b>84,731</b>	<b>51,436</b>
<b>EXPENSES</b>		
Contribution to Overheads	28,641	16,171
Labour - Wages and Salary	47,125	29,042
Labour - On Costs	8,480	3,942
Other	485	2,281
<b>TOTAL EXPENSES</b>	<b>84,731</b>	<b>51,436</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

### STAMP MENTORING PROGRAM

	2008	2007
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Grant - Attorney General	18,750	51,153
Grant - City of Sydney etc	18,184	25,458
<b>TOTAL INCOME</b>	<b>36,934</b>	<b>76,611</b>
<b>LESS: EXPENSES</b>		
Contribution to Overheads	8,632	10,500
Labour - Wages and Salary	26,460	55,396
Labour - On Costs	4,309	5,792
Other	2,124	333
<b>TOTAL EXPENSES</b>	<b>41,525</b>	<b>72,021</b>
<b>SURPLUS (DEFICIT)</b>	<b>(4,591)</b>	<b>4,590</b>

## PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

### NSW DRUG COURT WELFARE SUPPORT PROJECT

	2008	2007
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Grant - Attorney General	19,770	31,821
<b>TOTAL INCOME</b>	<b>19,770</b>	<b>31,821</b>
<b>EXPENSES</b>		
Contribution to Overheads	4,651	3,945
Labour - Wages and Salary	12,685	20,083
Labour - On Costs	2,041	4,685
Travel	393	3,108
<b>TOTAL EXPENSES</b>	<b>19,770</b>	<b>31,821</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

### CONNECT - VILLAWOOD

	2008	2007
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Grant - Department of Community Services	59,950	62,915
<b>TOTAL INCOME</b>	<b>59,950</b>	<b>62,915</b>
<b>EXPENSES</b>		
Contribution to Overheads	816	6,300
Labour - Wages and Salary	28,654	26,360
Labour - On Costs	7,957	5,106
Other	4,748	3,914
Rent	10,294	10,413
Transfer Between Projects	6,789	-
<b>TOTAL EXPENSES</b>	<b>59,258</b>	<b>52,093</b>
<b>SURPLUS (DEFICIT)</b>	<b>692</b>	<b>10,822</b>

PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

**CONNECT - HUNTER AND CENTRAL COAST**

	2008	2007
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Grant - Department of Community Services	63,600	29,150
<b>TOTAL INCOME</b>	<b>63,600</b>	<b>29,150</b>
<b>EXPENSES</b>		
Contribution to Overheads	10,000	4,237
Labour - Wages and Salary	22,669	10,938
Labour - On Costs	6,216	3,735
Rent	7,500	3,750
Other	4,329	6,490
<b>TOTAL EXPENSES</b>	<b>50,714</b>	<b>29,150</b>
<b>SURPLUS (DEFICIT)</b>	<b>12,886</b>	<b>-</b>

**PAROLEE SUPPORT INITIATIVE**

	2008	2007
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Grant - Department of Corrective Services	335,065	-
Other	273	-
<b>TOTAL INCOME</b>	<b>335,338</b>	<b>-</b>
<b>EXPENSES</b>		
Contribution to Overheads	23,024	-
Computer Expenses	6,419	-
Equipment Purchases	4,078	-
Labour - Wages and Salary	171,921	-
Labour - On Costs	28,732	-
Motor Vehicle Expenses	14,307	-
Motor Vehicle Capital Cost	64,948	-
Other	8,270	-
Property Expenses	13,639	-
<b>TOTAL EXPENSES</b>	<b>335,338</b>	<b>-</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

## PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

### INDIGENEOUS TRANSITION PROGRAM

	2008	2007
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Grant - Attorney-General's Department	17,633	-
<b>TOTAL INCOME</b>	<b>17,633</b>	<b>-</b>
<b>EXPENSES</b>		
Contribution to Overheads	3,720	-
Labour - Wages and Salary	10,605	-
Labour - On Costs	3,058	-
Other	250	-
<b>TOTAL EXPENSES</b>	<b>17,633</b>	<b>-</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

### NATIONAL HOMELESSNESS STRATEGY – GIMME SHELTER

	2008	2007
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Grant - Department of Families, Community Services and Indigenous Affairs	11,013	-
<b>TOTAL INCOME</b>	<b>11,013</b>	<b>-</b>
<b>EXPENSES</b>		
Labour - Wages and Salary	10,104	-
Labour - On Costs	909	-
<b>TOTAL EXPENSES</b>	<b>11,013</b>	<b>-</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

## PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

### NADA DRUG CRIME DIVERSION CAPACITY BUILDING PROJECT

	2008	2007
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Network of Alcohol and other Drug Agencies	22,910	-
<b>TOTAL INCOME</b>	<b>22,910</b>	<b>-</b>
<b>EXPENSES</b>		
Professional Fees	20,100	-
Travel	2,066	-
Other	744	-
<b>TOTAL EXPENSES</b>	<b>22,910</b>	<b>-</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

### COMBINED OTHER PROJECTS (Printed Resources, DCS and DoCS and Training Projects)

	2008	2007
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Grant -Resource Book	15,200	30,909
Training Income	10,000	12,000
<b>TOTAL INCOME</b>	<b>25,200</b>	<b>42,909</b>
<b>EXPENSES</b>		
Contribution to Overheads	-	6,150
Labour - Wages and Salary	36,892	29,187
Labour - On Costs	4,282	5,247
Other	2,864	860
Printing	6,700	10,099
Professional Fees	8,500	14,660
Transfer Between Projects	19,348	-
<b>TOTAL EXPENSES</b>	<b>78,586</b>	<b>66,203</b>
<b>SURPLUS (DEFICIT)</b>	<b>(53,386)</b>	<b>(23,294)</b>

Please note that these accounts are the consolidation of four separate projects. The Department of Corrective Services (DCS) and the Department of Community Services (DoCS) have no corresponding funding because surplus funds from previous years are being utilised in agreed projects. The Training project has a surplus of \$9,092 for the year ended 30 June 2008 whilst there were no surplus funds for the combined Printed Resources projects funded by the Department of Corrective Services.

# ACKNOWLEDGMENTS

Without the significant number of individuals and organisations working alongside CRC each year, our work and positive outcomes would be dramatically reduced.

*CRC would like to thank the staff, volunteers, members, partners and funding bodies that have enhanced our work during 2007/08.*

## **Staff**

CRC continues to be supported by a skilled and dedicated team of staff, often working in conditions of great stress and in difficult environments. Their ability to see past presenting problems and devise and implement unique solutions is extraordinary.

Alina Axia, Parolee Support Program Worker; Jack Carnegie, Resource Development Worker; Glenn Carr, Transport Project Coordinator; Alison Churchill, Chief Executive Officer; Ruth Clarke, Family Caseworker - Hunter Region; Anne Davies, Part Time Administrative Assistant; Julia Davis, Manager of Transitional Services; Melanie Dower, CONNECT Project Coordinator; Allan Doyle, Court Support Scheme Coordinator; Allan Fell, Casual Bus Driver; Nick Gill, Contract Accountant; John Hennigar, Casual Bus Driver; Anna Kearns, Parolee Support Program Worker; Greg Kilby, Indigenous Transition Worker; Rebecca Lewis, Transition Worker for Women (Sydney); Mandy Marsters, Transition Worker for Men (Sydney); Jodie Martin, Office Manager; Ariane Minc, Jailbreak Health Project Coordinator; Craig Mitchell, Senior Parolee Support Project Worker; Lloyd Neill, MERIT TAADS Project Worker; Thi Minh Tam Nguyen, Parolee Support Program Worker; Sally Ringrose, Part Time Community Accommodation Worker; Cathy Saunders, Women's Accommodation Support Worker; Monique Schmidt, CONNECT Project Coordinator (Central Coast); Laura Sowden, Part Time Administrative Assistant; David Taylor-Booth, Transition Worker for Men (Hunter); Wayne Watson, Manager of Family and Community Services; Lennie Wellington, Community Accommodation Worker

## **Clients**

Staff would like to acknowledge the clients with whom they work on a daily basis. The men and women coming out of prison, and their families that continue to inspire them with their capacity to overcome enormous obstacles, and their ability to change, even in the most difficult of circumstances.

## **Volunteers**

Volunteers continue to play an integral role in the operations of CRC.

## **Court Support Scheme**

We would like to acknowledge the continued dedication of our 40 Court Support Scheme volunteers, who assisted nearly sixty thousand people caught up in NSW court systems in 2007/08.

## **StAMP**

The StAMP Mentoring Program volunteers dedicated hundreds of hours to the resettlement of people exiting the NSW prison system and returning to live in Marrickville and the City of Sydney. The project remains innovative and we look forward to re-engaging with our volunteers during the next twelve months.

## **Administration Volunteers**

CRC has relied greatly this year on the roles of our administrative volunteers. Volunteers include: Margaret Holm, Laura Sowden, Yana Zhou, Margaret Kelly, Nasuven Enares. Without our administrative volunteers CRC would struggle to effectively maintain the increasing levels of administration arising from increasing staff levels and funding bodies.

## **Transitional Services**

Transitional services workers are grateful for the support of all the staff within the many Correctional Centres, Transitional Centres and Community Offender Service sites with whom they work closely. In addition they would like to acknowledge the staff of the Department Corrective Services; Mental Health Screening Unit, the Statewide Disability Service, Throughcare Support Staff and the Violent Offenders Treatment Programme. Centrelink; Drug Arm; Edward Eager Lodge; Homelessness NSW; Justice Health; Marrickville Community Health; MERIT data collection and evaluation team in the Northern Rivers Area Health Service; MERIT Summer Hill and Downing Centre Offices, National Dental Foundation for their Volunteer Charity Day; Prisoners Aid Association; Redfern Aboriginal Medical Service, Redfern Community Health Centre; Salvation Army; St Vincent de Paul; TAFE NSW; Education Centre Against Violence (Aboriginal Program Area); Liverpool Hospital Brain Injury Unit ; The Junction Works.

The Accommodation Service would like to acknowledge Stuart Barber the artist who in collaboration with residents designed and painted a mural on the men's accommodation service reception house.

## Jailbreak Health Project

Jailbreak works with many individuals and Correctional Centres to produce a radio show.

Jailbreak would like to thank and acknowledge the following people who had key roles in the production of the shows and contributed in significant ways to the Jailbreak Health Project. Noreen Pang -Work Place Communications Teacher and Chief Andrea Bowen from Dilwinya Correctional Centre; Ben Cork and Robert Osborne from the Department of Corrective Services Audio Visual Production Unit; Gary Forrest from Justice Health and Murray Cooke, Music teacher at Long Bay.

In addition, over 30 other organisations or key individuals contributed to the show. Gideon Warhaft - NUAA, Australian Injecting and Illicit Drug Users League(AIVL), Dr Alex Wodak – St Vincents Drug and Alcohol Service, NSW Prison Chaplaincy Services, Prison Fellowship, Kingsford Legal Centre, Dr Eileen Baldry – UNSW, Catholic University Gallery, Strathfield, Tony Trimmingham - Family Drug Support, Diane Montoya - Wise Employment, Heather Anderson - 4ZZZ, Senator Andrew Murray WA; Urban Theatre, Yoga in Daily Life, Guthrie House, Former women from Hay Institution for Girls; Professor John Basson - Justice Health; Judy Harper – disability services advocate; Dr Stephen Allnut-Community Forensic Mental Health Services, John Dowd QC, Miki – Stamp Mentoring Project, CRC staff, Terry Hicks, Bernie Matthews – Journalist; Professor Robert Batey – NSW Health, Stuart Loveday Hepatitis C Council of NSW, Mark - Hep C positive speaker; Beyond Punishment seminar on Indigenous incarceration ( Dr Judy Atkinson, Peter Bugden, Chris Cuneen, Terry Chenery); Brett Collins -Justice Action; Dr Sean Kristopherson.

## Resource Development

Numerous individuals and organisations have been involved in the design, layout and writing of the important resources developed by CRC. The Resource Development Project would like to thank Bronwyn Elliot, Melinda May, Deirdre Hyslop, VACRO, and also the many prisoners and families of prisoners who have contributed their stories and experiences

## Hunter Consultative Committee

CRC would like to acknowledge the work of the Hunter Consultative Committee in supporting our Hunter Projects. The committee members are Hughen Edwards, Bev Henwood, Helen Kulhanek and Sharon Sharpe.

### **Annual Report Author.**

*The majority of this report was written by Mindy Sotiri, with substantial contributions from staff and management. Part of the transitional report in the 2006/2007 report was also written by Mindy Sotiri.*

## Partnerships

CRC has built a reputation as the lead NSW agency working with people affected by the criminal justice system. Researchers, community organisations and government bodies often seek advice, resources and support from CRC and we remain one of the most trusted organisations in our field.

CRC is proactive in building strong partnerships and relationships with key stakeholders, with the aim of collaborating to achieve mutual goals. These effective partnerships and community relations enhance our profile and assist us in our efforts to influence public policy and research.

CRC Management and Staff would like to thank the following organisations, with whom we work in partnership, for their support over the last financial year:

2ser Community Radio; Affordable Housing Co; Community Mental Health Teams; Compass Housing Services; Department of Corrective Services; Drug Court of NSW; Horizons Family Services; Housing NSW; particularly the Fairfield Office where the PSI project is located; members of the Housing and Human Services Accord; Hume Community Housing; Justice Health; Marrickville Council; Newtown Neighbourhood Centre; Newcastle City Mission; NSW Attorney Generals Department; NSW Police; Pacific Link Community Housing Association; PCYC; .Petersham TAFE Outreach; Port Jackson Supported Housing; Samaritans Friendship House; South West Inner Sydney Housing Co-op (SWISH); St George Community Housing; Summer Hill and Downing Centre MERIT teams and management; VACRO; Woodville Community Services; Wentworth Area Community Housing; Wesley Dalmar Quakers Hill Family Centre; and; Women's Housing Company.

## Funding Bodies

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

Commonwealth Attorney Generals Department, NSW Attorney Generals Department, City of Sydney, Department of Community Services ( SAAP; Area Assistant Scheme), Department of Corrective Services, GEO Group, Legal Aid Commission of NSW, Department of Families, Housing, Community Services and Indigenous Affairs, Law and Justice Foundation, Lord Mayoral Salary Trust Fund, Marrickville Council, Network of Alcohol and Other Drug Agencies, NSW Drug Court, Sydney South West Area Health Service,



changing lives  
reducing crime

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Community Restorative Centre Incorporated  
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Incorporation No: Y0114810  
Charitable Fundraising No: CFN11034

