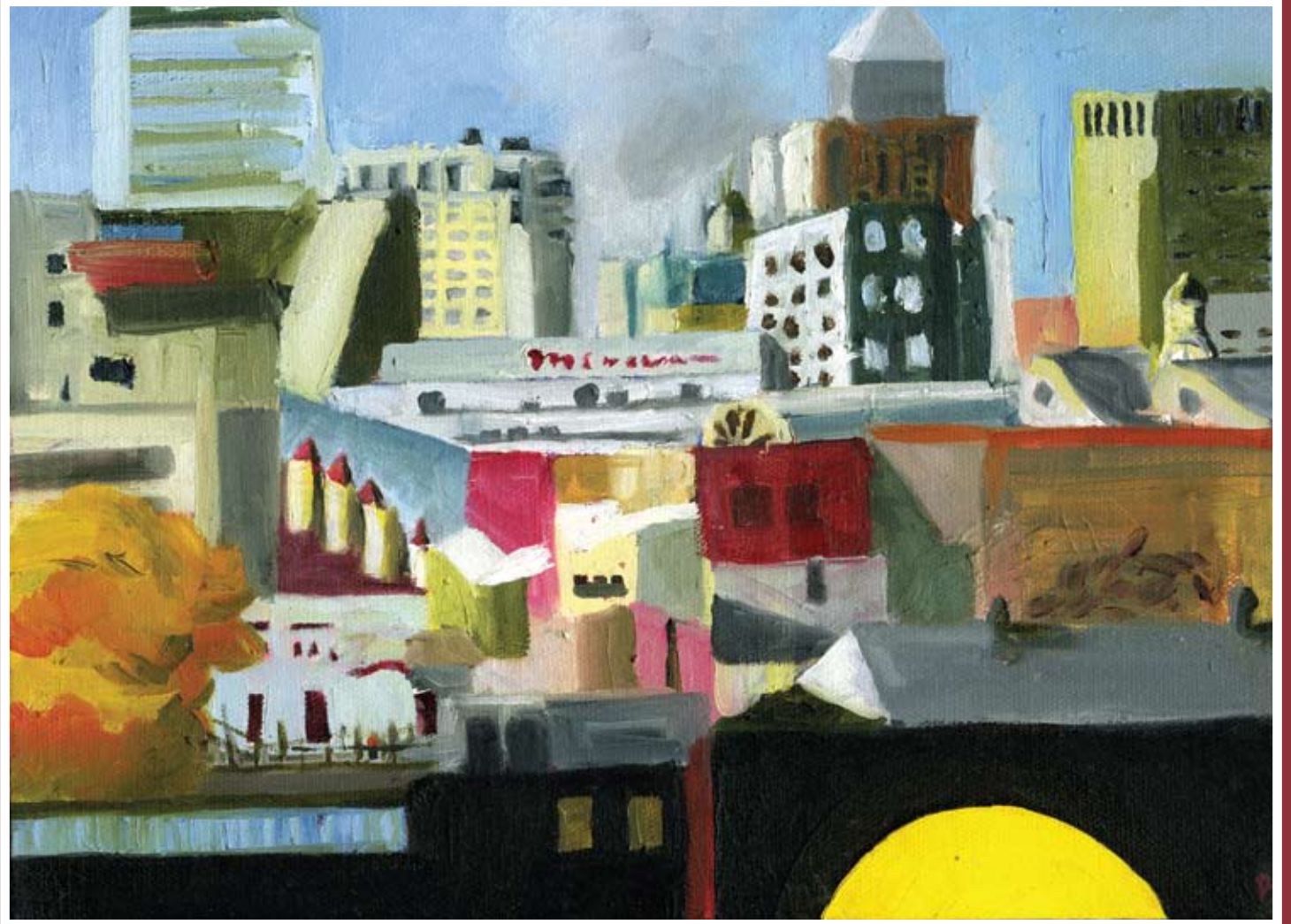


COMMUNITY RESTORATIVE CENTRE



ANNUAL REPORT - 2013 / 2014



Cover Art - Bridget Lafferty
Copy Editor - Melanie Dower
Layout - Jack Carnegie



COMMUNITY RESTORATIVE CENTRE

CHANGING LIVES, REDUCING CRIME

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

Broadway Office – *Gadigal Peoples*
Broken Hill Office – *Wilkali and Baarkintji Peoples*
Newcastle/Hunter Office – *Awabakal and Worimi Peoples*
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CRC OFFICES

Broadway Office PO Box 541 Broadway, NSW 2007 174 Broadway, Chippendale, NSW 2008 Phone: 02 9288 8700 Fax: 02 9211 6518 Email: info@crcnsw.org.au Web: www.crcnsw.org.au	Broken Hill Office 178 Argent St, Broken Hill, NSW 2880 Phone: (08) 8088 1617 Fax: (08) 8087 6407	Hunter Office PO Box 749 Hamilton, NSW 2303 Phone: 02 4978 6700 Fax: 02 4962 5280 (closed July 2014)	Parramatta Office PO Box 3307 North Parramatta, NSW 1750 Phone: 02 8838 3800 Fax: 02 8838 3830 (closed July 2014)
	Rutherford Office PO Box 14 Telarah, NSW 2320 Phone: 02 4932 3917 Fax: 02 4932 5109	Villawood Office PO Box 11 Villawood, NSW 2163 Phone: 02 9723 7292 Fax: 02 9727 0781	Gosford Office 3/3 Watt Street, Gosford, NSW 2250

Our Patron

The Honourable Michael Kirby AC CMG
 Past Justice of the High Court of Australia
 Commissioner UNAIDS Commission on Sustainable Health
 President UN Human Rights Council

Advisory Panel to the CRC Board of Management

Professor Eileen Baldry PhD

President, Council of Social Service of NSW
 Deputy Dean, Faculty of Arts and Social Sciences, UNSW
 Professor of Criminology, School of Social Sciences, UNSW

Associate Professor John Basson

Senior Staff Specialist in Forensic Psychiatry Directorate, Sydney West Area Health
 Psychiatric Member, Mental Health Review Tribunal NSW
 Former Clinical Director Mental Health, Justice Health NSW
 Former Chief Psychiatrist, NSW Health

The Honourable John Dowd AO QC

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

Professor Mark Findlay

Deputy Director of the Institute of Criminology, University of Sydney
 Former Chair in International Criminal Justice, University of Leeds

Dr Michael Levy

Director, Justice Health (ACT)
 Professor, Australian National University
 Co-Founder, Australian Council of Prison Health Services

Gary Moore

CEO, Homelessness NSW
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Professor Paul Newman

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 Director, Government & Community Engagement, ModakBoard Australia
 Managing Director, Black Pages

Professor Chris Puplick AM BA (Hons) MA JP

Chair, Justice Health and Forensic Mental Health Network
 Chairman, National Film and Sound Archive of Australia
 Former Liberal Senator

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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 that eases their transition back into the community, improves their life options and assists them to avoid re-offending.
- Families of prisoners should not be punished or suffer from discrimination by the justice system. They should be entitled to support to minimise the effects of having a relative imprisoned.
- This support should help sustain their relationship with their relative in prison, and enable the re-establishment of family upon release of the prisoner if in the best interest of all parties.
- People should leave correctional facilities in a better physical, emotional and educational state than when they entered. They should be given a sense of personal dignity and worth and real chances to obtain employment and re-establish themselves in the community.
- Many prisoners are people who have experienced significant social and economic disadvantages that contribute to their offending and re-offending. They require support to move out of this cycle.
- All clients of CRC have the right to support that is non-judgemental and preserves their confidentiality and dignity.

Our Future

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

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

Strategic Plan

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

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

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

CRC will focus on the following strategic priorities over the next four years:

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

We look forward to providing information on the outcomes of our Strategic Plan 2014-2018 in future reports.

MESSAGE BY THE PATRON
THE HON. MICHAEL KIRBY AC CMG
PAST JUSTICE OF THE HIGH COURT
OF AUSTRALIA



In previous forewords, I have noted the highly desirable shift in New South Wales parliamentary debates and political campaigns away from the unseemly conflict over which major political party is able to present itself as being “more tough on crime”. Law and order campaigns and pressure from shock jocks and special lobby groups demean our society. They sometimes result in the enactment of harsh laws that have been ill thought out. They thereby bring consequences of enlarging the population of our prisons.

Not only is this policy burdensome on those who lose their liberty, and on their families, friends and dependants. It is also extremely costly to society. It is costly in the unavoidable expenditures that are required for custodial officers around the clock; the expansion of expensive prison facilities; and the support and other services that grow as a consequence. It is also burdensome in the exposure of those who are incarcerated to long-term dependency upon custodial institutions. Young prisoners are exposed to criminal associates. Prisoners and their families are often victims of invisibility and vulnerability. Custodial solutions are not always the best social response to crime. Sometimes other responses are cheaper, more proportionate and more effective.


These points have been made many times in the past by many commentators from the legal profession, from some sections of politics and by the New South Wales Ombudsman. The Ombudsman, in particular has noted the way in which new drunk and disorderly powers and amendments to bail laws can disproportionately affect Aboriginal citizens, the young, the homeless and the mentally ill. These are well known phenomena. However, they become increasingly important as law

and order campaigns now seem to be returning to the political scene in New South Wales.

I wish to express again praise for former Attorneys-General (now Judge) John Hatzistergos and Greg Smith SC. Each had acute knowledge of the realities of custodial solutions. Each agreed to abandon the law and order auction. Each enriched the moral quality of our society, with no downturn in the effectiveness of the legal response to crime.

Unfortunately, there is now once again, on both sides of politics, an inclination to restore the auction. The consequence will be that burdens on organisations such as the Community Restorative Centre (CRC) will increase. The burdens on prisoners and their families will be heavier and the difficulty of escaping the culture of custodial dependency will become harder. The economic burdens on the State, the taxpayer and the community generally will also increase.

I hope that by the time I am asked to write the 2015 Patron’s statement, there will have been a return to the interlude of rationality on the law and order auction. If the arguments of human rights, ethical principle, proportionality and justice do not persuade political leaders and the community they serve, it is the responsibility of bodies such as CRC, and their supporters to bring home the economic consequences. Those consequences are hugely burdensome and often disproportionate. Every criminologist of experience will emphasise that the deterrent effects of laws depend much more upon the perceived risks of their detection and enforcement rather than the length of any custodial punishment. Judges will also tell the community this. These are not the messages of do-gooders. They



I hope that by the time I am asked to write the 2015 statement, there will have been a return to the interlude of rationality on the law and order auction.

are the messages of experienced professionals. And experienced professionals will add to the sum of cost the burden of recurrent imprisonment upon people who are Aboriginal, young, homeless and mentally ill, and their families.

In difficult legal and economic circumstances, I offer praise and thanks to CRC once again for its outstanding work in the year past. It has brought a steady, calm message, often to a sea of turbulent politics and unseemly competition on who can be nastier to offenders and prisoners.

In a recent book, written by Professor Michael Ross on Health and Health Promotion in Prisons (Routledge, London, 2014) the author invited David (now Lord) Ramsbotham, one-time Chief Inspector of Prisons for England and Wales, to provide the foreword. In his remarks Lord Ramsbotham endorsed the opening sentence in Professor Ross's book:

"Prisons, jails and other corrections settings are a part of our community"

This truism needs to be brought home to everyone who has responsibility in this area: judges, custodial officers, politicians, lawyers, academics and bodies like CRC. It is now increasingly clear that the mental and physical health of prisoners is a public health issue. Almost every prisoner will leave prison. Accordingly, their state of health during custody matters to the public to whom they return. And the longer they are incarcerated, the more profound will be the effect of that experience.

In the words of The Book of Common Prayer, we should note this wisdom. We should study it, learn and inwardly digest it. And reflect deeply on the message it brings as to the true best interests of our society. And that society includes our prisoners and their families and supporters.



Michael Kirby
AC CMG
Past Justice of The High Court of Australia

President's Report

The people CRC works with are from the most marginalised groups in society.

The social determinants of health are those aspects of our early and current lives that have a direct impact on our health and wellbeing. People in the most disadvantaged social groups are also far more likely to have long-term physical or mental health problems. They are less able to gain an education and capacity sufficient to maintain a job to retirement.

The people CRC works with are from the most marginalised groups in society. Not only are they returning to the broader community from prison, a major adjustment and challenge in itself, but they are returning to a situation where unemployment, lack of safe and affordable housing, complex interpersonal and family relationships, alcohol or other drug dependency, challenges presented by having poor mental health and difficulties accessing appropriate health services are common.

Over many years CRC, with policy and financial support and cooperation from government departments and their staff, has developed exactly the right service models that help to increase the capacity of people returning from prison to build the necessary foundations that make a radical difference to their chances of re-integrating with society – and dramatically reduce their chances of returning to prison.

So it was with frustration and disappointment that as a result of government policy and funding changes made in 2013/14 that CRC was forced to close the specialist long-term, housing-first support services that had worked so well, for over 20 years, with men with exceptionally complex needs. It is difficult to understand why a whole-of-government approach has not been taken to work in the same direction to ensure that the basic needs of exceptionally vulnerable people who return to the broader community following imprisonment are better met. CRC appeals to the NSW government to consider carefully the impact of its



changes on one of the most disadvantaged groups of people in society.

I pay tribute to and thank our CEO, Ms Alison Churchill, who has led CRC through this very difficult year of change for CRC's clients and staff. I pay tribute to and thank our exceptionally strong management group and teams of staff – both those who lost their jobs through these changes and those who continue to serve with skill and commitment.

I thank and congratulate our service users – our clients, for their resilience and for their cooperation as they continue their journeys through life. For those of you who have moved on to permanent housing and stable employment and better health prospects, I wish you every success. For those who remain working with CRC's staff and volunteers, we remain committed to ensuring that the partnership between us is as strong, as mutually respectful and as beneficial for you and for us as possible.

I pay special tribute and give thanks to Mr Stephen Grieve, who served CRC as our Board President for 20 years. I first met Stephen when I joined the Board over 15 years ago, serving as Treasurer for a number of those years. I was consistently impressed by Stephen's knowledge, strategic wisdom, intellect, drive and passion with which he led the Board in discharging its governance responsibilities over two very productive decades. Thank you Stephen.

I thank and honour our Patron, the Honourable Michael Kirby AC, CMG, former Justice of the High Court of Australia, who leads our advisory panel and I thank the members of our advisory panel who are named elsewhere in this report.

Looking to the future that 2014/15 will bring foresees a greater number of partner consortia established

through the Going Home Staying Home changes to accommodation services. This is a new method of working for CRC and we are hopeful that this will help CRC to develop more robust, sustainable and holistic support for clients.

We are finding better ways, through partnerships and expert academic advice, to research and present the evidence of what works in helping with the integration of people whose lives are impacted by the criminal justice system – and to show formally what does not work. This will help governments, funders and their NGO partners, including CRC, to be more certainly informed and work to evidence-based practice.

In the years to come we shall be looking at new ways to diversify our funding sources.

I thank my fellow Board members for their support and guidance. I say farewell to and thank other members who have stepped down from the Board: Brian Norman and Chris Hartley. I welcome new Board members Lou Schetzer, Cecelia Anthony, Robyn Read and Peta

MacGillivray. Fellow Board members Gary Gahan, Jason Kara, Ruth McCausland, Larry Billington and Michael Levy continued to provide good governance and strategic input and advice in the 2013/14 financial year.

Finally, and with great pleasure, I congratulate Alison Churchill on being honoured by the Law and Justice Foundation NSW in October 2013. The Justice Medal is the premier award presented to an individual for outstanding achievement in improving access to justice in NSW, particularly for socially and economically disadvantaged people. One of the criteria for this award is “outstanding achievement above the call of duty.” The CRC Board is exceptionally proud of you, Alison and your team of staff and volunteers who do such great work in this area of social justice. Thank you.

Stuart Loveday
President

Return to prison rate 13.8%

Total Transitional Clients (includes all projects that use long-term, intensive case-management and through-care support. This includes all Broken Hill Projects, PSI, THAS, Corrective Services funded transition and SHS funded accommodation)

Clients in total	210
Return to prison rate	13.8%
Men	122
Women	88
Indigenous	35.2%

Chief Executive Officer's Report

CRC PROGRAMS are a testament to the achievements possible when people receive long-term, professional, highly skilled specialist support. Our staff bear witness as our clients achieve improvements in quality of life, reductions in offending, sustenance of stable secure accommodation, gaining of employment and meaningful activity, family reconciliation, improved health and wellbeing and freedom from debt.



As Chief Executive Officer of an ethical and professionally strong organisation, I would have liked to have opened my report this year with positive news.

However, the last 12 months has been an extremely difficult time for the Community Restorative Centre (CRC). The reforms to NSW State Government funded programs have had an unprecedented and negative impact on the number and models of services we will deliver in the forthcoming year. The impact of both Family and Community Services (FACS) and Corrective Services NSW policy and funding reforms has been devastating organisationally and for the clients of CRC.

At the time of writing, CRC is in the final stages of winding up all of our long-standing, long-term, housing-first, intensive and highly effective transitional and through-care services for men exiting custody. These services are not being replaced anywhere in NSW.

At CRC we advocate tirelessly for a consistent, whole-of-government approach to reducing offending and incarceration. However this has become extraordinarily challenging over the last year, with different arms of state government reforming in entirely different directions for our client group.

FACS reforms to reduce the number of people cycling through short-term accommodation services now exist alongside Corrective Services NSW reforms, which dramatically increase community spending on the provision of short-term, crisis accommodation on release. For men exiting custody with complex needs, the combination of these reforms mean in practice that there is no longer any specialist long-term, housing-first support (of the kind that CRC has been delivering for over 20 years).

The past 12 months has been a time of uncertainty, frustration and disappointment for our staff and the clients of our service. These feelings have come to the fore as we have farewelled colleagues due to the closure of programs.

However, the challenges of the last year have, if anything, cemented our commitment to work with and advocate for people impacted by the criminal justice system. We are determined to ensure that the populations we have historically worked with continue to have the opportunity to move away from entrenched cycles of disadvantage, offending, imprisonment, homelessness and re-offending. We are determined to find ways to continue to run the service model that CRC has been operating successfully for over two decades.

More than ever, it is clear that the specific needs of this population are all too often overlooked in the design of mainstream service provision. People released from prison do not gain equal access to essential services within the community. Where access is gained, retention within those services is often shorter than for non-criminal justice clients.

Advocating for our clients to gain access to services has long been a significant part of our work and we are committed to continuing this advocacy in the new service landscape. CRC clients have reported for many years that they rarely feel heard when accessing mainstream services. They tell us that, often, organisations do not 'truly listen' to them or their families. CRC understands that in order to deliver truly person-centred support, and to play a role in facilitating significant change for populations who are extremely disadvantaged, you need not only to listen and learn from the people you are working with, but you need committed, skilled and

highly competent workers to do this. You also need an organisational culture that genuinely supports intensive, long-term work and all the organisational challenges this brings with it.

CRC programs are a testament to the achievements possible when people receive long-term, professional, highly skilled specialist support. Our staff bear witness as our clients achieve improvements in quality of life, reductions in offending, sustenance of stable secure accommodation, gaining of employment and meaningful activity, family reconciliation, improved health and wellbeing and freedom from debt.

For these reasons CRC, with guidance from our Board, will continue to work with clients and stakeholders to regain the programs we have lost and expand the long-term intensive service-delivery models we are committed to as an organisation. Our commitment to become a more financially independent and effective organisation will be our driving force as we continue our success and innovations from the inner-city streets of Sydney to the red dirt of Broken Hill and Wilcannia.

On this note, we are pleased to have recently secured funding through the Going Home Staying Home restoration fund to continue providing support to women with complex needs at risk of homelessness and re-offending. I would like to acknowledge the commitment and tenacity of the SOS Women's Service campaign

members whose advocacy enabled the retention of CRC's women's services in the inner city.

On behalf of CRC I would like to acknowledge and give huge thanks also to our former President, Stephen Grieve. Stephen retired from the board this year after 20 years of Board participation and leadership. He was an exemplary mentor to myself and previous CEO's, providing unconditional support and guidance. During his involvement with CRC, Stephen earned the respect of Ministers, senior departmental staff and CRC staff and volunteers alike. He will be greatly missed.

I would also like to thank and acknowledge our Board of Management who have provided support, patience and direction in equal measures. They too have acknowledged and respected how challenging the past 12 months have been for our staff.

Finally, I would like to acknowledge the amazing team that is CRC. Staff and volunteers over the past 12 months have brought respect not only to the organisation and themselves as dedicated professionals, but also to the clients with whom they work. As CEO I have been proud to work with every single one of you.

Thank you.

Alison Churchill

Justice Medal 2013

The Law and Justice Foundation's annual Justice Awards recognise the work done in the community by people and organisations to improve the lives of those impacted by the justice system in NSW.

As part of the Awards, the Justice Medal is presented to an individual for outstanding achievement in improving access to justice in NSW, particularly for socially and economically disadvantaged people. Last year, CRC Chief Executive Officer Alison Churchill was nominated for and won the Justice Medal 2013.

Nominated by Laura Conlon, Alison was presented the award by the Patron of the Law and Justice Foundation of NSW, the Honourable Sir Anthony Mason AC KBE. Special mention was made of Alison's dedication in both her personal and professional life to assisting vulnerable members of the community and their families to access support.

Alison's work as CEO of CRC was acknowledged, in particular the securing of funding to expand CRC into a multi-disciplinary, cross-portfolio service for clients and creating a work culture that encourages staff retention. During her time with the organisation, CRC has grown from having 20 staff to over 80 paid employees.

Under Alison's leadership, CRC has built and developed partnerships with key stakeholders and the organisation has earned respect as a knowledgeable, competent and trusted service provider. Alison has been credited as having a significant role in improving service delivery for prisoners and their families and ensuring they have a voice in law reform.

We congratulate Alison on receiving the Justice Medal 2013 and extend our thanks to the Law and Justice Foundation of NSW as well as the other nominees.



Foreword

*Dr Mindy Sotiri
Program Director
Community Restorative Centre*



Over the last twenty years the idea and rhetoric of 'evidence-based practice' has permeated the way in which we in the community sector think about and deliver social and welfare services in NSW. The impetus for the trend – to use research in order to inform practice – is of course, on one level, entirely reasonable. In order to ensure services are effective (that is services achieve some kind of discernable and desired outcome) there is a need to look at what has worked historically, what is working currently, and to use these as starting points for building service provision.

However in the area of post-release support, measuring success – or asking questions about 'what works' – is fraught. There is legitimate debate among practitioners and academics, not just in terms of the answers to such a question (what does actually work?), but about the parameters, or even validity, of the question itself (what do we mean by working? And then, how useful is this as a starting point for analysis?).

The extent to which research that does not use principles of 'scientific methodology,' however defined, can be considered 'evidence' is also hotly contested. That is, how seriously can (or should) we take research that does not utilise control groups or large representative sample sizes? And, if veering towards a preference for this brand of empiricism (as arguably many Australian government agencies charged with the administration of justice do), what do we in the community sector do with the fact that internationally, in the area of post-release support, there are only a handful of studies that meet this criteria?


Over the last year CRC has had to look closely at these questions as we have sought to defend and advocate for our own post-release service model; a model that for many years was widely recognised as constituting 'best practice.'

The service model CRC has operated for over fifteen years is characterised by long-term intensive case work, the employment of highly skilled workers, a housing-first approach to homelessness and a through-care approach to post-release planning. For many years this service model has been the centerpiece of the raft of criminal justice related programs CRC has operated and has received a great deal of local and international recognition for its effectiveness.

The success of this service model in terms of breaking cycles of entrenched disadvantage has been recognised in numerous independent evaluations and praised as highly effective in multiple reviews of our services (including most recently an evaluation funded by Family and Community Services in 2013).

However despite the apparent success of this model, all funding for long-term post-release services was withdrawn from CRC over the last year.

In an unprecedented policy reform trifecta, Family and Community Services moved away from funding specialist homelessness services for ex-prisoners, Corrective Services NSW moved away from funding long-term post-release support (moving instead towards a short-term model), and the National Partnership on Homelessness funding came to an end. There was, of course, nothing conspiratorial either in these shifts, or in the consequent de-funding of CRC's long-term services. Each of the funding reforms had an entirely separate political and bureaucratic genesis, even if some were united by a certain generic institutional logic or imperative. However, all three shifts shared the characteristic of justifying the direction of the changes to service provision by tying the relationship of the need for reform to the need for new services to be 'evidence-based.'



The service model CRC has operated for over fifteen years is characterised by long-term intensive case work, the employment of highly skilled workers, a housing-first approach to homelessness, and a through-care approach to post-release planning. For many years this service model has been the centerpiece of the raft of criminal justice related programs CRC has operated, and has received a great deal of local and international recognition for its effectiveness.

In the aftermath of these reforms, as CRC seeks to rebuild the services it has lost, it seems timely to start asking serious questions about which evidence base we need to be looking at. The new community sector landscape in NSW also offers an ideal opportunity to begin to reflect on the extent to which the constant call for 'evidence based practice' has become less an invocation of a genuine – and admirable – principle and more a rhetorical tool, one too glibly invoked to justify any kind of institutional change.

There is clearly a shared desire among many of us working in the area of criminal justice to figure out ways of offering programs and services that make a difference. There is also, however, a correlative need for genuine conversations to take place about the extent to which programs are currently informed by rigorous research

and what that rigorous research even looks like. CRC is hopeful that over the coming year this conversation will be one that can be conducted with transparency and goodwill, involving the community sector providing the services, the people participating in community sector programs, the government departments that provide the requisite funding and academics engaged in research that bears directly on the issues at hand. We are delighted that this year's Annual Report brings together these different voices and we look forward to continuing this conversation as we seek to find ways of re-building our transitional and post-release services.

What Works?

If our intent is to do more than reduce reoffending – if it is to support true reintegration, to build positive lives, to nurture communities, then effective rehabilitation really matters.

Fergus McNeill
Professor of Criminology & Social Work
University of Glasgow



I have to admit that I respond to the phrase ‘what works’ with a degree of ambivalence. Back when I was a criminal justice social worker in the 1990s, the phrase signaled hope and a renewed belief that rehabilitative practice could do something constructive in people’s lives and support their reintegration into society. But, even then, it was already moving from being a scientific and practitioner movement to being co-opted by governments seeking to managerialise public and human services. Increasingly, the research evidence came to be misused to routinise and standardise practice, placing too much emphasis on tools and techniques rather than on people and processes.

Now, I suppose I look at the ‘what works?’ question from a more academic perspective but my ambivalence persists. Certainly I want everyone involved in reintegration to be intellectually curious about and to care about evidence-based practices, but I remain deeply suspicious of ‘what works’, especially when it is used as a statement or a prescription. There are two main reasons.

The first is that there is another, too often unstated question that lies just behind ‘what works’. This is the question of what purposes we want rehabilitation to serve. To put it another way, to ask what works must also be to ask ‘to what ends?’ If our intent is merely to punish, then prison works (in a sense). If our intent is merely to reduce crime and reoffending through incapacitating people, then prison might also work (though only at great and unsustainable expense). If our intent is to do more than reduce reoffending – if it is to support true reintegration, to build positive lives,

to nurture communities, then effective rehabilitation really matters. But it has to be about more than merely changing ‘offenders’, and it needs to be informed by evidence that looks beyond recidivism as its outcome measure. Reintegration is about so much more than that.

The second reason relates to the term ‘works’ itself. I struggle with that word because it is itself a faulty metaphor – one that implicitly constructs rehabilitative practice as a kind of mechanics fixing faulty humans. That’s not how I understand rehabilitation. My reading of research about how and why people change (‘desistance’ research) convinces me that change is not ‘produced’ by interventions in any straightforward sense. It is a process of human development that takes place in and is profoundly affected by its social contexts. That process exists before, behind and beyond any intervention. Interventions can support or impede desistance, but the central question should not be ‘what works?’ but rather ‘what helps?’ and ‘what hinders?’ positive change.

If you’d like to know more about how and why people desist from offending, and about what seems to help and hinder them in that process, you’ll find plenty of resources on the Discovering Desistance blog: <http://blogs.iriss.org.uk/discoveringdesistance/>

Programs Overview

Established in 1951, CRC is the largest non-government organisation in NSW that works with prisoners, ex-prisoners, their families and friends. With funding from a variety of sources, CRC provides a wide range of support services to people affected by the criminal justice system.

Transition Services

Men's Transition - provides intensive casework and support to men exiting prison in the Sydney and Hunter regions.

Women's Transition - provides intensive casework and support to women exiting prison in the Sydney and Hunter regions.

Parolee Support Initiative - supports people living with mental illness / cognitive impairment exiting prison on parole in the Western Sydney region.

Targeted Housing and Support Service - works with women with complex needs on release from prison in the Western Sydney region.

Transitional Alcohol and Other Drugs (AOD) Program - provides outreach AOD counselling for people on release from custody with complex needs who require specialist AOD support.

Disability Transition Services - provide a range of residential post-release support models for people at risk of criminal justice system involvement who also have an intellectual disability.

Support, Transition and Referral Service – provides support to Aboriginal women leaving custody who are at risk of homelessness.

Sustaining Tenancies in the Far West - provides support to people in Far West NSW on release from Broken Hill Correctional Centre.

Indigenous Justice Program – provides intensive casework and support services to people at risk of coming into contact with the criminal justice system and those at risk of re-offending and / or returning to prison.

Indigenous Suicide Prevention Project – provides intensive casework and support to people exiting prison or at risk of re-offending and are at risk of self-harm or suicide.

Programs Overview (continued)

CRC also works closely with families of prisoners. The family projects at CRC aim to reduce the impact of having a family member incarcerated, reduce offending behaviour through supporting the family-offender relationship pre and post-release and reduce the intergenerational cycle of offending.

Families and Community

Family Casework Service - provides intensive casework to families of prisoners in the Sydney and Hunter regions and telephone support to those in other parts of NSW.

Family Video Contacts – links families with loved ones held in remote correctional centres or where travelling to visit is very difficult.

Court Support Scheme - provides practical and emotional support to anyone attending court.

Transport Service - provides subsidised transport for visitors to remote correctional centres in NSW.

Hearts Inside - a training package for community workers highlighting the specific issues families of prisoners face and how to best support them.

Jailbreak Health Project - provides targeted health promotion messages to prisoners, ex-prisoners, their families and friends via a weekly radio show.

Gamarada Indigenous Healing and Life Training – CRC auspices Gamarada, which aims to decrease social and emotional vulnerabilities of Aboriginal and Torres Strait Islander people in targeted communities through the use of community groups, education and capacity building.

In addition to the provision of direct client support, CRC continues to experience high demand in its role as a community capacity builder. CRC provides a range of resources, information and support to individuals, community organisations and government bodies.

Information and Resources

Telephone Information and Referral Service - this service provides telephone support, information, and referral to people affected by the criminal justice system. It is the only service of its kind in NSW and each year receives a high volume of calls from government and non-government organisations as well as individuals seeking assistance and support.

Resources - CRC continues to develop a range of resources with a particular focus on training material and website development. Information for families is available as CDs, DVDs and handbooks that can be accessed free of charge at www.crcnsw.org.au

Men's Transition

We work in a supportive 'partnership' with clients while offering them practical day-to-day support from a strengths-based perspective.

For someone coming out of custody there are often numerous and complex issues that require attention. Supporting a person to develop strategies and make changes in their life is a long and involved process that takes a great deal of energy, focus and time. Finding and securing suitable, appropriate, permanent housing is one of the greatest challenges for clients and is a long-term goal that requires sustained attention to achieve.

CRC's Men's Transition Service provides a long-term, trauma-informed and client-centred approach when working with clients. We work in a supportive 'partnership' with clients while offering them practical day-to-day support from a strengths-based perspective. This approach has achieved an endless list of positive results for clients coming out of custody, such as improvements in housing, health and social activities.

The Men's Transition Service has traditionally been funded through two funding streams: Corrective

Services NSW and Family and Community Services. This year marks the end of a three-year funding period and we are deeply saddened by the news that this funding will not be renewed and that no other service delivery model will replace it. As the service comes to a close it has been particularly challenging to see close colleagues leave, all the while maintaining client numbers and our strong 'wraparound' model. We endeavour to continue to support our clients with their everyday issues while also trying to find alternative options for support and housing for the future.

Many of the men we work with have expressed their concerns about the future without having a CRC worker to assist them. As many men are living in transitional housing under tenancy agreements dependent on CRC as a support partner, they have found the pressure of insecure future tenure has added significant stress to their situations. We have been working hard to find other appropriate services to refer them to in order to satisfy tenancy requirements - but this has not been successful for all men.

As the program closes we know that through our support and the connection to the community we have facilitated, we have provided a solid foundation for people to progress from as they move forward in their lives. We hope that other services will see the value and importance of the work we do and ensure that men coming out of custody are provided with appropriate supports and given the opportunities they deserve to create brighter futures for themselves and those around them.

Hi, my name is Michael*. Before I was released from custody I met all the criteria for getting parole apart from having suitable accommodation. I heard about CRC and I applied for support from their Men's Transition project. Having the CRC share-house address saved me from spending two more years in prison.

I have had drug and alcohol counselling in the past but comparing it to the help I received at CRC is like comparing chalk and cheese. The CRC counsellor actually tried to get to know me. It was not a 'one size fits all' textbook style approach to recovery.

I'd never had a support worker before; it was a new experience. I had no idea that people, places and services were available to me. CRC has shown me the services that are there and how to access them. Doors have opened.

The help received with accommodation has been sterling. The general availability of support and the counsel has been invaluable. The depth of kindness has shown no bounds. I can't put into one sentence what a difference CRC has made to my life. It would take a book to tell you.

**name changed to protect privacy*

Sydney/FACS Transition Programs. (FACS and Corrective Services funded Sydney/Hunter Men's and Women's Transition Projects)

Clients in total	94
Return to prison rate	9.5%
Men	59
Women	35
Indigenous	20.2%
CALD	6.3%



Women's Transition

Funded by Corrective Services NSW and Family and Community Services, CRC's Women's Transition Service works with clients with minimal post-release supports who are at risk of reoffending and homelessness. Our workers meet with clients prior to release to build a trusting, working relationship and to assist them in identifying their needs.

On release from prison our clients are linked with support around drug and alcohol issues, mental health, community integration and family restoration. Most important is the need to find safe and secure housing. The aim of both sources of funding for women is to reduce recidivism by supporting successful reintegration into the community. We work with clients intensively, using a trauma-informed, strengths-based and holistic model of support.

The past year has been particularly challenging for the Women's Transition Service. Issues around termination of funding have meant that we have had to seek suitable exit strategies for many of our clients prematurely. This has highlighted even more starkly

the lack of viable options for our female client group in relation to accessing safe, secure, long-term housing. As many non-government organisations have found themselves in the same predicament, the current demands on social housing are extreme and unmanageable.

The private rental market is problematic for our female clients due to an absence of rental and/or work history. Boarding houses tend to have an overwhelmingly male population and our female clients are very reluctant to take this housing option as they feel vulnerable and unsafe. Completing, collating and obtaining documentation to support Housing NSW applications can take extended periods of time for our clients, who often have competing constraints in relation to mental health, drug and alcohol, family court or medical issues.

We have worked hard to link clients with other supports in the community in the hopes of giving them the best chance of continuing on the journeys they have already begun.

Amanda* has been a client with CRC for four years and I have had the pleasure of working with her for three of those. While she suffers from anxiety and depression, Amanda is a kind soul who is always the first to help those less fortunate than herself.

Over an extended period of time, it became apparent that Amanda has a cognitive impairment, which can be attributed to having Foetal Alcohol Spectrum Disorder and I suspect that she may also have an Acquired Brain Injury. Despite Amanda's many incarcerations and involvement with a myriad services, this has never been investigated or formally diagnosed. Amanda has, like many, fallen through the cracks.

Central to our relationship has been trust, which can take a considerable amount of time to build. In Amanda's case her past has been suffused with violence, abuse and homelessness and as a result her instinct is to protect herself by keeping her cards very close to her chest. By being consistent and supporting Amanda whenever the need arose, it was possible to slowly show her that I was worthy of her trust and would be there for the long haul.

One of Amanda's dreams was to acquire affordable, permanent housing. It took the entire four years that CRC has been working with her to accomplish this. By advocating and negotiating on her behalf with Housing NSW, Amanda has gone from being debt-laden and given

absolutely no consideration to being offered permanent housing.

By paying off her debt and maintaining a transitional housing lease Amanda saw that life could change if she was prepared to put the effort in. When informed that she was being offered permanent housing she said she felt happy and that she could not recall the last time she felt that way.

Amanda is now making better choices for herself in relation to her health and her selection of friends. She is looking to the future and wants to improve her education and hopes eventually to gain employment. Amanda now sees and believes that which I have always known: she is worthy.

**name changed to protect privacy*

Parolee Support Initiative

TRANSITION SERVICES

Parolee Support Initiative	
Clients in total	10 (men)
Return to prison rate	30%
Indigenous	40%
CALD	30%

CRC's Parolee Support Initiative (PSI) is funded by Corrective Services NSW through the NSW Housing and Human Services Accord. PSI provides support and accommodation to people with a severe mental illness and/ or cognitive impairment, who are exiting prison on parole. This client group is frequently at risk of being denied parole due to a lack of suitable accommodation and support. With no support on release they are at an even higher risk than most of reoffending and returning to prison, often within a very short timeframe. Accessing support within the community is difficult and many people are denied services due to fear and a lack of understanding of their needs.

CRC provides an intensive, individualised, practical and emotionally supportive service. We use a client-centred psychosocial approach to link parolees with a range of services in the community, such as disability, mental health, drug and alcohol, employment and recreation services. Support commences three months pre-release and is provided for up to nine months via outreach to clients in their own properties, provided in partnership with Housing NSW.

I heard about PSI through a mate in prison. When the program was explained to me it seemed almost too good to be true - housing, mental health, case management and day-to-day support! I knew then that this was something I really needed.

There was so much paperwork to do before I was accepted but I stayed positive. I was worried there would be a trip up along the way but BOOM!! you guys told me I was accepted! I wanted to jump over the desk and hug you.

The waiting to be allocated a property from Housing was the hardest for me. I had to stay back beyond my parole date and that was hard, but you guys kept visiting and assuring me it would be worth it - and it was! I couldn't believe the support I got from day one. I was picked up at the gates, taken for breakfast, banking, Centrelink and Housing. I

signed my lease that day and the staff knew who I was when I walked through the doors of the mental health unit. I was hooked up big time!

My support worker came to my home daily for the first two weeks and taught me basic housekeeping. She also helped by taking me to appointments and reintroducing me to the community. She helped with shopping and Centrelink, finding a local GP and community centres where I could look for different services I might need.

My biggest fear was attending Parole on my own. My worker helped me get to know my officer as I felt like I couldn't put two sentences together! Even when I came back with a dirty urine you guys advocated for me to stay out of prison and helped me get my act together.

When they locked me up again I really got to thinking about the way this support works. You came to visit me and there was no judgement. You talked about what had happened and what could be done. Since being released again I'm doing a lot of stuff on my own - looking for rehab, going to mental health and following up applications at Housing. I'm using public transport to get to Parole, even though it's a long way from where I'm staying.

I am more independent today than I was one year ago and feel positive about the future. It was the trust you all had in me that touched me most! I owe everything to CRC's support and will forever be grateful.

The Targeted Housing and Support Service

The Targeted Housing and Support Service (THaSS) was jointly funded by State and Commonwealth Government for four years through the A Way Home: Reducing Homelessness in NSW - NSW Homelessness Action Plan 2009 - 2014. The objective of THaSS is to reduce the rates of homelessness and reoffending for women leaving prison. Clients are assisted with integration back into the community through sustained support services that specifically address their social and criminogenic needs. Most important is the need to find safe, comfortable and secure housing upon release.

ThaSS workers meet with clients well before release in order to build relationships and develop

case plans. Intensive one-on-one outreach support is then provided in the client's own home to assist in the development of independent living skills, sustaining tenancies, access to community treatment and support services, the development of a sense of community and belonging and the building of positive relationships with family and support networks. At CRC we have found that surrounding our clients with a trauma-informed, strengths-based and holistic model of support works and we have helped to achieve amazing outcomes for many of our clients over the four year life of the project.

Targeted Housing and Support	
Clients in total (women)	42
Return to prison rate	19%
Indigenous	30.9%
CALD	11.9%

TRANSITION SERVICES

My name is Chantal* and this is the story of my second chance at life. When CRC first came to the prison to assess me I was sceptical because I had heard it all before. Before my release in 2011 I was linked with another service but when I returned to the community they were nowhere to be found. I tried to call and make some connection with them but it was basically phone contact - no real help.

After my first meeting with the THaSS team I could tell it was different. They explained how the program runs - how they would meet with me regularly while still inside, help me to plan for my release, link me to services and assist with finding somewhere to live. I was won over when at the next visit they helped me fill in Housing forms and we talked about what I wanted and needed. They allocated a worker to me and I met with her regularly before I got out.

On the day of release I was picked up by my support worker and we started doing some effective work together - we followed up on housing applications, visited Centrelink and reconnected with my GP.

Within two months I was in my own home and provided with basic appliances, a lounge and bedding. I've been

very fortunate to get this place and to have CRC support me. I can always count on their support with everything I've tried to achieve.

The biggest thing for me was trying to get back the years that I have lost. This was a real issue for me but one I have overcome. By connecting with a psychologist and mental health workers and keeping busy on my TAFE course I look more to the future now, rather than dwelling on the years gone by.

My parents are most grateful for the support I've received. My father is very protective and plays a very productive role in my life. Since I've been with CRC he has learnt to let go, knowing I'm in good hands. He really appreciates everything CRC does for me.

I can't believe ThaSS is closing. It saddens me to know you won't be just a phone call away. I am grateful that I now have so much in place, in terms of community support. There are so many people out there that could benefit from this service. I am fortunate to have my family out here, but some girls have no one and come out to nothing. It's not fair - everyone deserves a second chance at life.

*name changed to protect privacy

Sustaining Tenancies

Sustaining Tenancies for Ex-Prisoners in the Far West aims to reduce reoffending by providing access to safe and secure housing and re-establishing contact with family and community for people leaving prison.



Sustaining Tenancies in the Far West, was an initiative of the NSW Homelessness Action Plan 2009 - 2014. With Corrective Services NSW as the lead agency CRC received funding to deliver the service in Broken Hill.

Sustaining Tenancies for Ex-Prisoners in the Far West aims to reduce reoffending by providing access to safe and secure housing and re-establishing contact with family and community for people leaving prison. Homelessness is a big factor in reoffending and places in regional NSW, such as Broken Hill and Wilcannia, have very little or no support services for people facing this prospect.

Staff meet with clients before release and work with them as they transition back into the community. The project has been well supported by the Broken Hill community and very successful with the vast majority of clients with whom it has engaged.

The workers' connections and respect within the Aboriginal community and positive working relationships with local services has ensured this has been a successful project for CRC, the clients and the community.

Gene* is a man with a number of complex issues who began as a client of CRC's two years ago. With support he has been successful in acquiring a one-bedroom unit as well as a fridge, washing machine and vouchers for purchasing household necessities.

Since moving in 18 months ago, Gene has become an exceptional community member at the housing units and it is not unusual for other tenants to turn to him for assistance. He can often be found helping neighbours get to work, tidying yards and taking out rubbish. He hopes to one day get a larger unit for when his children come to visit.

Having pets also gives Gene a reason to interact with others as people in his community often help him with his cats. This has helped him learn to communicate in a positive and appropriate manner as well as improving his self-esteem and confidence. His neighbours also give him tips on things such as how to fix his car. Gene is learning to read and is also learning to use the internet by looking at rental properties online.

Gene's world is now a lot more positive which makes it a lot easier for him to maintain working relationships with his caseworker and other community members. Having stable housing and support has given Gene the foundation he needs to move forward in his life.

**name changed to protect privacy*

Indigenous Justice Program

CRC's Indigenous Justice Program is based in Broken Hill and funded through Department of Prime Minister and Cabinet. The program seeks to increase community safety for Indigenous Australians who are coming out of prison. Providing a safe and supportive community can improve life expectancy, child mortality, early childhood education, literacy and numeracy, year 12 attainment, employment and post-secondary education for Indigenous Australians and thus help "close these gaps".

The program objectives are:

- Indigenous prisoners serving time in the Broken Hill Correctional Centre are engaged to participate in the program
- Participants in the project complete therapeutic or other relevant rehabilitation treatment that addresses their offending behaviour
- Prisoners' practical needs (eg accommodation) are met to assist with reintegration into community
- Relationships between program participants and their families are strengthened
- Risk of re-offending and re-incarceration of participants are reduced
- Re-offending and incarceration rates of prisoners participating in the program are lowered

The Indigenous Justice Program recognises that client safety is impacted by many interrelated factors – from housing to alcohol-fuelled violence. We seek to address the practical, social and emotional needs of our clients with holistic support. We also seek to provide other avenues to connect people to the community via healing groups, social enterprise and community radio.



My name's Brad* and I was born in Brewarrina in Far West NSW. I am a descendant of Brewarrina Warriors.

I was raised by my grandmother and as I grew up I enjoyed playing rugby league and listening to the stories of my elders about our culture. As a young teenager I returned to live with my mother. My first child was born when I was 15. I broke up with the mother but I'm still in touch with my child.

Growing up I used to get in trouble with the law a bit, nothing serious, just warnings for petty offences. I met another woman and we had three kids. Around this time things went downhill, I was using drugs and alcohol and was arrested for domestic violence.

I was bailed to my mother's house in Broken Hill, which is when I connected with CRC. They helped me get a place to stay, which was a big help as things were getting stressful living with my mother and her partner. It also meant I could have my kids over. They were removed from my ex while I was in prison.

CRC have helped me with so many issues that have never been addressed in the past. I've still got legal issues going on and have to report to the police station three times a week but I'm determined to look after my place and get my kids back. Since working with CRC I've got my licence, done a parenting course, got involved in the Aboriginal Men's Group and I help out sometimes with Choppa Weed (CRC's house and yard maintenance program).

CRC have also linked me with local agencies to help with my depression and anxiety and my drug and alcohol use. I've also hooked up with a domestic violence program through Probation and Parole. I've started playing rugby league again and managed to pay off some really big debts.

It feels good to be a positive example and something of a role model to younger and older guys in my family. I've still got a way to go and some hurdles to jump but with CRC's help I feel positive about the future and the goals I've set for myself and my family.

**name changed to protect privacy*

ABORIGINAL MEN'S GATHERING, CHOPPA WEED AND JAILBREAK

The Aboriginal Men's Gathering started mid-December 2013, with up to 12 men meeting together each week to talk and share new experiences. As part of the program cultural awareness discussions and outings were held and people from other organisations were invited to come and give talks to the group. The men were also given the opportunity to earn money by working with the Choppa Weed program. Choppa Weed is a garden and yard maintenance program that helps people transition back into the community while doing manual tasks. Usually two men will work together doing lawn mowing, whipper snipping, rubbish removal and occasionally bigger jobs.

JAILBREAK

Jailbreak is a half-hour radio program broadcast each week from 8.30 – 9.00pm each Monday

on 2Dry FM. Men engage with the project by coming into the studio to tell a bit about themselves, play music, send a shout-out, or just have a chat with the local host.

WOMEN'S GROUP

The Women's Group was established in May 2014, in conjunction with Warra Warra Legal Service, as a way to give local Aboriginal women something to do and look forward to each week. It operates as a support group for any woman affected by the justice system, including defendants, victims and support people. The group provides a place where women can meet and talk with others as well as express themselves through art and craft. Regular activities include painting, scrapbooking, jewellery making and sewing. Some weeks, up to 30 women and children will attend, most of them clients of CRC and Warra Warra Legal Service. The women have been planning a trip to Mutawintji National Park that

will take place in October this year. Mutawintji has a lot of sacred sites that only women can access, which helps with the healing process and allows women to be more in touch with their culture and identity.

DANCE GROUP

CRC have been approached by the local community and asked to form an Aboriginal Dance Group where young people can share and learn indigenous cultural dances. So far 12 people have expressed interest in joining and this number is expected to grow once the group begins. As well as sharing culture, the young people have asked to incorporate traditional dance with modern dance genres such as contemporary, hip-hop and pop. The group will then be able to perform for any audience and money earned will be put back into the group and gift cards bought for those who performed. Not only will the group allow CRC to continue to develop its relationships within the community, it is hoped it will provide a place and format for young people to follow their dreams.

Broken Hill Transitional Programs	
Clients in total	64
Return to prison rate	14%
Men	53
Women	11
Indigenous	59%

Indigenous Suicide Prevention Program

Funded by the Federal Department of Health, CRC's Indigenous Suicide Prevention Program uses a best practice, evidence-based approach aimed at reducing the risk of recidivism and Indigenous suicide rates within Broken Hill and surrounding communities. The program provides intensive, personalised case management to support, connect, mentor, encourage and advocate for clients. The intent is to promote help-seeking behaviour and positive lifestyle choices and to support clients in implementing these decisions.

Referrals are received from Corrective Services NSW and a detailed assessment process reviews all aspects of the prospective client's life. Typically, the most pressing issue when coming out of prison is finding suitable housing. Other forms of support include counselling (grief and loss, trauma, alcohol and other drugs, relationships); support to engage with and attend physical and mental health appointments; support in working with the justice system (court,

Community Corrections, solicitors for representation and compensation); addressing financial, employment and education needs (including Centrelink, Job Services Australia service providers, TAFE) and family and life skills support (mediation, learning to drive, financial management).

The program recognises that many separate and cumulative factors contribute to suicide ideation and ultimately suicide. Of particular note is the sense of helplessness that people can feel due to factors such as substance use playing a dominant role in their life and / or homelessness.

We also recognise that the service needs to be culturally appropriate for the people in our area, noting that distances are significant between towns in this region (from 100 to 300 km to the nearest towns). Staff are highly trained and work closely with other services to build networks that increase access to support for clients around Australia. Staff also contribute to the development of local community capacity and promote local responses to suicide and other related issues within communities.

It is due to this long-term holistic approach that the Indigenous Suicide Prevention Program benefits clients, families and communities alike.

Thompson* is a 37 year-old man who was referred to CRC upon release from custody. He has a 20-year history of alcohol abuse and violent offences and has been diagnosed with depression, anxiety and anti-social tendencies.

While he has managed to stay off the drink for weeks at a time in the past, his high levels of social anxiety and underdeveloped coping strategies make him high risk for responding inappropriately. He tends to deal with problems through excessive drinking and self-harm. Although he says he does not wish to end his life he often presents at Broken Hill Base Hospital with lacerations to his arms.

Thompson also finds himself at the attention of the police when intoxicated and has in the past been charged with burglary, theft, assault, arson, sexual offences and malicious damage. He currently has an Apprehended Violence Order against him from his most recent offence. Thompson's family have said they won't have anything to do with him while he is drinking.

Soon after beginning work with CRC, Thompson was given a job in Tamworth for which CRC organised his travel and accommodation. After losing the job however he moved back to Broken Hill and in with friends. At this time his drinking increased, becoming excessive and reaching dangerous levels.

After a confrontation with his family, Thompson has acknowledged he cannot continue to live in such a manner where alcohol controls his life. With CRC's support he has entered a voluntary rehabilitation program.

After speaking with CRC, Thompson's family have agreed to have him back home upon completion of the 12-month rehabilitation program, so long as alcohol is no longer part of his life.

CRC continues to support Thompson with legal and personal issues and is devising a strategy to continue this support throughout his recovery and re-entry into the community. Thompson's goal is to one day live independently whilst reconnecting with family and finding employment.

Total Transitional Clients (includes all projects that use long-term, intensive case-management and through-care support. This includes all Broken Hill Projects, PSI, THAS, Corrective Services funded transition and SHS funded accommodation)

Clients in total	210
Return to prison rate	13.8%
Men	122
Women	88
Indigenous	35.2%

Rethinking Recidivism as a Measure of What Works

*Professor Chris Cunneen, Conjoint Professor of Criminology, Faculty of Law, UNSW
Researcher, School of Social Sciences, UNSW*

About ten years ago I read a paper by Anne Worrall called 'What Works at One Arm Point'. One Arm Point is the home of the Bardi people in a remote area of the West Kimberleys. Worrall wrote of the dangers of a community corrections and probation world dominated by the ideas of standardised interventions, risk assessment, and managerialist imperatives. For Worrall, the control exercised by the 'what works' agenda was counterproductive because it lacked consideration of context. In her case, the apparent objective scientific status of the 'what works' creed had little relevance to Aboriginal people at One Arm Point.

Several years later I had reason to reflect on Worrall's article when conducting an evaluation of the NSW Department of Juvenile Justice's post-release support program. The results of the evaluation showed inconclusive effects on recidivism rates for young people. Yet the qualitative interviews among departmental staff, community-based organisations that delivered the program and young offenders who participated were overwhelmingly positive. This raised the question: what value do we place on recidivism in evaluating a program when qualitative outcome information appears more conclusive?

Is a program or intervention only 'effective' when it reduces re-offending? There has been a significant growth in recidivist studies as the primary measure of program effectiveness, with less and less attention placed on the limitations of current measures of recidivism, or the nature of extraneous factors that influence re-offending. One factor driving the emphasis on measuring re-offending has been the growth in public sector requirements for measurable performance outcomes. Another is that it is also a measure that is relatively easily available in some often limited form. In the world of key performance indicators and correctional managerialism, measures of recidivism have become the bedrock to determining 'success'. There seems to be little consideration of the problematic nature of the measure, or of what we lose when other (particularly qualitative) measures are seen as inconsequential.

The rise of a more narrowly defined notion of rehabilitation has been consistent with the emphasis on reducing recidivism at the expense of considering social in-



tegration outcome measures (such as housing, life and employment skills, access to education, and improved health and well-being). The narrowing of rehabilitative goals has also coincided with the increased use of risk assessment and psychological-based interventions and treatment programs that target 'criminogenic need' – usually at the expense of programs with broader social welfare goals. 'What works' has become highly contained within a very particular correctional world of offender management through risk, need, responsivity and program evaluation based on recidivism.

To return to the post-release support program for young people: many staff we interviewed wanted better reporting on qualitative outcomes, rather than whether the young person had simply re-offended or not. Assisting with community re-integration, improving self-esteem and reducing social isolation were identified as important achievements.

And the young people themselves? Many identified a high level of support for the program – even among those who had re-offended and were returned to custody. Both the material and personal support offered through the post-release program was seen as important for a group of young people who were entrenched in patterns of offending and contact with the juvenile justice system. They had histories of poor educational attainment, homelessness, lack of skills and steady employment, ongoing drug, alcohol and health problems and continuing legal needs. They spoke highly of the assistance they had received in being supported emotionally and practically in negotiating their experiences after release from detention.

For us, the social integration outcomes of post-release support far outweighed a simple performance measure like recidivism. It is only through talking with both workers and people leaving prison that one can gain insight into the complexity of both post-release needs and the type of support which is effective.

Jailbreak Health Project

The Jailbreak Health Project is funded by NSW Health and delivers targeted, effective and engaging health promotion around Hepatitis C, Hepatitis B, HIV and sexual health to NSW prisoners, ex-prisoners and their families.

The high risk and prevalence of blood-borne viruses from illicit non-sterile injecting or skin-piercing amongst prisoners in Australia has not improved, despite universal harm reduction strategies. The absence of Needle Syringe Programs presents an immediate and urgent public health challenge, particularly for people in custody, their families and the broader community (NSW Hepatitis C Strategy 2014-2020).

The Jailbreak Health Project's primary aim is to provide access to health education and facilitate harm reduction strategies for people in and out of prison who experience difficulty gaining access to health care or are unaware of the existence of available harm minimising practices. NSW Health recognises radio as a unique and highly strategic tool in delivering health promotion and harm minimisation information across physical and political prison barriers, while directly benefiting a vulnerable population in and outside of the prison system.

Radio is an intimate and anonymous medium that provides a unique voice for clients and a platform for



their stories, music and poetry. The Jailbreak radio show provides a supportive environment to ensure a positive experience, a sense of empowerment for clients and the opportunity for reflection and learning. We acknowledge the incredible courage of those willing to share their personal stories about prison and the impact of addiction, recovery, abuse, trauma, mental illness, culture, stigma and homelessness so that listeners, particularly those in custody and their families, feel understood and connected.

3851

The number of targeted listeners estimated to have tuned in to the Jailbreak radio show in the last 12 months.

1200

The number of people the Jailbreak Health Project had contact with either post-release or while in custody 2013-2014 (1120 males & 80 females; 780 Aboriginal)

34

Number of prison visits made during 2013-2014 by the Jailbreak Health Project for workshops, events, open days, education, graduations, music and NAIDOC performances.

2600

Estimated number of listeners who engaged with Jailbreak via special broadcasts, social media and in-cell broadcasts during 2013-2014 (2400 males & 200 females)

51

Number of listeners who contacted Jailbreak Health Project via letters, emails, phone calls and social media (35 males in custody; 16 females in community)

Sydney based Aboriginal/ Fijian rapper, Sky'high, was named Best Female MC at the 2012 Ozhiphop.com awards and was also a 2012 Deadly Award nominee. Dubbed the 'gutter queen' by her fans, she describes her lyrics as raw and real, and spoke to Jailbreak about her music and the challenges she faced growing up on Sydney's tougher streets.



Jailbreak: You've been stirring up a storm in the Aboriginal music industry recently. After getting into a bit of trouble in your younger years what would you say was the turning point for you?

Sky'high: Nearly losing my mother. Seeing her unconscious in my arms from an overdose had the biggest impact on me. I wasn't thinking of myself. I was thinking who she was leaving behind. She has other kids and their lives could be ruined by her selfishness, you know? When I saw my mother I thought, oh man, what am I going to do with my brothers? What are they going to end up like? Will they just continue the same cycle? So yeah, that had the biggest impact on my behaviour. People who take drugs don't realise the impact they have on those around them and on their own lives as well. It's selfish, drugs are selfish.

JB: How did you get into music?

SH: My Mum had a big collection of music when I was little. Memphis rap, sort of gangster rap, and that's when I first heard 36 Mafia's 'Baby Mamma' and that was it.

JB: So your mum was into hip hop?

SH: Yes, she's a young mum see. Music's always been my life. Music's my parent, there to listen and be listened to. Music is always talking to me when no one else is, it's always been there, never left, always been

stable. I never knew my dad. My brother's father, he came (and lived with us) and then he left. Mum has overdosed a couple of times.

JB: What impact did that have on you?

SH: My brother went in the opposite direction to that. He's anti-drugs and a total health freak. I think you can go one way or the other I guess. I wrote a song called 'Let's Just' for my brother, it's about having fun without alcohol or drugs, like, let's go all out but let's not do drugs, let's not drink, let's not get high. I didn't ever think I would write a song about that to be quite honest.

JB: What impact did drugs and alcohol have on you?

SH: Depression, negativity. I felt sorry for myself a lot. So if I don't want my younger brother to take drugs then I don't take them. Live by example! Who am I to say don't drink when I'm drinking? I can't do that. I can't tell someone not to take drugs if I'm taking them.

JB: How do you feel about your Aboriginality?

SH: My Mum's part Fijian and her dad's from the Stolen Generations. He's Wiradjuri. I was really ignorant to the fact I was part Koori. Just recently I've been exploring who I am. I'm learning more every day. It was hard to break away from rapping with

my friends and then rapping in front of people I didn't know. Back then I didn't understand why. It's because of the word 'shame'. Everyone's like, 'well, how do you get over this feeling of shame?' You just got to knock down that wall of shame! Its crazy how many young kids, adults even, use that word 'shame'. In the music industry you never hear it. The best way is just to be myself. Best way to learn is to lead by example.

JB: Who inspires you?

SH: I've got four brothers and my youngest brother's just finished year 12. He's helped me way more than he'll ever know. Watching him and everything he's accomplished has inspired me. He's done alright, you know? I mean, he's like the only normal thing in my life really. I actually wanted to finish school. My attendance was the problem. I still can.

JB: Do you have a message for people inside?

SH: 'Wake Up' is a song I wrote about waking up one morning and thinking, 'That's it! I don't want to go on like this. I want to be different'. I'm doing music – I don't want to do any more crime, I don't want to do anymore drugs. I'd say to the girls inside, I'm thinking of you all and if you think you can't, you can't, but if you think you can, you can!

This article first appeared in InVibe magazine.

Transitional Alcohol and Other Drugs

The Transitional Alcohol and Other Drugs (AOD)

Project works with those who have historically fallen through the gaps in terms of AOD service provision. CRC receives funding from the Federal Department of Health for two workers and another position is funded by NSW Health. People with criminal justice histories in conjunction with mental illness and/or cognitive impairment are the core focus of this project. So too are Aboriginal people (with criminal justice histories) and women with dependent children (with criminal justice histories).

The Transitional AOD Project is a voluntary service that provides individually tailored one-to-one counselling and support primarily around AOD issues. Support can also be provided around associated aspects of life such as anxiety, depression, anger, grief and loss. Referrals are received from CRC case management services and also Corrective Services NSW projects such as the Ngara Nura program, Nunyara Community Offender Support Program (COSP) and the Additional Support Unit. The Transitional AOD Project can work

with clients for up to nine months. When referrals are received for clients in custody, staff will start engaging one month prior to release.

The use of outreach counselling is intended to address the barriers to accessing drug and alcohol services that people with complex needs regularly experience. The service is client-led and aims to work towards mutually agreed, realistic and achievable goals. This means that we work with clients at all stages of their substance use, from those who are actively using and looking to reduce their use or use more safely, to those who are abstinent and wishing to remain so. The project aims to continue working with clients through the challenges of their lives, remaining in place to support clients if they experience lapses or relapses, and re-evaluating goals as circumstances change.

Whilst the Transitional AOD Project is primarily a counselling service, some practical support may be provided. This can include liaising and advocacy with other services and also referrals to other AOD services such as substitute prescribing and residential treatment.

AOD Transitional Support	
Clients in total	47
Men	30
Women	17
Indigenous	27.6%
CALD	12.7%

Rick* is an Aboriginal man with a mild cognitive impairment. We met one month prior to his release from prison, where we met weekly to start building a working relationship.

At 35 years old Rick has a long history of illicit polydrug use and offending. He suffers from anxiety and depression and has little education or employment history. His literacy level is low and he has trouble with reading and writing.

Rick's vocabulary is basic but his verbal reasoning skills are good and he is able to present well. This has led to difficulties for him as people meeting him for the first time assume he is more capable than he is. His social anxiety also means he can be reluctant to ask people to repeat themselves or give more information if he hasn't understood something. He has few positive family or social relationships.

The only AOD treatment accessed by Rick in the past has been substitute prescribing. Although offered counselling, psychologist appointments and residential treatment in the past, he has never taken them up due to feeling too anxious about attending appointments or speaking in a group. As residential treatment providers expect their clients to complete written work during the program, low literacy has also been a barrier.

Rick has never engaged with support services in the past and the longest he has managed to stay out of prison on his own is only a few months. Since working with CRC however he has engaged very well, is learning to send text messages on his phone and for the most part has remained drug-free while engaged with the Transitional AOD Project.

*name changed to protect privacy

Transport Service

By providing a way for adults and children to visit regional and remote correctional centres the CRC Transport Service has assisted in reducing the effects of family separation.



Transport	
Family members transported to Correctional Centres	972
Men	117
Women	593
Children	261

The CRC Transport Service has been an important part of our organisation for many years. It has enabled people to visit friends and family members in custody, many of whom would be unable to visit due to long distances and economic hardship. By providing a way for adults and children to visit regional and remote correctional centres the CRC Transport Service has assisted in reducing the effects of family separation.

During the last 12 months, CRC operated weekly, fortnightly and monthly bus trips to numerous correctional centres including Bathurst, Lithgow, Oberon, Junee, Goulburn, Muswellbrook, and Cessnock. Passengers paid a small fare for the trip, and children under the age of four travelled for free. Our service to Junee was a free bus service in recognition that passengers needed to pay for accommodation due to the distance from Sydney resulting in an overnight trip.

Corrective Services NSW provided funding for all of the transport services, except for Junee. Junee was funded by the GEO Group, a private company. In April 2014, the Junee bus service was terminated due to a change in business model by the GEO Group. The service was replaced by a train and taxi service, managed directly by GEO itself.

In addition to this, the Transport Service funded by Corrective Services NSW also ceased operation on 30 June 2014. This was due to the cessation of funding as a result of the Corrective Services tender process that took place in October 2013. In the interim, potential passengers for these services have been provided with information about public transport options for accessing remote correctional centres. It is hoped that CRC may be able to assist some of these passengers in the new financial year through brokerage obtained in the new funding round from Corrective Services NSW.



Family Services

CRC worked with 72 families throughout the year

Funded by Corrective Services NSW, CRC's Family Service provides counselling, support, advocacy and information to the families and friends of those affected by the criminal justice system. We provide assistance from the time of arrest right through to a person's release from custody and reintegration back into the family environment. Families can experience many feelings that are overwhelming and may lead to depression and anxiety such as shame, anger, isolation, frustration, hopelessness as well as financial hardship.

This year our Families Services has had ongoing contact with more than 70 families. Support is provided through outreach and telephone support with the aim of developing resilience to lessen the impact of incarceration on the family unit. Inmates tell us they also feel relieved to know that someone is there to support their family on the outside. We work from a strengths-based, client-focused perspective which takes into account a holistic view of the client's world.

Families consistently tell us that being listened to in a non-judgemental manner by a worker with specific knowledge and experience in supporting those affected by incarceration is what makes our service unique. They say they feel treated with respect and encouraged to identify their strengths to manage during often unmanageable times.

There is a lot of scope within this service to put more time into preparing families for their loved ones' release and reintegration into family life. With further funding we would like to expand our service to include working with families and children during this time to support that transition home and decrease the likelihood of reoffending behaviours.

My name is Leonie* and I first met the CRC Family Worker two years ago. I had been staying in a refuge and had no job, no house and my partner had just been taken into custody. I was very depressed and tried to take my own life a few times. Around this time Community Services took my second baby into care. I felt hopeless, helpless and misunderstood.

With no money I was struggling to find a place to live but needed to find somewhere before Community Services would consider giving my children back. I had been on the Priority Housing list but lost my place when the children were taken away. All my family were back in England and this was my first time dealing with the criminal justice system in Australia.

The Family Worker at CRC found me accommodation through St George Housing. She listened to my story and helped me find hope by encouraging me and talking about my strengths. She would come with me to meetings with Community Services and supported me through court. She also helped me see how some of the things I believed about myself were sabotaging my success.

I got parenting advice and worked towards becoming the kind of parent I always hoped to be. I am now in my own place with my two kids. I'm also off my medication and enrolled in a TAFE course. My partner is still in custody and CRC have helped with support letters so he could be transferred to a correctional centre closer to home. It finally feels like we have a chance at a meaningful family life together when he gets out.

CRC have been great at helping me work with other services and they are the only organisation that has offered consistent support over the last two years. I feel I have a meaningful and trusting relationship with the Family Worker and more than anything this is what I have found helpful.

*name changed to protect privacy

Court Support

This year we assisted 29,270 people attending court



CRC's Court Support Scheme celebrates 34 years of service this year and now provides information and referrals in 16 local courts across the Sydney Metropolitan and Central Coast regions. Funded by Legal Aid NSW, the Scheme is for anyone attending court, including defendants, witnesses, victims of crime, their families and friends.

Our success lies in the dedication and resilience of our volunteers who give of their time, experience and skills freely. This past year we farewelled three retiring volunteers and welcomed sixteen new volunteers to the service. We now have nine different languages spoken within the group, increasing our ability to help court attendees across our areas of operation.

The Court Support Scheme has been expanded in courts such as Bankstown, Burwood, Mount Druitt, Parramatta and Wyong thanks to the participation of the volunteers

who are now in attendance on most listing days.

This year we assisted 29,270 clients, a number slightly less than the previous year due to a lower number of court attendances in some categories. Registrars and volunteers alike have noted this trend over the last 12 months.

Our volunteers attended two information sessions this year, one with Belinda Twomey, Deputy Registrar of the Drug Court NSW ("What Does The Drug Court Do?") and the second with the Hon John Dowd AO QC ("Volunteering, Reform and How We Can Become a Kinder Society"). Our thanks go to Belinda and John for sharing their knowledge, experience and time with us.

In addition, several volunteers have attended Court User Group Forums - our thanks to the Registrars for providing these opportunities.

I would also like to acknowledge the assistance of Jacinta Haywood at the Chief Magistrates Office, and the support and encouragement received from Pam Olsoen, Senior Registrar Metro East and Peter Ryan, Senior Registrar Metro West, Attorney General's Department. I also acknowledge the assistance of the Legal Aid solicitors, in particular Program Managers Bronwyn McCutcheon and Benjamin Dougall.

On a personal note I would like to extend my sincere appreciation to this extraordinary family of volunteers who contribute their knowledge, care and kindness to people needing assistance fifty weeks a year, year after year. Without their commitment, the Court Support Scheme would not exist. I would also like to thank all the volunteers for their guidance in helping me transition from the role of a volunteer to the role of Coordinator.

"Court Support volunteers are there to smooth the legal process for clients and court staff. For those facing the stress of their first court appearance, or having a family member in custody, being assisted in a friendly manner can make a real difference".

Karen, Court Support Scheme volunteer.

"We are one of the busiest courts in NSW outside Sydney and without the information and referral services these volunteers supply to clients, I doubt we could function as efficiently as we do. This is a fantastic scheme and the expanded days of attendance this year have made a noticeable difference. The coordinator and the volunteers have both our gratitude and full support for the great work they do".

Steve Mannall, Registrar, Wyong Local Court

What Works In Post-Release

CRC has documented numerous stories of individuals who describe the benefit of its services and support, who talk about how a case manager helped them turn their life around, about how they are managing to live with stability and dignity in the community for the first time in years.

Policy-makers, practitioners, researchers and evaluators are all rightly concerned with asking 'What works?' in post-release support and services. Failure to learn from the vast experience in the sector is a significant problem and there is an urgent need for empirical evidence in this field. However universalising from one program's success is not the answer. What we need to investigate is more specifically: 'What works for this group of people in these circumstances?'

Learning from the positive outcomes of existing programs requires a thorough examination of all the contributing factors. The history of a program or service; its funding source and parameters; the dynamics of the organisations and staff involved; the various backgrounds and experiences of clients; and the political, geographic and social context.

This requires comprehensive and rigorous evaluation that uses measures that are reasonable and appropriate to the realities of programs and people's lives. Recidivism statistics are one measure of whether a person received adequate and appropriate post-release support, but do not provide the detail needed to gauge the impact of a program on someone's life.

CRC has documented numerous stories of individuals who describe the benefit of its services and support, who talk about how a case manager helped them turn their life around, about how they are managing to live with stability and dignity in the community for the first time in years. Such examples are powerful and a testament to the hard and thoughtful work of CRC staff and the resilience of people given a chance to live as they wish to.

However it is not reasonable to expect that this will be the experience of every client, and certainly not after a period of support lasting just weeks or a few months. For decades CRC has quietly got on with the business of supporting many people with the most complex of needs and circumstances, those who for various reasons have been ineligible for other programs. There are many people in our community who experience entrenched disadvantage and discrimination that contributes to and compounds their contact with the criminal justice system – Aboriginal and Torres Strait



Islander people; those with mental health disorders; those with cognitive impairment.

So, on the question of what works for people in these circumstances, good quality long-term data is crucial – both quantitative and qualitative. Adequate resourcing and support should be provided by funders for this. The theory behind a program or service is also key: what assumptions underpin its design and focus? Effective evaluation needs to be able to explicitly consider the theory as well as the objectives and outcomes of a program in assessing its effectiveness. Measures of success for post-release programs must be realistic and incremental: for many people it may be a reduction in costly emergency healthcare provision due to better management of chronic conditions; a reduction in the severity or frequency of offending; the maintenance of a longer-term tenancy. The best measures may be those determined by clients themselves – what would be meaningful and of benefit to them in the short- and long-term.

Yes, it is crucial to examine 'what works' in post-release to ensure that people have access to the best possible support and services and that available resources are being allocated in the most effective way. But what matters is that this is done in the context of the realities of program design and delivery, and most importantly, of people's lives.

*Ruth McCausland
Researcher, School of Social Sciences, UNSW*

Disability Services

Our staff work with clients to facilitate the development of skills and support necessary to transition to independent living.

CRC receives funding from Ageing, Disability and Homecare (ADHC) to provide intensive support services to clients who have been diagnosed as having an intellectual disability. CRC provides services in the Maitland, Newcastle/Hunter, Gosford/Wyong, Broken Hill and South Western Sydney areas. These services comprise of two On-Site Supported Living Services, three Drop-In Support Services and a Tailored Support Packages service. The support provided to clients ranges from 24-hour a day on-site support, to 55 hours per week of face-to-face support for clients living in the community.

Referrals are received from ADHC's Community Justice Program. These clients have been assessed as having complex support needs compounded by contact with the criminal justice system. In addition to having a diagnosis of mild to moderate intellectual disability, clients may present with a range of additional support needs, including: alcohol and other drug issues, cognitive impairment including acquired brain injuries, mental health issues and psychiatric diagnoses, post-traumatic stress disorders, legal issues and complex legal support needs, low-level adaptive functioning skills, living skills deficits, financial management and accountability issues, physical and health issues and other needs requiring intensive case-management and support.

CRC provides this support by making effective use of existing community service networks and professional services that specialise in meeting the support needs of our clients. Staff facilitate interagency meetings and work to develop positive partnerships with external service providers to ensure that clients have an Individual Support Plan that is flexible, holistic, and responsive to each client's own support needs and identified goals.

Our staff work with clients to facilitate the development of skills and support necessary to transition to independent living. Individual Support Plans will often include strategies to address a range of support needs, including communication and interpersonal skill development, personal care and grooming, daily living skills, social skills and community integration, access to services, leisure and recreation, day activities, healthcare, behavioural support, personal and financial accountability, tenancy maintenance, decision making, mentoring and even issues of citizenship.

My name is Carl* and I have been a client of CRC's Newcastle Outreach for more than two years now. We started working together not long after my last stint in prison. I had previously been put in the too hard basket by other services and they did not want to work with me.

At first I didn't know how to trust CRC, but over the years they have become a part of my life and I know I can trust them. Recently I received a suspended sentence when prison was looking to be a certainty. I put this down to CRC advocating for me to get the best legal support I could.

I am grateful too that The University of Newcastle Legal Centre took on my case and represented me.

When I first went to court I rocked up in a tracksuit but, thanks to the persistence of my support worker, by the end of the court matter I was wearing a collared shirt, tie, dress pants and black shoes. Everyone was commenting on how good I looked.

CRC has also helped me with my ongoing mental health issues and without their support I would not be here. Even though they sometimes

annoy me, I know I too can be hard to get along with at times. They always have my best interests in mind and now I'm going to the gym, swimming, eating better and feeling better about life.

Thanks.

**name changed to protect privacy*

My name is Chris* and I am 48 years old. When I was a kid I was diagnosed as having an intellectual disability. Throughout my childhood I was neglected and moved between lots of foster homes and residential care. I have had a lot of health issues in my life, including mental health. I have always worried whether I am getting the help I need, as I can't read or write. As an adult I feel I have been discriminated against due to my disabilities and I've been angry about the legal system and the injustices against me.

For the last two years I have been living in CRC homes and supported by their workers. I have been able to have a roof over my head and start legal action through the courts, which CRC have supported me with. The workers help me to see doctors and make sure I am getting the treatment that I need. I now take my medication when I am supposed to and I feel a lot happier.

I have found I really enjoy doing activities with the staff at CRC, especially working in the gardens and being outside. I like growing vegetables and looking after the lawn. I also like doing things with other residents, like fishing and ten-pin bowling. I am now better able to look after my house and I am eating better food, which

is good for my health. The workers care about me and help me all they can. I've started walking a lot now and hope to lose some weight.

With CRC I feel like I have a path to follow that is a lot better than it was going to be, and I know that with the help I get I will one day be able to live independently and be able to look after myself.

**name has been changed to protect privacy*

Disability (ADHC) Services

Clients in total

21 (men)

Indigenous

52.3%

DISABILITY SERVICES

Hearts Inside

Hearts Inside is a training package designed to provide information and strategies to assist community workers to better support children of prisoners. Funding from Family and Community Services (FACS) has enabled the training to be delivered free of charge to workers in the Metro South West region of Sydney. The high demand for training led to the project having its funding extended for another four months beyond the original life of the project. Another 11 training days were held during this time with 95 people in attendance. By understanding the impacts on children when a loved one is incarcerated, workers are better equipped to engage with these children and help reduce the emotional impacts they face.

Many people in prison are parents and while their partners and support people face many challenges financially, emotionally and practically during their incarceration, the needs of their children can often be overlooked. As well as experiencing feelings of shock, distress, grief, anger, confusion and shame, children of prisoners may be left feeling overwhelmed and confused by secrecy and the lack of clear information they receive. If things at home have been unsettled before a parent's incarceration they may also feel some sense of relief once that parent is removed and as a result, also experience a deep sense of guilt about the way they feel.

It is vital that important people in the child's life have some idea of how to better support them if they are to thrive and be engaged with family, peers and school. Support people need to see beyond the behaviours children may exhibit and have some understanding of the issues that lie beneath. These feelings and behaviours will undoubtedly change throughout the incarceration cycle as their parent faces arrest, the court process, sentencing, incarceration and eventual release.

Hearts Inside has also developed and delivered an in-service training package, which has provided an invaluable opportunity for those services and schools



taking part to develop appropriate service-wide support for this clientele. Services have been very appreciative of the guidance that the Hearts Inside project has provided and have reported a greater understanding of the issues for children and a willingness to implement new strategies to support them.

Five in-service days were held in the final months of the project, with each school receiving a service procedure guide in relation to best practice when working with a child who has a family member or loved one incarcerated.


A series of Connection Cards were also designed and printed to encourage communication between children and young people and their incarcerated family member. The cards are designed to encourage children to write to their parents to maintain contact while they are in prison, where appropriate. They have had a very positive response from children, carers and services alike and will provide a lasting resource to assist children to maintain their connection with their loved one.

The Hearts Inside project has been highly successful and has left a lasting impact on services who now report feeling better equipped to understand the needs of children of prisoners and how to best support them. The training has also provided the opportunity for information sharing and networking, creating a stronger base from which services can operate. Although now at the end of its funding period, Hearts Inside remains a valuable part of CRC's Families Services and part of our commitment to building the capacity of organisations and increasing access to services for this often overlooked client group.

Family Video Contacts

A big challenge for families is if their loved one is sent to a remote correctional centre that is inaccessible due to either the cost of travel or practicality. With funding from Corrective Services NSW, CRC facilitates Family Video Contacts (FVC) which enables families to maintain contact irrespective of distance.

Over the past 12 months a total of 140 FVCs were conducted. This figure will increase as the number of locations families can access FVC grows. As new technology is rolled out families will be able to attend 60 community corrections offices in NSW to conduct FVCs. This will provide far greater coverage and is a more economical approach than hiring separate venues. We hope to eventually have a link in Newcastle and Broken Hill too so that families can attend these locations to have contact with their loved one.



Support, Transition and Referral Service

CRC began implementing a new support service from the grounds of Silverwater Correctional Centre in June 2014. STARS (Support, Transition and Referral Service) supports Aboriginal women leaving custody. It is a strategy that aims to address the homelessness risks faced by Aboriginal women, particularly those exiting prison without supervision and released from either remand or a sentence with short notice release.

The strategy was established in early 2013 by Housing NSW, in collaboration with Corrective Services NSW and Family and Community Services (FaCS). It will run for 12 months and aims to research and document a coordinated and evidence-based approach to supporting Aboriginal women leaving custody.

Eligible clients are assessed in custody and receive pre-release support at Silverwater Women's Correctional Centre. This is then followed by a 12-week intensive support period of transition into the community post-release.

Eligible clients are those who:

- Consent to participate in the service model
- Have a history of offending and are at risk of re-offending
- Are at risk of exiting into primary homelessness or other insecure housing
- Have complex needs such as substance use, mental health or other co-existing health issues
- Possibly face housing barriers relating to legal issues such as debt, unsatisfactory tenancy, blacklisting etc.
- Face challenges in regards to child access and restoration matters

Lauren* had been in custody for two weeks due to breaching a good behaviour bond. After receiving a referral from Legal Aid, STARS met with and assessed Lauren three days prior to her appearance in a local court. STARS provided a detailed letter of support to the court outlining how the project could assist in her transition from custody to the community, with primary goals being housing and child custody. Lauren was released from court and the STARS 12-week support period began.

Lauren had an existing tenancy with a community housing provider; however, she had been in significant rental arrears and was facing imminent eviction. In partnership with Legal Aid, STARS advocated strongly for Lauren to remain a tenant on the basis of a repayment plan, brokerage assistance, engagement with a financial counsellor and 12 weeks intensive STARS support. Since then, Lauren has been supported strongly by the community housing provider's Aboriginal Team Coordinator and has been transferred to a more suitable property.

Lauren's two children, aged two and three, were removed and placed in temporary out-of-home care by Family and Community Services (FaCS) just prior to incarceration. FaCS have recommended the children be restored to their mother and STARS have continued to advise and support Lauren in meeting the requirements outlined in order for her to achieve this goal.

Lauren's road from custody to the community has not been smooth and she will require additional support. However, the support she has received from STARS has prevented imminent homelessness and has provided a level of transparency with FaCS, a department that her family has historically had little trust in.

**name has been changed to protect privacy*

Gamarada Indigenous Healing and Life Training

Gamarada Indigenous Healing and Life Training (GIHLT) aims to decrease social and emotional vulnerabilities of Aboriginal and Torres Strait Islander people in targeted communities. Funded by law firm Gilbert and Tobin, the program works to support individuals, families and communities to challenge the cycle of intergenerational disadvantage and vulnerability where it exists. More specifically, GIHLT projects address depression, anxiety, violence and problematic substance use and work to reduce the incidence of these issues through prevention, education and capacity development.

GIHLT works with Aboriginal and Torres Strait Islander individuals and communities to enhance their capacity to respond to their own needs and those of their own communities, with a specific focus on the social and emotional wellbeing of young people. A community-healing model is used that incorporates principles of trauma-informed care practice and works in partnership with communities, local and state government services and non-government organisations.

GIHLT operates three main groups under its name. The Gamarada Community Healing and Leadership group is open to adults and youth, both male and female. Attendance is steady with up to 20 people attending each week, with ages of participants ranging from 12 – 68-years old. This year the Australian Catholic University approached Gamarada to place a final year Indigenous social work student and the organisation has supported the placement which is producing good outcomes for both parties.

Gamarada Fight Club works with young men aged 12-26 to encourage a 'Journey to Becoming a Warrior for Peace.' The club was established as a way to improve engagement and program effectiveness with youth. The club works closely with other local services, which allows it to share resources, venues, costs and also increase the number of referrals it receives.

Gamarada Juniors is aimed at children aged 6-12 years old and works to address the high rates of expulsion and behavioral problems with boys at Glebe Public School. This year 16 boys were involved with the program. Gamarada Juniors is run in conjunction with Glebe Schools for Communities Centre and Centipede After School Care with support from the Police Citizens Youth Club, Barnardos and Glebe Police.

All programs operate in the inner city of Sydney and focus on the promotion of therapeutic healing and cultural renewal.



A new partnership with Muru Marri UNSW and Macquarie University has been initiated under a proposal to carry out independent evaluation and validation of Gamarada core programs. The aim of the partnership is to gain high-level academic credibility in program development and research excellence in Indigenous mental health, social and emotional wellbeing and empowerment. The project outcomes will include an academic publication and the results of the independent evaluation will be used to campaign for further financial support. Gamarada will use its credibility to target funding opportunities in the corporate sector and with government.

Feedback so far shows that participants feel Gamarada is meeting its goal of working from a strengths-based approach, rather than seeking to correct deficits.

Other participants have reflected on Gamarada's ability to facilitate connection to culture, while promoting how to be a strong Aboriginal person through individual, group and community engagement.

"We've had men's groups for tens of thousands of years and I think part of healing is practicing our culture and that is what this group is doing – it's practicing our culture and I think that's a real strength in healing."

In July 2014 the NSW Government made history with the first state government Healing Forum. The forum was named, Mapu Yaan Guri Mapu Marrunggirr



"I've been coming to Gamarada now for six months, I just got out of prison after five years... After coming here, my strengths today are that its made me stronger, its helped me communicate better and its helped me appreciate things more. Community is such a very important thing, especially in such a close knit area like Redfern. This program has allowed me to come here, share and help others... That's the strength I get from coming here and being able to open up and share and to hear ..."



'Healing Our Way' and Gamarada was invited to speak on two of the three key panels. The forum was an outcome of the NSW Ochre Report 2013 in which Gamarada played a key role in the advocacy of healing programs during the report's development. A report on the NSW Healing Forum will be released in December 2014.

Gamarada has obtained funding from the Department of Aboriginal Affairs to undergo Board professional development. This is a Gamarada lead initiative that aims at maximising the utilisation of Board members' skills and experience. The training is currently underway.

The past 12 months has seen perhaps the most concerted period of activity and advancement for Gamarada since the program began. This has been a period of consistent program delivery, growth and relationship building at all levels. The results from our work in high-level systemic advocacy are emerging with results flowing from community engagement forums in 2012, 2013 and 2014. There are a wide range of activities and initiatives being delivered under the Gamarada banner across all programs and increasingly

we are seeing local community ownership at the heart of these activities, including:

- Bush camps focused on issues of identity, personal resilience and other social and emotional wellbeing messages
- Cultural education and identity workshops
- Harm minimisation messages from the Gamarada
- Healing and Leadership program being imparted through a variety of community-led activities
- Peer support messages coming from the Gamarada Fight Club youth program
- Diversionary options for people facing possible sentencing
- Music and art activities with a focus on promoting messages of spiritual connectedness
- Multi-media presentations with a focus on promoting messages of respect and identity

Plans to expand on the activities are underway and are being lead by the group participants under guidance of the Gamarada leadership group.

What Works: A Corrective Services Perspective



*Luke Grant
Assistant Commissioner Strategic Policy and Planning
Corrective Services NSW*

Corrective Services NSW (CSNSW) has been given a clear direction by the NSW Government to contribute to improved community safety and increased confidence in the criminal justice system. Our best chance of achieving this is to continue working within an evidence-based framework that reduces reoffending. Operating within a finite funding envelope, we need to stop spending money on activities that do not contribute to these overarching objectives and to invest in programs and services that do. The role of evidence and evaluation is critical, as strategies that might seem intuitively appropriate do not always work and may actually do harm. A case in point is the famous Cambridge Somerville Youth Study, considered the first longitudinal 'experiment' in criminology. This randomised control trial looked at the effects of a five year program of 'friendly understanding' as a means of preventing delinquent behaviour by high risk 5–12 year-old boys. A 30-year follow up found that boys in the experimental group had experienced far worse outcomes with respect to early mortality, crime and stress-related illness than the control group.

Research using systematic reviews, meta-analyses and scoring systems that weight findings according to research rigor, demonstrate that programs which focus on deterrence (such as 'Scared Straight' and boot camps), harsher prison environments and longer sentences do not reduce reoffending. Intensifying the level of supervision and monitoring of offenders on community orders also does not by itself improve re-offending outcomes.

The weight of evidence for the effectiveness of programs that focus on re-integration needs such as employment, accommodation and life skills is at best ambiguous. We have observed the strong association between being unemployed and homeless and offending, but many interventions designed to specifically address social support factors like these have not achieved significant reductions in reoffending.

Projects designed to deliver a comprehensive approach such as the US Project Greenlight Reentry program for short-term prisoners, and the UK Diamond Initiative which offered resettlement support to prisoners on sentences less than 12 months, produced negative results. While it has been argued that poor outcomes were partly due to deficiencies in program design and implementation,

it is also evident that approaches that do not target offenders at higher risk of

re-offending and comprehensively address each individual's criminogenic needs including antisocial thinking and attitudes will not succeed.

CSNSW is continuously modifying its approach to offender programs to take advantage of emerging evidence. We are optimistic that this effort has contributed to improvement in the reconviction rate for offenders exiting custody that has been declining now for almost a decade. The reconviction rate for offenders on community-based orders is also going down and is consistently lower than the national average.

Approaches that address both human service and individual treatment needs would appear to offer the best prospect of success for offenders at re-entry and CSNSW is keen to work in partnership with the non-government sector to deliver these services. To improve the chances of success we need to focus on defined target groups of higher risk offenders, employ sound methods for assessing individual needs, connect offenders to services well before they are released from custody, foster co-operation and collaboration between agencies, maintain an appropriate balance between surveillance, control and support, motivate offenders and encourage them to take responsibility for their actions and their futures, engage more with the community and undertake robust evaluations. Within this framework there is scope for the non-government sector to exercise professional flexibility and initiative in the way their services are individualised.

The emerging desistance literature and the 'Good Lives' model challenge us to work with individuals' strengths and not their deficits and to stop seeing offenders as objects of remedial services. Switching to an approach that empowers individuals and promotes personal autonomy is challenging for a system that is built on control and surveillance and will take time. Like the desistance process, change will occur incrementally. We need to build on our successes, acknowledging the complexity of the task, and not allow the inevitable setbacks to undermine our resolve.

Governance and Management

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

CRC has a total of 82 paid staff members ranging in duties from direct client assistance, resource development, management, delivery of training and administration.

During the past 12 months paid staff have worked alongside 48 volunteers within the local court system.

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

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

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

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

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

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

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

During the past 12 months the Board of Management has farewelled our longest standing Board member and Chairperson of over 15 years, Stephen Grieve. Stephen has been an enormous support and advocate for the organisation and he will be greatly missed. The Board has also farewelled Brian Norman and Chris Hartley and we would like to sincerely thank them for their commitment and invaluable contribution to the Board over the past few years.



Human Resources

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

The second half of this year has seen considerable change for CRC staff with funding of a number of programs ceasing either on 30th June or due to cease by the end of October. This has meant many staff have faced the prospect of redundancy and while every effort has been made to redeploy staff within the agency, some staff have ended their employment with CRC. The biggest impacts have been felt by staff employed in our Transition programs in our Broadway, Parramatta, Broken Hill and Newcastle offices. Staff in the Transport program based in Broadway have also been affected by funding cuts.

CRC management has increased the level of support to staff to counteract the impact of the funding cuts, for both those facing redundancy and those whose jobs remain unaffected. In conjunction with our Employment Assistance Program (EAP) provider AccessEAP, workshops have been held on Thriving Through Change and Building Resilience. Staff have also been given resources in Dealing with Redundancy and Survivors Guilt and encouraged to seek assistance via EAP counselling.

In recognition of the impacts that funding cuts have had on staff, funding agency Family and Community Services (FACS) has established the Sector Employment Assistance Scheme (SEAS), a service provided by Jobs Australia. SEAS provides a Jobs Board for affected staff seeking new employment, free counselling for emotional support to deal with the changes and free careers counselling. SEAS also offers information sessions for HR staff and managers to ensure all industrial and HR issues are covered, as well as free industrial advice for affected agencies. This has been a very welcome initiative by FACS.

As a member of consortia, CRC has been successful in winning tenders for new projects through the Going Home Staying Home reforms, in the inner city, Penrith and Liverpool. These projects have a focus on homelessness and the consortia include agencies

providing specialist support for our client group. Although the positions for these projects won't be available until later this year, there will be up to five new positions in which to redeploy affected staff.

During the past year many staff have undertaken new roles and positions within the organisation: Anne-Louise Lagudi became a Family Worker; Claire McMahon and Anyce Gelgyn became Transition Workers in the new STARS Project; Geraldine Blinco became a Senior Worker in the Transition Program; Matt McPhee and Marinos Anis became Service Managers as part of our Disability Transition Services; Katrina Robison became a Residential Support Worker and Joji Vakacereivalu and Neil Garbutt changed from Casual to fixed term in their roles as Residential Support Workers.

We have said farewell to some of our long term staff members (staff with 2+ years service) over the past year: Harriet Crisp, Manager Transition Programs SMHR; Ajay Philip, Men's Transition Worker; Alina Axia, Senior Worker PSI/THaSS; Ashleigh Murray and Steve Kelly, Team Leaders, Disability Transition Services and Wendy Robertson, Court Support Coordinator, Tatjana Bergmann, Transport Coordinator. Our thanks and best wishes go to each of them.





Professional Development

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

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

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

CRC staff are encouraged to attend training to update and develop their skills, reflect on their work and keep up-to-date with current practice and legislation. Training may be delivered in-house, externally, face-to-face or via webinars. CRC Core Training includes Manual Handling; Bullying and Harassment; Security Awareness; Senior First Aid and Child Protection. Examples of external training that staff have attended this year include Suicide Intervention; Family Law; Police Powers; Motivational Interviewing; Health and Safety Representation; Domestic Violence Response Training; Trauma Informed Care and Practice; Complex Trauma and Mental Health; Self-Destructive Client Behaviours; Working with Parents and Families; Aboriginal Cultural Awareness; Working with Resistant Clients; Personality Disorders; Managing Vicarious Trauma; Problem Gambling; Hepatitis C; Risk Assessment; Alcohol and Other Drugs; Mental Health First Aid; Now You've Made it to Supervisor; Workplace Law and Food Safety Handling.

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

CRC staff are also offered clinical supervision to identify emerging issues and interventions and to monitor and manage staff satisfaction. Supervision and regular performance reviews also help staff identify what their training and professional development needs are. Peer supervision and regular team meetings are held to build communication and support within teams. External Employee Assistance Program (EAP) counselling is also available for staff should they find that their work is affecting them personally, or likewise, if their personal circumstances begin to have an effect on their work performance.

Risk Management

CRC maintains its commitment to Work Health & Safety (WHS) by continuing our review of current WHS systems, drawing on the skills of our external WHS consultants Willis to review and rewrite our WHS policies and procedures and make recommendations for WHS system change.

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

CRC maintains its commitment to Work Health & Safety (WHS) by continuing our review of current WHS systems, drawing on the skills of our external WHS consultants Willis to review and rewrite our WHS policies and procedures and make recommendations for WHS system change. With the new harmonised WHS legislation in effect we were required to bring a whole suite of new policies and procedures into place and to update the existing documents and systems in order to be compliant.

New policies and procedures that will be launched in the second half of 2014 include a WHS Strategic Plan, Risk Management Procedure and Risk Register, Electrical Safety Procedure, Electrical Equipment Register and an Emergency Management Procedure. Updated policies and procedures include the WHS Policy, Manual Handling Procedure, Vehicle Management Procedure and Security and Building Safety Procedure.

CRC's Board of Management have also had an introduction to the new harmonised WHS legislation and the responsibilities they have as Board Members to ensure their compliance under this legislation. Under the new laws the Board of Directors have duties as "Officers" and must exercise due diligence by having up-to-date knowledge of WHS matters and an understanding of the business operations and risks associated with the business. This is a proactive duty to comply with all legal obligations and to ensure an appropriate commitment to the WHS of the organisation.

CRC has a strong history of sound human resource and financial management. The Board of Management, CEO and staff draw on their wide range of skills to ensure all organisational resources align closely to accomplish the organisation's mission and ensure that staff and volunteers are treated fairly and comply with legislation and agency policy and procedure. CRC aims to foster professional development within the organisation to ensure all Board, staff and volunteers are aware of and mitigate risks to the organisation, to themselves, to clients and other stakeholders.

Acknowledgements

CRC would like to acknowledge the staff, volunteers, members, partners and funding bodies that have made our work possible during 2013/14.

STAFF

At CRC our staff are at the heart of what we do. Our skilled, diverse and dedicated team work towards delivering a safe, effective service for clients that we know works. At 30th June 2014 there were 82 staff employed.

CLIENTS

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

OUR MEMBERS

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

VOLUNTEERS

Volunteers provide such an important role in our organisation and we are grateful for their commitment and dedication. Our volunteers include the remarkable team of Court Support Volunteers who work tirelessly to support nearly 30,000 clients each year, as well as our occasional administration volunteers who offer hands-on support in our busy head office.

PARTNERSHIPS

CRC has developed strong partnerships with key stakeholders throughout NSW. Some of these partnerships are formal, but many remain informal and are just as effective in ensuring we support each other to deliver mutual goals. CRC would like to acknowledge our partners and the work we do together to achieve better outcomes for clients.

2013 ANNUAL GENERAL MEETING

Once again CRC's AGM was a night of serious entertainment. Our host was the very talented comedian Tommy Dean, who kept us interested, engaged and laughing while we heard from some very thought-provoking and moving speakers. The theme this year was the over-representation of people with an intellectual disability and cognitive impairment in the NSW criminal justice system. CRC would like to thank John Feneley, NSW Mental Health Commissioner; Peter Severin, Corrective Services NSW Commissioner and Eileen Baldry, Professor of Criminology, as well as the clients of CRC.

EXTERNAL CONSULTANTS

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

CONDOLENCES

The staff of CRC would like to acknowledge the passing this year of Danny Baker Sharp and Robert Borkowski. Our sympathies and best wishes go to their families and friends.

FUNDING BODIES

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

- Department of Health
- Department of the Prime Minister and Cabinet
- GEO Group
- Gilbert and Tobin
- Homelessness NSW
- Legal Aid NSW
- NSW Department of Justice – Corrective Services
- NSW Department of Family and Community Services – Aging, Disability and Home Care
- NSW Department of Family and Community Services – Community Services
- NSW Department of Family and Community Services – Housing NSW
- NSW Health

Treasurer's Report

In the financial year ended 30 June 2014, Community Restorative Centre Inc. (CRC) income exceeded expenditure by \$108,580. (In 2012/13 we achieved a surplus of \$62,188.) This resulted in accumulated funds of \$1,104,945 at financial year end. (\$996,374 in 2012/13).

CRC remains in a healthy financial position with cash holdings at the end of the year totalling \$3,875,568, an increase of \$1,090,943 over the previous year. Much of this comprises under-expended and in-advance project income, which totalled \$2,483,517 as at 30 June 2014. This relates mainly to Family and Community Services – Ageing Disability and Home Care projects.

As noted in the 2012/13 Annual Report, CRC Management and the Board took measures to reform CRC's accounting and financial record keeping systems. Chartered Accountants Stewart Brown have continued to assist CRC in developing our financial reporting capabilities and we have recruited a permanent Finance Officer.

The benefits of this have been realised in 2013/14.

Continuing developments to the monthly financial reports include real-time information on liquidity (measures the organisation's ability to repay its current liabilities) and material variances in cost-centres. Increased information on each project has also led to greater knowledge of the administrative resources required to support each. The improvement in the quality and timeliness of financial data has been of immediate assistance to Management and the Board as the impacts of government policy and funding changes on the financial health of CRC were assessed.

This information was a key input into the reluctant decision of CRC to not re-tender for revised programs that substantially altered our proven model for support services to a challenging and complex client group. Unfortunately we had to close some key programs as a result.

Continued progress in this regard will enable CRC to adopt a sustainable cost structure, offering the community significant value for money in delivering improved social outcomes at a fair and transparent cost.

Internal improvements to CRC systems can only go so far in securing our fiscal sustainability. The uncertainty of government funding significantly impacts on CRC's ability to engage in medium- to long-term planning which is essential to improving outcomes for our clients and the wider community. CRC must be extremely flexible to manage its expenses to match unclear funding timeframes. As a result the organisation has lost skilled staff who cannot be guaranteed employment beyond a matter of weeks and months. This also causes unnecessary stress for continuing staff who naturally worry over looming funding deadlines with little or no substantive communication from funding bodies.

CRC Management, in particular Alison Churchill, are to be congratulated for the effort in managing this over the past twelve months as significant funding changes were introduced into the corrective services and specialist homelessness services.

To better secure CRC's future the Management and Board continue to investigate ways to reduce our reliance on single sources of funding as a way to ensure sustainability and necessary independence from government. CRC's funding has diversified considerably from its original primary funder in recent years however 88% is still sourced from the NSW Government as a whole. Planning is underway to engage with philanthropic and social investment sources to support our proven model of support for prisoners, ex-prisoners and their families.

*Jason Kara
Treasurer*

COMMUNITY RESTORATIVE CENTRE INCORPORATED
ABN 75 411 263 189
FINANCIAL REPORT - 30 JUNE 2014

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

Principal: David Conroy FCA

Address:
Level 2/154 Elizabeth Street
Sydney NSW 2000

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

Report on the Financial Report

We have audited the accompanying financial report of the Community Restorative Centre Incorporated, which comprises the statement of financial position as at 30 June 2014 and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the statement by the members of the Committee.

Committees' Responsibility for the Financial Report

The Committee of the Association is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Reduced Disclosure Requirements (including the Australian Accounting Interpretations) and the *Associations Incorporation Act NSW 2009* and for such internal control as the Committee determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

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

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

Independence

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

Community Restorative Centre - Financial Report 2013/2014

COMMUNITY RESTORATIVE CENTRE INCORPORATED

ABN 75 411 263 189

FINANCIAL REPORT - 30 JUNE 2014

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

Auditor's Opinion

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

- (i) giving a true and fair view of the Association's financial position as at 30 June 2014 and of their performance for the year ended on that date; and
- (ii) complying with Australian Accounting Standards - Reduced Disclosure Requirements (including the Australian Accounting Interpretations) and the *Associations Incorporation Act NSW 2009*.

Bryan Rush & Co
Chartered Accountants



D. Conroy
Principal

03 September 2014

Community Restorative Centre - Financial Report 2013/2014

COMMUNITY RESTORATIVE CENTRE INCORPORATED

ABN 75 411 263 189

FINANCIAL REPORT - 30 JUNE 2014

COMMITTEE'S REPORT

The Committee members present the operating report of the Community Restorative Centre Incorporated for the year ending 30 June 2014 and report as follows:-

NAMES OF COMMITTEE MEMBERS

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

Name of Committee Member	Position Held
S Loveday	President (<i>appointed President 29 May 2014</i>)
S Grieve	President (<i>resigned 30 January 2014</i>)
R McCausland	Vice President
G Gahan	Secretary
J Kara	Treasurer
C Anthony	Committee Member (<i>appointed 28 January 2014</i>)
L Billington	Committee Member
C Hartley	Committee Member (<i>resigned 15 October 2013</i>)
M Levy	Committee Member
P MacGillivray	Committee Member (<i>appointed 27 February 2014</i>)
B Norman	Committee Member (<i>resigned 15 October 2013</i>)
R Read	Committee Member (<i>appointed 28 January 2014</i>)
L Schetzer	Committee Member (<i>appointed 7 November 2013</i>)

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

PRINCIPAL ACTIVITIES

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

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

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

OPERATING RESULT

The operating result of the Association for the financial year was an operating surplus of \$108,580 (2013: \$62,188).

Community Restorative Centre - Financial Report 2013/2014

COMMUNITY RESTORATIVE CENTRE INCORPORATED

ABN 75 411 263 189

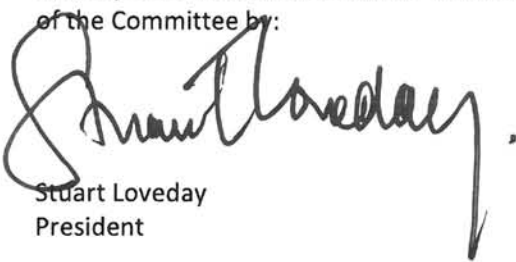
FINANCIAL REPORT - 30 JUNE 2014

COMMITTEE'S REPORT

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

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

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



Stuart Loveday
President



Jason Kara
Treasurer

3 September 2014

Community Restorative Centre - Financial Report 2013/2014

COMMUNITY RESTORATIVE CENTRE INCORPORATED

ABN 75 411 263 189

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2014

	Note	2014 \$	2013 \$
ASSETS			
Current assets			
Cash and cash equivalents	4	3,875,568	2,784,625
Trade and other receivables	5	212,026	227,732
<i>Total current assets</i>		<u>4,087,594</u>	<u>3,012,357</u>
Non-current assets			
Financial assets	6	1,834	1,708
Property, plant and equipment	7	345,638	383,516
<i>Total non-current assets</i>		<u>347,472</u>	<u>385,224</u>
TOTAL ASSETS		<u>4,435,066</u>	<u>3,397,581</u>
LIABILITIES			
Current liabilities			
Trade and other payables	8	3,217,151	2,289,887
Provisions	9	90,639	87,112
<i>Total current liabilities</i>		<u>3,307,790</u>	<u>2,376,999</u>
Non-current liabilities			
Provisions	9	22,322	24,208
<i>Total non-current liabilities</i>		<u>22,322</u>	<u>24,208</u>
TOTAL LIABILITIES		<u>3,330,112</u>	<u>2,401,207</u>
NET ASSETS		<u><u>1,104,954</u></u>	<u><u>996,374</u></u>
EQUITY			
Retained earnings		<u>1,104,954</u>	<u>996,374</u>
TOTAL EQUITY		<u><u>1,104,954</u></u>	<u><u>996,374</u></u>

Community Restorative Centre - Financial Report 2013/2014

COMMUNITY RESTORATIVE CENTRE INCORPORATED

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2014

	Note	2014 \$	2013 \$
Revenue	2	6,057,212	5,166,314
Other income	2	8,811	-
		<u>6,066,023</u>	<u>5,166,314</u>
Expenses			
Staff costs		(4,333,178)	(3,728,149)
Administration expenses		(327,836)	(342,086)
Depreciation	3	(145,562)	(128,935)
Motor vehicle expenses		(307,657)	(237,345)
Office accommodation		(262,455)	(211,243)
Other expenses		(352,572)	(320,867)
Project expenses		(182,031)	(117,479)
Repairs and maintenance		(34,228)	(12,769)
Subscriptions		(11,924)	(5,253)
		<u>(5,957,443)</u>	<u>(5,104,126)</u>
Profit before income tax		108,580	62,188
Income tax expense		-	-
Profit for the year		108,580	62,188
Other comprehensive income for the year		-	-
Total comprehensive income for the year		<u><u>108,580</u></u>	<u><u>62,188</u></u>

Community Restorative Centre - Financial Report 2013/2014

COMMUNITY RESTORATIVE CENTRE INCORPORATED

STATEMENT OF CHANGES IN EQUITY **FOR THE YEAR ENDED 30 JUNE 2014**

	Retained Earnings \$	Total \$
Balance at 1 July 2012	934,186	934,186
Comprehensive income		
Profit for the year	62,188	62,188
Other comprehensive income	-	-
Total comprehensive income for the year	<u>62,188</u>	<u>62,188</u>
Balance at 30 June 2013	<u>996,374</u>	<u>996,374</u>
Balance at 1 July 2013	996,374	996,374
Comprehensive income		
Profit for the year	108,580	108,580
Other comprehensive income	-	-
Total comprehensive income for the year	<u>108,580</u>	<u>108,580</u>
Balance at 30 June 2014	<u>1,104,954</u>	<u>1,104,954</u>

Community Restorative Centre - Financial Report 2013/2014

COMMUNITY RESTORATIVE CENTRE INCORPORATED

STATEMENT OF CASH FLOWS **FOR THE YEAR ENDED 30 JUNE 2014**

	Note	2014 \$	2013 \$
Cash flows from operating activities			
Receipts from customers and government		6,596,635	6,217,882
Payments to suppliers and employees		(5,521,304)	(5,279,046)
Donations received		8,025	925
Interest received		106,460	97,120
<i>Net cash flows from operating activities</i>		<u>1,189,816</u>	<u>1,036,881</u>
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		23,788	-
Purchase of property, plant and equipment		(122,661)	(55,900)
<i>Net cash flows from investing activities</i>		<u>(98,873)</u>	<u>(55,900)</u>
Net increase in cash and cash equivalents		1,090,943	980,981
Cash and cash equivalents at the beginning of the financial year		<u>2,784,625</u>	<u>1,803,644</u>
Cash and cash equivalents at the end of the financial year	4	<u><u>3,875,568</u></u>	<u><u>2,784,625</u></u>

Community Restorative Centre - Financial Report 2013/2014

COMMUNITY RESTORATIVE CENTRE INCORPORATED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

Note 1 - Statement of accounting policies

Reporting entity

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

The financial statements were approved by the Committee Members on 3 September 2014.

Basis of preparation

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

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

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

Historical cost convention

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

New and revised standards that are effective for these financial statements

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

AASB 13: Fair Value Measurement

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

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

Community Restorative Centre - Financial Report 2013/2014

COMMUNITY RESTORATIVE CENTRE INCORPORATED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

Note 1 - Statement of accounting policies (continued)

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

Amendments to AASB 119: Employee Benefits

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

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

These amendments have had no significant impact on the Association.

Significant accounting policies

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

Comparatives

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

Income Tax

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

Goods and Services Tax (GST)

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

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

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

Revenue recognition

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

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

Note 1 - Statement of accounting policies (continued)

Revenue recognition (continued)

Members subscriptions

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

Grants (including government grants) and donations

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

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

Interest

Revenue from interest is recognised on an accruals basis.

Cash and cash equivalents

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

Trade receivables

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

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

Property, plant and equipment

Recognition and measurement

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

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

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

Note 1 - Statement of accounting policies (continued)

Property, plant and equipment (continued)

Depreciation

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

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

Motor vehicles	3-5 years
Office equipment	5 years

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

Impairment of assets

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

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

Financial instruments

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

Initial recognition and measurement

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

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

Classification and subsequent measurement

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

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

Note 1 - Statement of accounting policies (continued)

Financial instruments (continued)

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

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

Non-derivative financial assets

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

Financial assets at fair value through profit or loss

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

Loans and receivables

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

Held-to-maturity investments

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

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

Note 1 - Statement of accounting policies (continued)

Financial instruments (continued)

Available-for-sale financial assets

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

Financial liabilities

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

Fair value estimation

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

Impairment

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

Derecognition

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

Trade and other payables

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

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COMMUNITY RESTORATIVE CENTRE INCORPORATED

NOTES TO THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 30 JUNE 2014**

Note 1 - Statement of accounting policies (continued)

Employee benefits

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

Provisions

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

Critical accounting estimates and judgements

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

Key estimates

Impairment

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

Estimation of useful lives of assets

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

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

	2014 \$	2013 \$
Note 2 - Revenue		
Revenue		
Members subscriptions	620	962
Community Services grant	666,258	448,419
Corrective Services grant	1,641,469	2,033,795
Department of Social Services grant	203,442	132,500
NSW Health grant	225,165	-
Department of Ageing, Disability and Home Care grant	2,636,930	2,271,136
Department of the Prime Minister and Cabinet	301,357	-
Other grants	160,183	61,865
Legal aids grants	37,005	46,428
Other operating revenue	70,179	73,129
	<u>5,942,608</u>	<u>5,068,234</u>
Other revenue		
Donations received	8,025	925
Interest income	106,460	97,120
Dividends	119	35
	<u>114,604</u>	<u>98,080</u>
<i>Total revenue</i>	<u>6,057,212</u>	<u>5,166,314</u>
Other income		
Net gain on the disposal of property, plant and equipment	8,811	-
<i>Total other income</i>	<u>8,811</u>	<u>-</u>
<i>Total revenue and other income</i>	<u>6,066,023</u>	<u>5,166,314</u>
Note 3 - Expenses		
Depreciation		
Office equipment	664	-
Motor vehicles	144,898	128,935
<i>Total depreciation</i>	<u>145,562</u>	<u>128,935</u>
Rental expenses relating to operating leases	262,455	211,243
Note 4 - Cash and cash equivalents		
Cash at bank and on hand	2,380,229	1,384,871
Short term bank deposits	1,495,339	1,399,754
<i>Total cash and cash equivalents</i>	<u>3,875,568</u>	<u>2,784,625</u>
Note 5 - Trade and other receivables		
Current		
Trade receivables	135,182	10,578
Other receivables	41,814	46,996
Accrued income	9,995	10,496
Prepayments	25,035	159,662
<i>Total current trade and other receivables</i>	<u>212,026</u>	<u>227,732</u>

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

	2014 \$	2013 \$	
<u>Note 6 - Financial assets</u>			
<u>Non-current</u>			
Available-for-sale financial assets	1,834	1,708	
<i>Total non-current financial assets</i>	<u>1,834</u>	<u>1,708</u>	
<i>Movements in carrying amount</i>			
Net carrying amount at 1 July 2013	1,708	1,994	
Revaluation increment (decrement)	126	(286)	
Net carrying amount at 30 June 2014	<u>1,834</u>	<u>1,708</u>	
<u>Note 7 - Property, plant and equipment</u>			
	Office Equipment	Motor Vehicles	Total \$
At 30 June 2013			
Cost	-	685,525	685,525
Accumulated depreciation	-	(302,009)	(302,009)
<i>Net carrying amount</i>	<u>-</u>	<u>383,516</u>	<u>383,516</u>
<i>Movements in carrying amounts</i>			
Net carrying amount at 1 July 2013	-	383,516	383,516
Additions	5,313	117,348	122,661
Disposals	-	(14,977)	(14,977)
Depreciation charge for the year	(664)	(144,898)	(145,562)
Net carrying amount at 30 June 2014	<u>4,649</u>	<u>340,989</u>	<u>345,638</u>
At 30 June 2014			
Cost	5,313	762,865	768,178
Accumulated depreciation	(664)	(421,876)	(422,540)
<i>Net carrying amount</i>	<u>4,649</u>	<u>340,989</u>	<u>345,638</u>
	2014 \$	2013 \$	
<u>Note 8 - Trade and other payables</u>			
<u>Current</u>			
Trade payables	54,420	71,896	
Grants received in advance	768,930	374,866	
Grants unexpended	1,714,587	1,344,507	
Liabilities to employees	518,261	391,157	
Other payables	160,953	107,461	
<i>Total current trade and other payables</i>	<u>3,217,151</u>	<u>2,289,887</u>	



