

# Community Restorative Centre



Annual Report 2010



### **Advisory Panel to CRC Board of Management**

#### **Our Patron**

The Honourable Justice Michael Kirby, AC, CMG

### **Advisory Panel to CRC Board of Management**

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**Please Note:** In order to maintain anonymity,  
images of models and CRC representatives  
have been used throughout this publication.

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

Shortly before I concluded my service as a Justice of the High Court of Australia, the Court announced its decision in *Roach v Electoral Commissioner* (2007). In a very practical way, the Court, by majority, affirmed the dignity and rights of citizenship that belong to those persons serving sentences in corrective services institutions throughout Australia.

The decision in *Roach* upheld the submission, made for Ms. Roach, a prisoner in Victoria, that the total exclusion of prisoners from voting in federal elections was unconstitutional. In the two general elections held since that decision was given, prisoners serving sentences of less than three years have been entitled (and obliged) to cast their votes. Prisoners, while in custody, remain citizens and human

beings possessed of human dignity as recognised in the Universal Declaration of Human Rights.

When prisoners leave custodial services and rejoin society they need assistance and support, as do their families and friends and the community to which they return. To meet those needs and to provide resources the Community Restorative Centre (CRC) was established. I am proud to be their patron.

During the past year many of CRC's established activities have been continued:

- The provision of post-release support. Where that support is given, return to prison numbers continue to be extremely low;
- Consultation with State Members of Parliament of all political parties has continued and increased;
- The Annual General Meeting (AGM) of CRC in 2009 was held to review the organisations achievements and problems. Record numbers attended that AGM. Many of the attendees came to hear the personal stories of a panel of speakers, comprising clients of CRC. They willingly shared the stories of their journeys before, during and after prison. From such stories, strength is derived as is a commitment to improve the work of CRC.

Over the past year CRC has undertaken several new initiatives:

- The Families Handbook was launched. This is a resource for the families of prisoners. It was launched by the Minister for Justice and the Commissioner of Corrective Services. It has proved both useful and popular;

- The Justice Maze DVD was launched at the AGM 2009 by Geoff Mulherin, CEO of the Law & Justice Foundation. There has been a great demand for this DVD. It is available free of charge to those wanting to understand the often perplexing criminal justice system of the State;
- Diversification of funding services will provide increased sustainability for CRC in the years ahead;
- There has been an increasing focus on people with intellectual disabilities who are in contact with the criminal justice system and CRC will have a greater role in delivering services to clients with complex needs;
- CRC has also increased its capacity to provide a range of services to governmental bodies, non-governmental organisations and Indigenous groups.

The conduct of federal and state elections in Australia in 2010, the 2011 state election in New South Wales and the comparatively short recurring cycles of election in this country, mean that debates over crime and punishment are never far from the popular media and political controversy. Sometimes, seeking to gain popularity with commentators who appeal to public fears and anxieties, a bidding war breaks out resulting in increased criminal punishment. All too often, this has produced longer custodial sentences, crowding of facilities and a reduction in the availability of non-custodial punishments.

Editorialists, who should know better, regularly criticise politicians for being "soft on criminals".

Sometimes, these editorials are counter-balanced with other opinions that record the increasing levels of custodial punishment in Australia; the way in which this trend exceeds equivalent levels in most of Europe ; and the huge costs, direct and indirect, that are involved in custodial punishment. New initiatives, such as the NSW Drug Court, the Intensive Corrections Order; the Magistrate's Early Referral into Treatment (MERIT) Program; the Court Referral of Eligible Defendants into Treatment (CREDIT) Program and the option of a work and deployment order for fine debtors, as well as forum sentencing involving Aboriginal elders, show that new ideas can be introduced to provide innovation and additional sentencing options to achieve the correct balance.

However, whatever the balance struck by our laws, there will be custodial prisoners. Imprisonment rates per 100,000 of the population are strikingly different around the world. In India, the figure is 32. In Japan, 63. In Germany and France, 91. In Canada, 108. In Australia, 130. South Africa, 342. Russia, 635. And the United States of America, 762 . By world standards, therefore, Australia has a high imprisonment rate. Many prisoners will be vulnerable and at risk. Very many will need help, as will their families, friends and potential employers.

Self-evidently, it is in the community's interest, as well as that of those in custodial punishment, to provide support and assistance to prisoners. This is where CRC comes in. It is why it is an important and practical organisation, deserving of our wholehearted endorsement and encouragement.



A handwritten signature in black ink, which appears to read "Michael Kirby". The signature is fluid and cursive.

**MICHAEL KIRBY**  
**Patron**  
**1 October 2010**

# Foreword

In NSW, there are now over 10,000 adults in prison. More than twice this number cycle in and out each year and the majority of these people have been in prison before. If we were to take a snapshot of the NSW prisoner population today we would find close to 70% had spent time in adult prisons before. If we were to take a picture of everybody released from prison we would find that around 43% of those releasees return to prison within two years.

This figure is much higher for people who have experienced multiple episodes of imprisonment, who come from disadvantaged communities, and have unstable accommodation options. The focus of CRC's transitional and family support is largely on this excessively marginalised group. Although recidivism is by no means the only measure of how well somebody is doing post release, it is one the most obvious barometers of post-release success.

The return to prison rate of CRC's high risk transitional clients hovers around 11% - substantially lower than the recidivism rates of those who do not have support. When you consider that many of CRC's clients have spent their entire lives cycling in and out of prison, this figure becomes even more impressive. It is often the case that via contact with CRC services, people spend longer out of prison than they ever have before.

Community transitional programs, such as those provided by CRC, are also extraordinarily cost-effective. Although there are of course complexities to calculating and comparing the overall cost of imprisonment and post release programs, at its most basic it should be noted that while it costs between \$187 and \$216 a day to keep someone in prison in NSW, CRC spends less than \$10 a day providing intensive transitional support to ex-prisoners.

As New South Wales heads towards the 2011 State election, it is likely that political debate around sentencing, imprisonment and crime will increase in potency as both parties present to the electorate their 'law and order' policies. It has historically been the case that in the lead up to elections the major political parties use these policy platforms to engage in a competition to see who can be the 'toughest' on crime, and the most punitive on those who have been caught committing it. Too often, this kind of discussion overlooks key questions pertaining to 'what actually works' in reducing crime and keeping people out of prison. CRC is now in the unique position of being able to provide some of the answers to this problem.

Although post-release services - as a crime control measure - should always be secondary to those front-end diversionary practices (which address the causes of disadvantage and ideally keep people out of prison altogether), it is clear that the targeted

transitional and post-release support offered by CRC does have the capacity to have a significant impact on the reduction of crime (and recidivism) in NSW.

In last year's annual report, the voices and stories of the clients of CRC were featured, providing a unique insight into the kind of work CRC performs. This year, the tables are turned and the staff of CRC are interviewed by the clients of the service. In this way they provide their own insights into the work they do, what draws them to work in this area, and the ways they view the many challenges facing people exiting prison in NSW.

One of the unique features of the work that CRC performs is the style of work carried out by those employed there. Over the many years of providing support to families, prisoners and ex-prisoners, CRC has learnt that for people to make changes in their lives- to move away from offending behaviour, they need more than programs that address criminogenic needs, and more than a bed to sleep in- although of course these things are important. People coming out of prison need genuine non-judgmental support. They need people who are hopeful and positive about their ability to change. They need to feel that they are not alone in trying to make massive changes and they need organisations that are realistic and honest - but not punitive in their dealings. This report goes some way in demonstrating the crucial combination of skill and passion held by the workers at CRC, and matched by the clients of the service, who continue to inspire in their capacity for hope and change



**Mindy Sotiri**  
Vice President

# CHANGING LIVES, REDUCING CRIME

## Our History

CRC was founded in 1951 on the beliefs that:

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

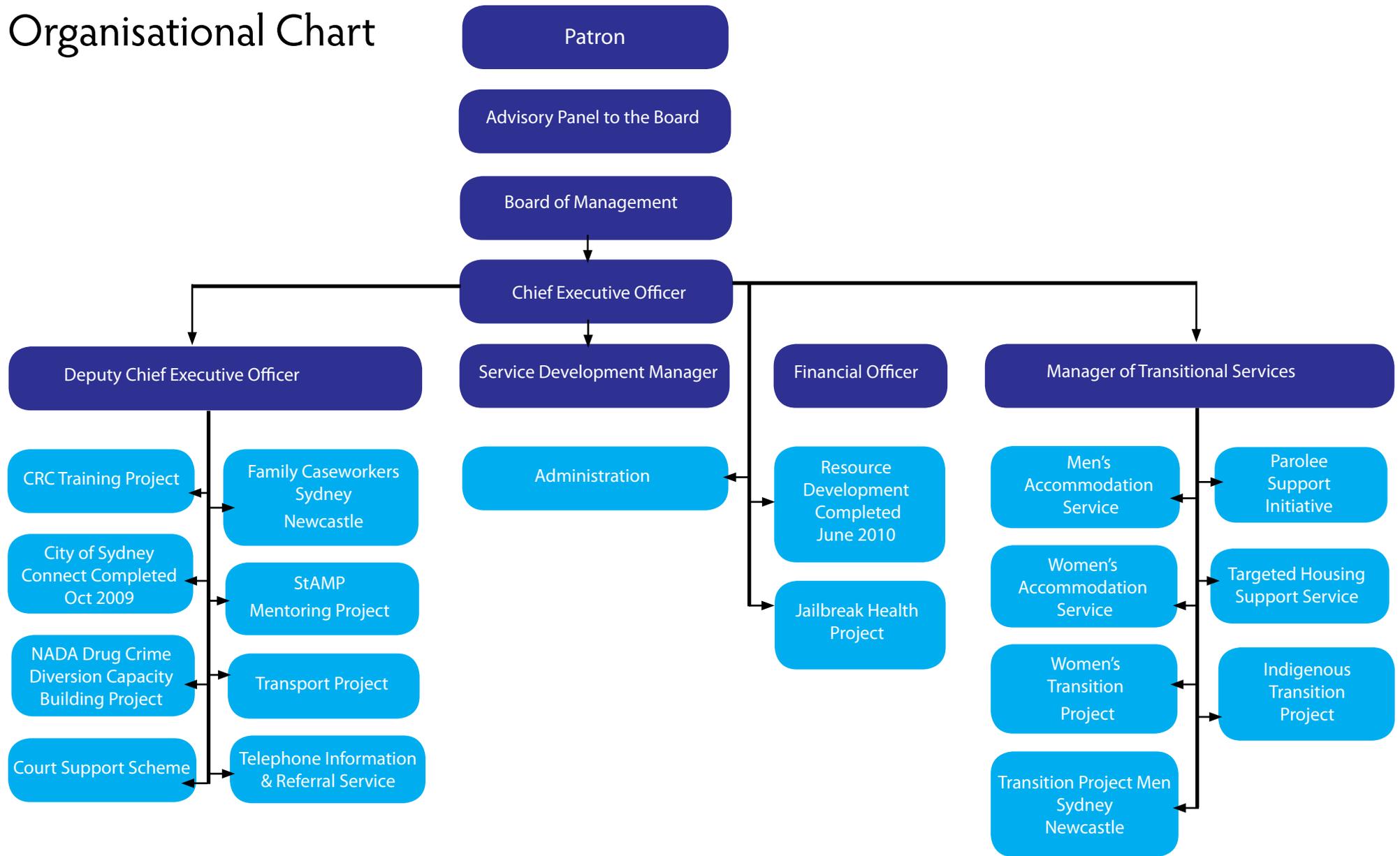
## Our Future

The CRC Mission is:

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.

# Organisational Chart



# President's Report

The past year has seen CRC achieve some very important goals while always remaining aware of the very significant challenges still to be met. We have increased our level of contact with NSW members of parliament and this is a vital part of ensuring the CRC story is regularly being told to our key audiences.

Warm congratulations go to Alison Churchill and the entire CRC team for the marvellous job they have done in increasing our funding base with a corresponding reduction in our dependence on just one or two government departments. This is a key feature of our planning for economic sustainability that is a never-ending focus for CRC. Naturally, our thanks go to all of the funding bodies that support CRC's work.

Rates of imprisonment within Australia continue to be high from an international perspective, and disappointingly, this is particularly true in NSW. This high rate of imprisonment leads to very poor outcomes for the people who are imprisoned, their families and quite obviously for the wider community. High rates of imprisonment do not produce safer communities, they produce less safe communities.

At CRC, we have a real sense of achievement, in that clients making use of our services have a return to prison rate, which is approximately one quarter of that for all persons released from prison. When it is remembered that this result is achieved for an investment of around \$10 per client, per day, the amazing cost effectiveness of CRC's programmes can be appreciated.

People coming out of prison need real support from sympathetic people who can offer them ongoing encouragement and belief in their ability to dramatically improve their lives. The marvellous results achieved by CRC's staff and volunteers bear witness to the fact that they are doing a wonderful job of providing support and compassion to the people who are our clients.

We are approaching the 2011 state election. What a marvellous boost it would have been for CRC and all of our clients to have had every state parliamentarian listen to the personal success stories of the six CRC clients who spoke at our 2009 AGM. None of these people had public speaking experience, yet each one of the six achieved a level of eloquence that would be the envy of many an experienced public speaker. Their stories contained elements of deprivation, pathos, grit, humility, courage, the preparedness to have go, wonderful humanity and wonderful humour. Each of them took us on a journey that inspired, tears at one moment and had the whole audience rocking with laughter the next. The courage and human dignity that each of them displayed was a fabulous inspiration to all

who were privileged to be present. That quite simply is what the CRC family, staff, volunteers and clients are all about.

Finally, I am delighted to have the privilege of acknowledging the marvellous staff, volunteers and fellow board members, with whom I have the privilege to work, and who do such a wonderful job. In particular, I am delighted to acknowledge the ongoing leadership of our Chief Executive Officer, Alison Churchill, who continues to lead CRC in a manner that is inspirational and highly effective. To successfully lead an organisation as diverse and demanding as CRC requires knowledge, skills and above all wisdom. We are most fortunate to have Alison as our leader.



**Stephen Grieve**  
President



# Chief Executive Officer's Report

Former client and current Board Member, Dave Adams, interviews Chief Executive Officer, Alison Churchill about her role and her hopes for the future of CRC.

*What is the best and the worst part of being the CEO of CRC?*

The best part of being the CEO of CRC is that I am working in an area that I feel very passionate about and I have the opportunity to be part of an organisation that can deliver practical services that really make a difference. It's never boring and is extremely fulfilling.

The worst part of being the CEO of CRC is a tough question. I think it would have to be putting in many hours of work with staff writing funding submissions for projects that we believe to be essential only to be knocked back. We are frequently informed that our client group is not recognised as having specific needs or issues and so our clients fall through the gaps in departmental jurisdictions.

*What were your goals when you become CEO of CRC and do you think you have achieved them?*

My primary goal has been to lead an organisation that is effective in the delivery of programs and services that support individuals and families to reduce their contact with the criminal justice system and exclusion from society. The quality of the work delivered by CRC staff and the tangible outcomes that we witness through working together with our clients demonstrates that this goal is achieved on a daily basis.

Working to create long term sustainability of the organisation remains an important goal. We operate within a state where politicians have ridden for years on a strong law and order platform, where longer prison sentences and an increasing prison population are touted as indicators of a successful government - despite the evidence to the contrary.

In this political climate it has been an uphill struggle to secure funding to provide what we believe are essential and effective services to people involved in the prison system and their families. In the last few years, however, there has been an increased recognition of the unique needs of people exiting prison and the need for increased support services post release. CRC has been successful in securing

an increase in overall funding and in diversifying its funding sources, reducing our vulnerability to the changes in direction of one or two government departments. This, in turn, has assisted in increasing our long term sustainability.

Another important goal for me as CEO has been to establish and maintain an organisation where staff feel valued and supported, are able to support each other, can be respectful of difference and speak openly to peers and managers alike. While we may not have hit perfection in this area, I think, as an organisation we are close.

*Where do you think CRC will be in ten years from now?*

I would like to think that in ten years time CRC will have:

- *Expanded its services across NSW with a focus on regional NSW where services remain scarce.*
- *Increased services to people with complex needs such as mental illness and intellectual disability.*
- *Expanded its training and capacity building programs to increase access to mainstream essential services for prisoners, ex-prisoners, their families and children.*
- *Increased services to families and children of prisoners who continue to be judged, stigmatised and socially isolated.*
- *Developed partnerships with research bodies to produce rigorous outcome data from CRC's programs.*
- *Increased our presence on government committees and working parties.*

*What would you like to change about CRC?*



I would like to increase the profile of the organisation across NSW as many families, ex-prisoners, government and non-government organisations are not aware of our services.

As one of only a few services working in this sector it would be great if more people were aware of our work and the assistance we provide. This is an area on which we will continue to work.

*Do you think you have the right staff in the right jobs?*

Absolutely. CRC would not achieve what it does without the team of staff we have working at the coalface every day. Our staff come to CRC with many different experiences and qualifications and each brings a unique perspective and skill set to add to the mix.

*Do you think the Board of Management should meet more or less often?*

Currently the Board of Management meets every six weeks. As CEO I am happy with the timeframe as it enables a realistic period of time to elapse for me to report on new issues and to present updated financial records for review and discussion. The Board members of CRC are available for contact outside of meetings and agree to come together more frequently as needs arise and when important issues need to be considered.

*Is David Adams a pain in the back side for asking these questions?*

Definitely – but it has been interesting and thought provoking. Thanks.



## FAMILY SERVICES

# Family Casework Service

Emma, the Family Caseworker in Sydney, is interviewed by Maria\*, a client of the service.

Funded by Corrective Services NSW, CRC's Family Casework Service provides practical support, counselling, information and referrals to families who find themselves involved in the criminal justice system. In addition to those assisted by our Family Casework Service, CRC helped over 270 families through our Telephone Information and Support Service.

*What is it that most fascinates you about your work?*

On a daily basis I get the enormous privilege of entering into the very private worlds of families and individuals. Learning about what constitutes 'family' and how people relate within the dynamics of language, culture and religion enriches my learning about life and other people's journeys. To hear someone's story and to see how individuals adapt to change with such resilience and strength when a loved one is incarcerated is really what fascinates me about my work.

*What attracted you to the job? Were there factors in your own life that influenced your choice of career?*

In a previous role at CRC I provided pre and post release support to women incarcerated in NSW Correctional Centres. This provided the opportunity to work occasionally with children and other family members where I was able to gain a glimpse into what it was like to be supporting a loved one who was in custody. My curiosity for issues that family members faced increased and when this current position became available it was the perfect opportunity to be able to fulfil a role that provides information, advice and support. In my opinion, this client group are also serving their own invisible sentence when a loved one is incarcerated.

The most dominating factor for my choice of career is my passion for social justice issues and working with people directly affected by injustice. I love humanity and have a deep curiosity for how and what happens to each of us on our life journey; so the opportunity to work with individuals and gain insight into their lives is always a deciding factor in any job I undertake.

*Do you consider that your work has provided you with a greater insight into the human condition?*

My understanding of what constitutes the human condition is that which encompasses the totality of the experience of being human and the lives that we live. The only thing that I understand to be certain and the same for any human is that we are born and at some stage we will die. In between we all make decisions based on our living experiences and the sense we make of ourselves through these experiences.

In relation to my work providing me with a greater insight into the human condition, I feel that I most certainly gain a deeper insight into the experiences of individuals and the decisions that they make when faced with all the complexities of life.

*Are there any particular factors, in your experience, that make it possible for people to turn their lives around completely and ultimately succeed?*

In my experience, in this position and other roles that I have undertaken, the two main factors that make it possible for an individual to make change occur in their life are a deep desire to do so and the ability to be supported on whatever level is required. Regardless of how big or small the changes are in making the steps to succeed, it appears that it is fundamental to be clear about what needs to be different and how it is that one can go about making that happen. It is also important to consider who may be available to support the process. In my opinion, success can only be measured by the individual that is involved in the process of 'turning their lives around'.

\*not her real name

## Video Visits

The costs for families and friends visiting inmates in correctional centres can be high, physically, emotionally and financially. For many, visiting a jail will include travel costs and for those in more remote areas, a lot of time. Many children miss out on attending weekend activities if a visit to a jail means staying overnight in another town.

By giving families the opportunity to keep in touch via video visits, CRC is able to provide a positive alternative for those who cannot always make the trip to a jail. With funding from Corrective Services NSW, CRC is able to meet the costs involved, ensuring this is a free service.

An increasing number of referrals led to a number of meetings with Corrective Services NSW to establish policies to make the current system of Video Visits more efficient. One very positive outcome from these consultative meetings was CRC being granted access to a system called VCSS (Video Conference Scheduling System). This allows us to book video visits directly with a correctional centre, rather than following a paper trail that can take weeks.



## FAMILY SERVICES

# Transport Service

Glenn the Transport Coordinator answers questions put to him by passengers of the Bathurst bus.

Funded by Corrective Services NSW and the GEO Group, the CRC Transport Service currently connects families and friends visiting inmates in St. Helliers, Cessnock, Oberon, Lithgow and Bathurst prisons via a low cost bus service. The bus also travels to Berrima, Goulburn, and Junee Correctional Centres in south-west NSW providing a vital link for those making weekend visits.

*Glenn, how long have you been driving the CRC bus?*

I originally responded to an advertisement for a casual bus driver to take families to Junee Correctional Centre in 2005. I began driving to Junee and then Keith, the previous Coordinator, trained me on the day trips to Bathurst, Goulburn and Cessnock / Muswellbrook.

*What were you doing before this?*

I was driving for 'Vinnies,' taking residents from Boarding Houses in Sydney's inner west, on day outings. I also worked as a Tour guide on the Sydney Harbour Bridge. Prior to this, I was a full time school teacher.

*Do you enjoy your role as transport Coordinator?*

I find this role very rewarding. I am not the most organised person, so it is a challenge knowing I have so many people to be responsible for. However, as time has gone by I am beginning to enjoy this challenge.

Also, I have a very supportive team around me, so I have plenty of help when things get a bit tough.

*Is there anything you would like to say about the passengers that use the CRC bus?*

I feel very humbled every weekend, when I meet so many different people from all walks of life, who come along to visit a family member or friend in a correctional centre. As I look through my rear vision mirror, and listen to people tell me their story, I am amazed at how much resilience humans have, under extremely difficult circumstances. There is so much 'pain' and ten times as much 'love' within each person's story.

*What other comments would you like to make?*

Two things come to mind. First, the best thing for me is that a 12 hour day on the CRC bus is never boring. It goes quickly, because serving the family members takes my mind off my own problems. I am grateful for this.

Second, CRC has great leadership. My manager, Wayne, and our CEO, Alison, are committed and very supportive. This has made all the difference!



## FAMILY SERVICES

# Family Casework Service Outcomes

Families provided with intensive support:

Hunter Office	62
Head Office	84
TOTAL	191
Accompanying Children	191
ATSI	12%
CALD	8%
Male	3%
Female	97%

Contact maintained with inmate	93%
Accommodation	16%
DoCs / Childcare / Parenting	29%
Family Reconciliation	12%
Drug and Alcohol	2%
CSNSW Related Issues	41%
Health / Mental Health	36%
Legal	25%
Counselling / Mediation	78%

# Transport Service Outcomes

Clients Travelling to:	Total #	ATSI	CALD	Men	Women	Children	Trips
Bathurst, Kirkconnell, Lithgow service (fortnightly service)	510	26	24	114	260	136	22
Cessnock service (monthly service)	38	2	0	4	30	4	11
Goulburn, Berrima service (fortnightly service)	334	26	18	44	211	79	23
Oberon service (fortnightly service)	118	0	5	15	84	19	23
St Heliers service (monthly service)	190	8	7	35	104	51	12
Junee service (weekly service)	520	38	9	68	335	117	46
<b>TOTAL</b>	<b>1710</b>	<b>100</b>	<b>63</b>	<b>280</b>	<b>1024</b>	<b>406</b>	<b>137</b>

## TRANSITIONAL SERVICES

# Transitional Support Program for Women

Rebecca answers questions put to her by one of her clients, Linda.\*

Funded by Corrective Services NSW, CRC's Transitional Support Program for Women supports women identified as medium to high risk of re-offending (women with prior incarceration, drug and alcohol misuse issues, health issues and minimum support post release.

Support commences three months prior to their release from custody and up to 12 months post release. The program provides holistic, intensive outreach support addressing the myriad issues that place people in danger of re-offending including supported accommodation, drug and alcohol misuse, social isolation, family breakdown, lack of education, and employment opportunities.

*How did you come to work at CRC?*

I came to work at CRC through someone telling me about the Transition Worker for Women role. I was working in disability services at the time and the sort of work that the Transition role entails – well, I had never considered it. But I was looking to do something different and the more I thought about the Transition role, the more I liked the sound of it, so I applied and luckily CRC liked me enough to give me the gig!

*What do you like about your work?*

I like the fact that giving someone a little bit of understanding and support goes such a long way. I enjoy seeing my clients making positive changes in their lives and going on to do things they wouldn't have thought possible.

*Does it help you to reflect on your own life and its blessings?*

Yes, it sure does. Sometimes, say for instance a client may have had something traumatic happen to them recently or in the past, it really makes me stop and think of how I might feel or cope if such a thing were to happen to me. That's when I certainly have the upmost admiration for the survival skills of humans after adversity. It makes me wonder if I would have the same strength to go on and rebuild my life in the same way that they have - I certainly hope I would!

*Do we (your clients) help you in your awareness of life?*

Yes, working with you and my other clients makes me really appreciate and be thankful for what I have today - at this moment. It also reminds me that tomorrow there could be an event in my life that could turn it all upside down. It puts things into perspective - that I have it pretty easy and things like waiting around in a bit of traffic is not such a big deal! That certainly puts a more positive spin on your outlook!

\* Not her real name



TRANSITIONAL  
SERVICES



*In total, CRC's Transition Programs' clients had return to prison rate of 9%*

# Transitional Support Program for Men: Sydney

Anna, answers questions from Ajay, a UNSW student completing his Social Work placement with CRC's Transition team.

*Why have you worked at CRC as long as you have?*

I find the work rewarding and all the staff are great! I enjoy being part of a service which is non-judgmental and has a passion for helping disadvantaged people.

*What is the most rewarding thing about your job?*

Seeing clients achieve their goals, increase their self-esteem and stay out of jail.

*Name something that you do that makes the work of CRC as effective as it is.*

Believing in clients, knowing that they can succeed and walking with them through this process.

*What are some of the challenges of working at CRC?*

Lack of funding! Not being able to help everyone.

*What's something you've learned in the time you've been working here?*

People are incredibly resilient and resourceful despite often coming from a disadvantaged background filled with abuse and trauma.

*What do you think lies ahead for CRC in the future?*

Expansion! CRC is growing rapidly. I envisage CRC opening up sites all around the state. Currently our limited resources only allow us to support a fraction of people affected by the criminal justice system. I'd like to see CRC equipped to support many more people in need.

Funded by Corrective Services NSW the Men's Transition Programs in Sydney and the Hunter work with men identified as medium to high risk of offending with prior periods of incarceration, drug and alcohol misuse, complex needs and minimum support upon release. The program commences support three months pre-release and provides up to 12 months post release outreach support.

## TRANSITIONAL SERVICES

# Transitional Support Program for Men: Hunter

Andrew\*, a client of the Men's Transition Program in the Hunter, interviews worker, Michael, about his role with CRC.

*What role does CRC play in the reintegration of an inmate?*

CRC is unique in its service delivery because it offers intensive one on one support, advocacy and referral to clients for up to 12 months post release.

This period can be extended to accommodate the individual needs of each client. Contact is made approximately three months prior to release so a detailed case plan can be developed. This pre release period provides an opportunity to discuss possible options the client may have and maximises their chances of success upon release. This period is also useful to begin to build a relationship with the client.

Linking clients with appropriate services and providing information to the clients about the type of help available is essential to making a successful reintegration. Importantly, CRC has partnership arrangements with local housing, employment, training and various other community development organisations. These partnerships ensure that a client's transition back into the community is as stress free as possible. These links and partnerships with other community organisations also provide a sense of belonging to the client.

*What socio-economic benefits are derived from intervention?*

It cost approximately \$80,000 each year to keep a person imprisoned. Last year I worked with 26

clients and only three of those returned to prison. This represents a recidivism rate of approximately 11%. When you compare that with the average rate of 43% the pure economic advantage is staggering. Of course, there are many other social advantages to consider such as the impact on families, the economic contribution made to the wider community, their social contribution, and the reduction of crime and the associated costs.

Improvement in the individual's psychological, emotional, spiritual and physical health is another import element that is incalculable.

*In your role at CRC have you noticed any obvious signs that might indicate a person being successful when they are released?*

The first thing I look for is honesty, is the person ready to acknowledge their past and where their behaviour has led them. I find that guys who have served several custodial sentences, that are in their early to mid-40s and are tired of personal failure, find it easier to accept that they need to seek guidance and make life-altering changes to do well. All of my clients are voluntary. This is also important as it is the choice of the individual whether they engage with the service or not.

*How long have you worked for CRC and why did you take on the position?*

I started with CRC in April, 2009. I had previously worked as a program coordinator in a Post Release Support Service for a local organisation

in Newcastle. In that position I could see the need to work with clients ongoing for extended periods, however, the position only really allowed me to work with clients for 6-8 weeks. In my opinion, this was not long enough for people to make a successful transition. As we know, CRC is committed to working with clients ongoing for extended periods.

Of course, I am also very passionate about working with the disadvantaged and I believe that CRC has a genuine desire to see change in people's lives, as well as contribute to the wider community through education and information dissemination to improve the understanding of the issues that exist for people who are affected by the Criminal Justice System. This is very important for me, for while I am an advocate for change on a personal level, I am also aware of the necessary need for change within the structures of our society.

*What are some of the limitations of your position?*

There are always limitations. I am a sole worker up here in Newcastle, so demand for service always exceeds my case load. Access to appropriate services within the mental health system and to a lesser degree AOD services is a frustration. Housing and employment are also areas of great concern as they are of primary importance. Often my clients are faced with accepting accommodation that is less than satisfactory simply because there is no other option.

Ideally, I would like more time to establish

partnerships and contacts within the community particularly around housing, employment and social engagement.

*How does mental health, AOD and/or physical illness impact on the success of an inmate upon release?*

The majority of my clients identify as having mental health, AOD or physical illnesses and the issue is always access to services that are appropriate and timely. Just getting a GP in Newcastle is very difficult at the moment. These are very important issues and getting clients stable on medication and/or support is vital for a successful reintegration. The introduction of the Connections Project through Justice Health is an opportunity for a smoother transition for clients who have a range of medical conditions that need to be addressed when they are released. I have also established a good rapport with Centrelink and work closely with their staff around referral to appropriate employment providers and access to the Disability Support Pension for those clients whose illnesses will prevent them from seeking employment. Ideally, these assessments could be made prior to release thus ensuring that clients are on their appropriate benefit from the beginning.

I would like to thank Andrew\* for his thought provoking questions and his enthusiasm.

\* not his real name



## TRANSITIONAL SERVICES



### Accommodation Service Outcomes:

Number of Clients Supported	52
Men	32
Women	20
ATSI	19%
CALD	17%

# Men's Accommodation Service

Harriet, answers a few questions put to her by some of the clients of the Accommodation Service.

Funded by the Department of Community Services (Supported Accommodation Assistance Program), CRC's Supported Accommodation Service provides a staged approach to reducing homelessness and reoffending. The Accommodation Service provides one reception and three transitional houses to assist clients immediately following release from prison, after which medium and longer term housing solutions are ensured through partnerships with many community housing providers.

*Do you enjoy the job?*

I love the job!

*What is frustrating about the job?*

It can be frustrating when you're not sure, as a worker, how much you're helping. It can be extremely frustrating to watch a client go through struggles and difficulties. We just try our best to support them through it.

*What do you get out of helping people?*

I love that I get the privilege of having a positive impact in someone's life which, in turn can affect their family and friends, and the wider community. I love seeing the hope in a person and the pride and happiness they have after making positive choices and achieving their goals.

I love seeing the realisation that, though we support them, they realise that they can and that they have achieved something.

*Do you feel there is more that you could do but can't?*

I think there is always more that everyone can do and I think we should always strive to do more and to continue to challenge ourselves and our clients. As we only have limited staff and resources, it is impossible to help everyone. There is always need for more funding for more services to be able to support more people.

*What is most pleasing about the job?*

There are always different things going on: no day is ever the same and no client is ever the same. I consider being allowed into someone's life for a period of time as a privilege, and I think the client and case worker are able to learn from each other. It is exciting to be able to share in someone's 'wins' and successes.

*What is a typical day?*

There is no typical day! Sometimes it seems like it is going to be a quiet day and then something changes and it suddenly becomes hectic.

*How do you screen your clients?*

I actually find this part quite difficult because I would like to help everyone! One of the main things I look for in a client is their desire to really change. If a client is committed to 'making a go of it', then I find they are easier to engage with and work together with to achieve their goals.

Of the fifty-two clients assisted through the Accommodation Service, only two returned to prison due to reoffending. Five others returned due to a breach of their parole conditions.

TRANSITIONAL  
SERVICES

Women's  
Accommodation  
Service



Diana, a Social Work student in her 3rd year at Australian Catholic University, asked Donatella, Women's Accommodation worker and her placement Supervisor, the following questions:

Funded by the Department of Community Services (Supported Accommodation Assistance Program), the Women's Accommodation Service targets women at high risk of homelessness and high risk of reoffending post release. The service commences work with women up to three months prior to their release from custody and offers over twelve months post release support. Through outreach support the program aims to address the issues that place people at risk of homelessness, reoffending and relapsing into drug and alcohol misuse and ill health.

*What attracted you to becoming a social worker?*

Social justice is important to me, from the individual to the societal level. Social work addresses issues at all levels, from a person's psycho-emotional state, to family dynamics, community well being, social, political and economic structures. All of these are interconnected, and these interconnections are highly relevant in the work that is done at the CRC to address the issues faced by people who are affected by the criminal justice system.

*What do you believe is the most important quality to possess for this profession?*

You need to be able to balance head with heart, to have compassion and empathy, as well as the ability to analyse a situation and respond rationally. If you have one without the other, you won't provide the best possible service to your clients.

*If you could fix one social problem in this world what would it be?*

I am constantly aware of how a person's circumstances, their opportunities in life, are determined to a large extent by the accident of where and when they are born. People hold potential, but to fulfil that potential there are certain prerequisites and these are not available to all people equally.

So, I would like to see equality in access to opportunities, to services, to human rights - I could go on!

*What is the most challenging aspect of your job?*

I've always found that dealing with unresponsive, inflexible systems presents a challenge. People who don't work in this field tend to assume that clients' issues (violence, trauma, poverty, homelessness, mental illness, unemployment, discrimination, social isolation...) present the most challenge, and certainly working with these affects you. But I find that most of my frustration comes from systemic issues, where people's needs and rights are disregarded. This affects clients directly, and hinders their capacity, and mine, to address those other issues.

*What is the most rewarding aspect of your job?*

It's a cliché isn't it, but being involved in assisting people to improve their lives, as determined by themselves, and seeing people fulfil their potential, is most rewarding.

*How do you unwind after a hard day?*

I love to get outdoors and get moving – nothing beats stress better!

## TRANSITIONAL SERVICES

# Parolee Support Initiative

Former client, Peter\*, interviews Senior Project Worker, Bronwyn.

Funded by Corrective Services NSW through the NSW Housing and Human Services Accord, the PSI Project provides support and accommodation to people who are exiting prison on parole with a mental illness and / or intellectual disability.

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 re-offending and returning to prison, often within a very short time frame.

Accessing support within the community is difficult and many people are denied services due to fear and a lack of understanding of their needs.

Recently relocating its office to Parramatta, PSI Project provides an intensive, individualised, practical and emotionally supportive service.

The project links parolees and their families with a range of services in the community such as disability and mental health, drug and alcohol, employment and recreation services. Support commences 3 months pre-release and is then provided for up to 6 months via outreach to clients in their own properties, provided in partnership with Housing NSW.

*Given your time with PSI, have you achieved the job satisfaction you hoped for when applying for the position?*

Yes I have achieved immense job satisfaction from working at CRC, in fact working with this organisation and client group has exceeded all my expectations that I held when I began working here. At the end of the day I feel quite proud to be working with individuals who despite such adversity try to accomplish a life that I myself take for granted. It has really opened my eyes to the complexities that prisoners face.

*Why would you want to work with ex-prisoners?*

I have always wanted to work with prisoners. I am at a bit of a loss to explain why but I suppose

it could be attributed to ex-prisoners facing so many issues in society. They are in my opinion probably battling not only a whole host of issues from their past and present but a stigma that never goes away. I wanted to prove to myself and also make it a standard that being in prison should not label a person forever, and that rehabilitation is possible.

*What are the challenges of taking on your clients' issues and problems?*

Our clients specifically have mental health issues and or an intellectual disability. This is in addition to a range of complex issues that prisoners tend to have. It can be quite emotional working with people who have suffered so much in their life, and some of the things that clients have disclosed have been quite shocking and distressing, that they have had to live through such a tumultuous life. Part of the challenge is when clients relapse in to previous behaviours. Sometimes despite all the support and guidance clients can't overcome habits which have become habitual easily, and may take several attempts.

*How do you cope with your own life, given that you spend most of your days dealing with issues and problems of very challenging clients?*

Part of the job is to remember that even though there are bad days there are also good days, and usually more frequently when you are in awe of your clients. The rewards for this job compensate for any bad outcomes. In saying that though I find it hard to disengage from the clients that

Only 1 client of PSI returned to custody for reoffending. Four returned for breach of their parole conditions.

### Parolee Support Initiative Outcomes:

Number of Clients	13
Female	3
Male	10
ATSI	1%
CALD	1%

return to custody, mainly because at this point there is very little you can do to help improve their situation.

However not many people can say that they feel their job makes the world a better place, and at the risk of sounding arrogant I believe CRC really lives up to its ideals.

*How do you think PSI has impacted on your clients' lives as opposed to having no support available?*

Clients have been quite positive in their evaluation of PSI, in terms of helping them establish a life for themselves. Providing such intensive support builds quite a strong rapport, and this in addition to the accommodation and services provided has led many clients to feel that without PSI they may have returned to custody. That is not necessarily a given, but it certainly makes it easier for them if someone is helping them gain independence.

\*not his real name

COMMUNITY



Court  
Support  
Scheme

## Recently retired Court Support Coordinator Allan, was interviewed by Jack who has taken over the role.

Funded by the Legal Aid Commission of NSW, more than 40 volunteers staff CRC's Court Support Scheme. They assist the community by providing support in 15 local and family courts across the greater Sydney Metropolitan and Central Coast regions.

The volunteers provide information on court procedures, sources of legal assistance, emotional support, and referrals to other services. The Court Support Scheme is available for defendants, witnesses, victims of crime, as well as the many friends and families of those attending court.

During the past twelve months the Court Support Scheme assisted over 60,000 people.

In June 2010, Court Support Coordinator, Allan, retired after 12 years in the role. In his time in the job the number of volunteers and the courts CRC operates in increased significantly.

Allan's contribution to Court Support has been recognised by volunteers, the courts and his colleagues at CRC.

When Jack visited him in his home for this interview the lounge room was covered in cards celebrating Allan's and his wife Judy's fiftieth wedding anniversary. Among the cards from family and friends were congratulations from Prime Minister Gillard, NSW Premier Keneally, Governor General Bryce and local notables.

*Congratulations on your wedding anniversary Allan. Tell me, what was the highlight of your time at CRC?*

I'd say receiving the Law and Justice Foundation Award to Court Support volunteers in 2003 was my proudest moment. The award was presented to the 40 volunteers who assisted victims of crime, defendants, witnesses in court proceedings and friends and family members.

*How would you describe a 'typical' Court Support volunteer?*

Most of our volunteers are retired people who want to give something back to the community and they are really the reason I stayed in the role so long. Another group of volunteers are young law students who are full of enthusiasm and keen to get experience in a court environment. I really enjoyed meeting so many great people.

*How often do you recruit new volunteers?*

While some people stayed for ten or more years I've found I needed to replace between 15 and 20 volunteers each year. They either moved on to full-time work, retired again, or just decided to stop. Three volunteer recruitment agencies supply the majority of referrals.

*How different have you found working for a community organisation to your time in the public service?*

No different really. Both deliver essential services to the public. My working knowledge of the law acquired in the public service was helpful in doing the job. The CRC staff are a great bunch of people and I do miss them.

*Can you tell us a bit about your role as Court Support Coordinator?*

I visited all the courts where volunteers were working, I didn't do any face-to-face work with the public. My job was to support the court volunteers to do their job. They were the ones who knew the ins and outs of their particular court and all the courts were different in how they worked with the public. Volunteers work at the front line of the legal system and have to deal with people who are often confused and intimidated by courts.

Thanks Allan, and all the best for your retirement.

## COMMUNITY

# Jailbreak Health Project

Dave Parsons has worked as a guest producer on Jailbreak in the past twelve months. Here he interviewed Jailbreak Health Project Coordinator and radio show presenter, Kate, about her role at CRC.

The Jailbreak Health Project is funded by Sydney South West Area Health Service. The Project was developed in recognition that the prison setting is a high-risk environment for blood-borne communicable infections. The project aims to deliver a range of targeted and relevant health promotion messages to prison inmates and other people affected by the NSW correctional system.

One way of doing that is through the weekly broadcast of a radio show called Jailbreak. Broadcast in and around Sydney on 2SER 107.3 FM and available for podcast online, the show helps to fill this information gap while restoring a sense of humanity to the people who feel their lives have become disconnected from society.

Jailbreak talks to inmates, health professionals and community workers. The radio show also broadcasts inmates music and poetry, news on contemporary issues for inmates and their support people as well as health promotion messages developed and spoken by people on the inside.

*What sort of background did you come from before arriving at Jailbreak CRC?*

My professional background is in health and after some years nursing acute cardiac patients I became interested in teaching and went into tertiary nurse education. Then I took another big change to working in radio journalism.

*Coming from a background that has not included much contact with the prison system how has it been for you becoming so deeply immersed in issues related to prison?*

I'd say the impact of working on Jailbreak has been personally profound and has probably changed my whole thinking on life. I know now how fairly narrow and out of context my hospital based nursing experience actually was and not

the broad view of life's struggles I'd originally thought.

*What have been the highlights for you since joining the CRC team?*

For me two things stand out: first the inspiring and dedicated staff from very different walks of life, led and supported by an outstanding CEO; and second, the people I meet through Jailbreak who struggle and succeed and praise the life saving fortune of finding CRC. The real highlight for Jailbreak is seeing our clients nurture others inside and the wish to give back what they received. Oh yes, one last huge very important highlight is meeting you Big Dave, without whom I would never be able to go on holiday. Big Dave, you are the highlight of Jailbreak!

*I've noticed many changes to the style of the Jailbreak program since you arrived. Can you tell me a bit about those changes?*

Jailbreak's going through a makeover. Listener feedback about Jailbreak suggested we need to be more hip and groovy. The program focuses much more on music from artists on the inside and outside who play and talk about their work or perhaps telling life stories, struggles and experiences. We are also aiming to go live most of the time.



### Dave Parsons reflects on his involvement with the radio show.

*I was excited to come on board with Jailbreak as a part-time producer and host.*

*Working on the show has given me the chance to voice concerns and raise issues that I feel are important to the average inmate.*

*I began my work in this field at the wrong end of the spectrum - as an inmate in NSW learning about our system from the inside.*

*During my efforts to help the boys inside, I appeared as an interviewee on the Jailbreak radio program several times, got to know some of the staff and learned about the goals and directions of CRC.*

*Jailbreak gives opportunities to voices that would otherwise fall silent. I'm proud to be able to help those voices be heard.*

### Outcomes for Jailbreak Health Project:

- 54 Jailbreak programs were broadcast
- Jailbreak broadcast its first two hour live Christmas Day program with co-host celebrity guest actor Simon Westaway
- Guest producer and ex-inmate, Big Dave, produced five shows
- Five female inmates at Dillwynia Correctional Centre wrote and performed music for the show
- A new initiative was developed successfully as an ongoing working partnership with Sydney University's School of Public Health Graduate Indigenous Health Promotion Students. Its purpose is to develop innovative culturally relevant promotional health material for broadcast on Jailbreak
- 70% creative pieces broadcast were written and performed by Indigenous artists
- A Jailbreak feature article was published in the national Indigenous magazine In Vibe in July 2010
- Jailbreak will be broadcast nationally over the Community Radio Network from October 2010.

## COMMUNITY

# StAMP Mentoring Project

Project coordinator, Cathy, interviewed mentor Liz about her experience with the project and how it has enhanced her studies in Community Welfare at TAFE.

The StAMP project is funded through the NSW Attorney General's Department and conducted in partnership with Marrickville Council and Petersham TAFE Outreach. StAMP links community volunteers, who are trained as mentors, with people exiting custody or those considered at risk of going into custody. Currently the project is operating around the central and inner western suburbs of Sydney.

Trained mentors may meet with mentees once a week to catch up and offer support. This support comes in the form of a friendly chat or encouragement, commencement of new hobbies or recreational activities, assistance with TAFE homework, job seeking or assistance accessing essential services in the community.

*What has been the biggest highlight for you in being a StAMP Mentor?*

Learning about different people and their experiences, and enhancing my knowledge and skills around working with people involved in the criminal justice system. StAMP was my first introduction to CRC and is one of the things relating to my studies I've enjoyed most. Although I became involved in StAMP because of my interest in corrective services and offender support, it became far more important than just something that assisted my learning in TAFE.

It has given me an incredible insight into the world of people affected by the criminal justice system and will be something that I will remain interested in and passionate about. And I've enjoyed working with you immensely, Cathy! You are generous in the time that you dedicate to the program and the time you spend with not only me but all the mentors.

*What has surprised you the most in spending time with an ex-prisoner?*

I'm inclined to say 'how easy it was' – but then I remember emotional phone calls and contagious stress. Probably the most surprising thing is how well I got along with my mentees, one in particular. It's incredible how two people from completely different backgrounds can find common interests and enjoy each other's company. I was also surprised at how involved I became in the program and the time that I was willing to provide due to how much I enjoyed it.

*Do you think your support makes a difference?*

Absolutely. I've had four mentees in total and the support I've provided has been different for each. In some cases I've just been a person to talk to when things aren't going well. In others I've been able to help them get access to local services and increase their living skills.

Despite the fact that the mentee that I still see at the moment has contact with his father, he often tells me that without my support he wouldn't know what to do and how grateful he is. I've also been able to witness firsthand the change in people when they have someone that will just listen and spend time with them without judging their actions and past.



*What is it about volunteering that you most enjoy?*

I'm not sure. I enjoy doing something that is going to help someone who would otherwise be on their own. I don't know how I'd feel doing something like StAMP and getting paid for it – I prefer to do it knowing that I have no obligation to be there and having the mentees know that too. That way they know I really want to be there and it makes it more personal.

*What does a typical mentee meeting look like, i.e. what sort of activities do you do?*

Some mentees like to just have a coffee and chat, whereas others are more interested in getting out and doing things. One mentee and I would do things like go to Bondi, see a movie, even something as simple as going to buy a mobile phone, going to the Medicare office or learning to self-serve at the supermarket if he was unsure about how to do something. I went to Probation and Parole with a mentee once; we even went to the football for his birthday which was an interest for both of us.

## StAMP Mentoring Project Outcomes

- 26 mentees have been assessed
- 21 matches between mentors and mentees have been initiated
- CRC had 16 active mentors during the year
- Only 3 matched mentees returned to prison due to reoffending
- Only 2 mentees returned to custody due to breaches of their parole conditions
- StAMP mentors were nominated for 2 awards last year, the Law & Justice Foundation Justice Award and the Volunteering NSW Volunteer Team of the Year Award
- The average age of mentees is 40
- 72% of the mentees are male, 28% female
- The average number of custodial sentences served per mentee is 7
- On average, 2.5 years is the longest period in the community between sentences for mentees
- On average, mentees identify as having only two close friends they can rely on for support

Some of the milestones for mentees since participating in the StAMP program are:

- longest time out of prison ever;
- longest period of not using drugs since starting at age 14;
- reconnected with family;
- was invited to a dinner party;
- started studying again after finishing school at year 8;
- got a driver's licence

# Resource Development

The issues facing prisoners and their families are rarely discussed in the public arena and support can be difficult to find. The lack of information available to this client group often exacerbates their sense of isolation and disconnection from the community. The lack of government funding for direct service provision reinforces the need to develop and distribute resources.

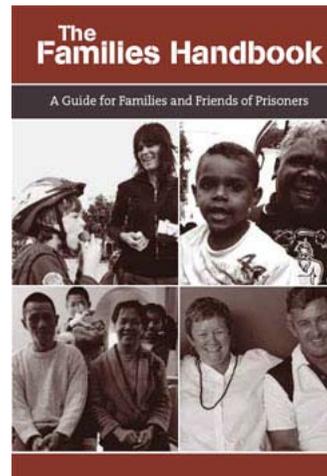
Resources developed by CRC include a DVD (The Justice Maze) books (The Families Handbook, and Getting Out) leaflets and websites. These resources are of great value to ex-prisoners and their families, welfare workers, government departments, TAFE colleges and universities, CRC staff and the general public. In the last 12 months a number of new resources were created or finalised.

## *The Families Handbook*

The Families Handbook was launched by the Minister for Corrective Services, Phillip Costa MP, on 4th May 2010. The development of this booklet was a joint initiative of Corrective Services NSW and the Community Restorative Centre (CRC).

The Families Handbook contains information that is useful for people dealing with corrective services and visiting prisoners. It also contains real life stories from people who have had family and friends in prison. It contains contact details for government and non-government community service providers throughout NSW.

The Families Handbook is free for people with relatives or friends in NSW prisons and NSW community service providers. Fifteen thousand copies were printed and to date thousands have been distributed to families throughout NSW. As well as being a useful tool for families, copies of the Handbook is also regularly requested by government and community service providers.



## *The Justice Maze DVD*

The Justice Maze was launched by Geoff Mulherin, Director of the Law and Justice Foundation, in November 2009 at CRC's AGM. The Justice Maze is a survival guide for families of people who have been arrested, facing trial, and may go to prison.

The DVD was made in a drama/documentary style using a combination of professional actors, non-professionals and experts. Our experts included CRC staff, Legal Aid, Probation and Parole, Corrective Services, a practising criminal barrister and Centrelink. Available free of charge this resource is proving to be incredibly popular with families and service providers around the state.

## *The Parolee Support Initiative Resource*

Brochures have been completed for parolees and other people who need assistance with independent living. These brochures provide information on healthy relationships, healthy living, money, housing and parole. They are illustrated with colour photos and written in a simple and clear style.

## *NADA*

Work continues with NADA (Network of Alcohol and Other Drug Agencies) to develop print and website resources for drug and alcohol workers working with ex-prisoners. This is a similar project to our Gimme Shelter resource kit for housing workers.

## COMMUNITY



## Cookbook

Early in 2010 work began on a cook book for people exiting prison. Funded by StreetSmart and Corrective Services NSW (PSI) the book provides nutritious healthy recipes for those living on a budget. The book contains colour photos of easy to prepare meals with step by step instructions, and is available free of charge. Our master chef is Greg Balikoff and the book was expertly edited by CRC volunteer, Margaret Holm. The cookbook has now been printed and made available to CRC clients.

## CRC Website

The CRC website contains information on our services, downloads for resources, order forms for resources, bus timetables for our services to NSW prisons and lots of other useful information. In 2009/10 the site received 14 433 unique visitors, an increase of 21% from last year.

# Telephone Information & Support Service

Intake, CRC's Telephone, Information and Support Service, is available four days per week. The service provides advice, information, crisis support and referral to people affected by the criminal justice system.

The service has never received direct funding, so all project staff contribute to the service via rostered duties. As the only service of its kind available in NSW, it provides essential support and information to a diverse range of individuals and services.

The service receives calls from government departmental staff, non-government organisations, peak bodies, students, families of prisoners, prisoners and ex-prisoners both interstate and overseas.

All calls to the service requiring 30 minutes or more are recorded in the CRC data base. The following data provides a snapshot of who accesses the service and the issues they present.

The intake service received 696 calls in the financial year 1 July 2009 – 30 June 2010.

Presenting with the following issues:

Issue Description	%
Accommodation	19%
Corrective Services NSW	20%
General CRC Information, including bus info	50%
Financial	5%
Legal	2%
Health	4%

Caller Type:

Agency Worker	31%
Ex-Inmate	12%
Family / Friend	39%
Inmate	3%
Other	15%

## COMMUNITY

# Training & Capacity Building

While CRC believes that there will always be a need for dedicated services supporting high need ex-prisoners and their families, we also know that many people affected by the criminal justice system could be assisted by the vast range of health, financial, legal, accommodation and welfare services currently operating effectively in the community.

CRC is committed to increasing the knowledge and building the capacity of government and non-government services, enabling increased access and support to prisoners and their families. We hope that through increased cooperation and sharing of knowledge and resources, service provision can expand to change people's lives and further reduce crime and its impact on the community.



## ***CRC Training Outcomes:***

CRC Training has run:  
14 sessions

Number of Participants:  
208

## Network of Alcohol and Other Drug Agencies (NADA) Drug Crime Diversion Capacity Building Project

Mel, former Connect Training project worker, interviewed Mandy, Senior Training and Development Worker.

The Drug Crime Diversion Capacity Building Project began in 2008 in response to a request from the Network of Alcohol and Other Drug Agencies (NADA) to develop a training and change management package aimed at increasing access for criminal justice clients to drug and alcohol services.

CRC undertook a lengthy consultation and development process identifying a variety of issues and difficulties commonly experienced by criminal justice clients and workers in drug and alcohol rehabilitation services. In order to address some of the issues, CRC offers a comprehensive training and change management package free to NADA member agencies across the state.

CRC and NADA have also commenced work on a value-added project, developing a web based resource known as No Bars. The website will provide comprehensive information and publications for drug and alcohol services on

working with criminal justice clients.

*What do you enjoy most about your role at CRC?*

Having the chance to use my extensive client work experience to educate other workers and hopefully dispel some myths and misconceptions about the "justice system" and those affected by it. It is an opportunity to advocate for the rights of prisoners, ex-prisoners and their families indirectly through education.

Another highlight of the role has been the chance to work with Uncle Ray Jackson – a tireless and staunch advocate for Aboriginal rights, particularly in relation to Indigenous deaths in custody. Co-facilitating to Indigenous specific services has enabled us to deliver training and change management in a way that reflects the unique issues, experiences and learning needs and styles of Indigenous workers and clients.

*What are some of the challenges?*

One of the biggest challenges I face is the negative attitudes towards those who have had contact with the criminal justice system based on lack of knowledge, fear and discrimination. The ongoing lack of awareness and concern about the appalling over-representation of Indigenous Australians in prisons and the myriad of factors contributing to this is both confronting and disturbing.

*You travel quite a bit for work. Do you find the issues are the same for our clients throughout NSW or do*

*other factors come into play in different areas?*

In all my travels to regional areas I hear from workers that marginalised clients experience similar issues. The only significant differences seem to be related to the lack of services and geographic isolation of these areas. Distance from services results in difficulties for clients in accessing them but agencies and workers are creative about finding solutions to these specific challenges. Because there are fewer services they seem to work more collaboratively. This results in more streamlined and cohesive client service provision.

*You've had a few roles at CRC now. Do you miss working one-on-one with clients?*

My previous role involved providing transitional, case-management support to men and agencies and clinical supervision to the Men's transition workers. I miss both those roles, especially the work with clients who were incredibly inspiring and taught me so much of value, a lot of which I refer to in the training I deliver.

When I tell people what my work is the most common question I'm asked is 'Aren't you frightened?' or words to that effect. Consistently, this is the reaction I get which indicates to me that there has been little shift in community attitudes. Accordingly, there is much work to be done in training, educating and providing forums for people to explore their attitudes, behaviours, values and levels of skills and confidence in working with these clients.



*Is there anything else you'd like to add?*

Thank you to David Adams for his invaluable volunteer work on both the NADA and CRC Training projects. As always I would like to acknowledge the real experts in this field – those with a lived experience of incarceration and their loved ones. It has been a privilege to work with clients and families and in the process glean some of the invaluable knowledge they hold.

Outcomes for NADA Drug Crime Diversion Capacity Building Project :

A total of 110 people have completed the NO BARS training.

These include staff from Wayback, The Buttery, Maryfields, The Nagle Centre, The Peppers, Richmond Fellowship, Cope Day Programme, O'Connor House, Oolong House Aboriginal Corporation, Odyssey House – Detoxification Unit, Parents and Childrens Centre, Assessment Unit and main Adult Treatment Centre, Weigelli Aboriginal Corporation, ACT Health, ADFACT, Directions ACT, Catholic Care ACT, Karralika, and Ted Noffs – Sydney.

41 staff from 3 agencies, (Oolong, Odyssey and Weigelli), completed a change management process resulting in an action plan aimed at increasing access for criminal justice clients by implementing changes at both an individual and organisational level.



## ORGANISATIONAL PRACTISE

# Governance & 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 31 paid staff members ranging in duties from direct client assistance, resource development, management, delivery of training and administration.

During the past twelve months paid staff have worked alongside over 50 volunteers. Our volunteers work within the local Court system, in the community as mentors, and assisting with the administration of the organisation. We estimate that our volunteers continue to contribute approximately 230 hours of service per week. This is the equivalent of an additional 6

full time staff, the cost of which amounts to over \$304,000 per year.

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 have 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, criminology.

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

President	Stephen Grieve
Vice-President	Mindy Sotiri
Treasurer	Stuart Loveday
Secretary	Gary Gahan
Ordinary Member	Bill Pope
Ordinary Member	Chris Hartley
Ordinary Member	Angela Owens
Ordinary Member	David Adams
Ordinary Member	Brian Norman

One Board of Management position remains vacant at the end of this financial year.

The Board answered a few questions about their involvement with CRC and where they see the organisation heading.

## ORGANISATIONAL PRACTISE

**President Stephen Grieve was first elected onto the Board back in August 1993.**

*What have been the highlights of your involvement with CRC?*

Observing the fabulous work done by so many outstanding CRC staff and volunteers who have worked with so many of our clients to make such significant and lasting changes in their lives. Observing the numerous examples of what so many of CRC's clients have achieved on their own behalf. Having the privilege of working with two absolutely outstanding CRC leaders: firstly Violet Rumeliotis who brought CRC from a rather low point back to a really solid state and Alison Churchill who took that base and has since built CRC up to the high reputation and record of achievement that it currently enjoys.

***Mindy Sotiri has been involved with CRC for many years as a final year social work student, staff member and member of the board for 6 years.***

*What have been the highlights of your involvement with CRC?*

There have been so many- but in recent times I am very excited about the ongoing and substantial

expansion of the CRC post-release service. After years of a few dedicated people lobbying, and quietly jumping up and down about the lack of post-release services, there has finally been some actual (non rhetorical) and substantial action in this area.

**Secretary Gary Gahan has been on the Board for four years. He is the Coordinator of Blood Borne Infections Prevention Programs with NSW Health.**

*What is it about CRC that interested you in becoming a Board Member?*

I think CRC is a wonderful example of the intersection between a committed, dedicated and experienced staff team that implements social justice principles that can change the lives of real people and a management board that brings a broad range of perspectives to bear on the big picture issues. And it works!

**Treasurer Stuart Loveday attended his first CRC Board meeting back in May 2000. He is also the Executive Officer of the Hepatitis Council of NSW.**

*Why were you interested in becoming a CRC Board Member?*

Given the massive prevalence of hepatitis C among NSW prisoners, I saw the potential to merge my own strong belief in matters of social justice with my work in helping improve the

quality of the lives of all people with hepatitis C.

**Chris Hartley has been a Board member for almost two years. His work in the homeless sector ties in well with the work of CRC.**

*What do you see as the major challenges facing CRC in the future?*

Expansion. The great 'runs' that CRC has on the Board now means that a lot of government departments are going to want CRC to expand its capacity and scope of work. This is ultimately positive, but not without its challenges!

**Bill Pope has been on the Board for over ten years and sees the growing numbers of people in prison as one of the challenges for CRC.**

*What first attracted you to become a Board Member and what have been the highlights?*

As an ex-prisoner, I wanted a way to give something back by aiding fellow ex-prisoners, and others affected by the system. The highlight has been celebrating my ten years on the Board at the AGM!



Angela Owens first became involved with CRC when she worked as the Jailbreak Health Project Coordinator in 2007.

*What have been the highlights of your involvement with CRC?*

These days I live in a country town in NSW so I participate in board meetings via teleconference. It was a real treat to be able to attend CRC's AGM in Redfern last year and meet fellow Board Members, staff and members face-to-face. Hearing the personal stories of CRC clients and former clients was a powerful, moving experience.

**The Board's newest member, Brian Norman, worked with Probation and Parole for thirty five years before joining the CRC Board.**

*What do you see as the challenges facing CRC in the future?*

I believe there will be a significant shift towards the community-sector in provision of a range of services to people who have offended. I think that the challenge for CRC will be to keep one step ahead of the action when it happens and to be able to maintain focus during periods of rapid expansion. CRC is well-placed because it is professionally led and has a proud history of service.

## ORGANISATIONAL PRACTISE

# Financial Future

CRC is currently in receipt of funding from 13 government and non-government funding bodies.

Recent increases in funding have resulted in a rapid growth for CRC. (Not all reflected in this financial years report). This growth provides new but welcome challenges for the organisation.

We continue to grapple with the issue of securing appropriate levels of funding from government to effectively cover management, organisational administration and infrastructure. Increases in funding for service delivery frequently fail to acknowledge the management and back office duties associated with projects. Our challenge for the next 12 months is to strengthen our internal systems and management structure to ensure we continue to provide a strong service of excellence.

CRC is confident that increases in funding will contribute greatly to our long term sustainability and increased recognition by government for the need for and cost effectiveness of, our services.

During the past twelve months CRC has not initiated new fundraising strategies but we hope to invigorate this idea in the next 12 months. We believe that through investing in and supporting the work of CRC, donors and potential sponsors can play an integral role in reducing offending and creating safer communities.

Despite our recent success in securing new funds, the organisation remains committed to establishing long term relationships and partnerships with non-government, corporate and philanthropic institutions to enhance and expand our work.

CRC has continued to deliver training on a fee for services basis to a range of organisations across NSW and are keen to increase this service as a means for increasing untied, flexible income.

CRC moves into the 2010 / 2011 financial year in a strong financial position.

# Strategic Plan 2008-2012

The Strategic Plan outlines key directions for the next four years. The Strategic Plan has four key result areas.

## Key Result Area 1: Increasing the quality of programs and services

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

## Key Result Area 3: Developing effective community relations and positive partnerships

6. Enhance CRC's profile as a leading expert and source of information in the sector
7. Develop and maintain positive relationships and strategic partnerships with other key service providers and stakeholders

## Key Result Area 2: Strengthening organisational sustainability and capacity

3. Secure appropriate future facilities to meet CRC's organisational needs
4. Increase and diversify CRC's income through strategic partnerships to ensure sustained financial health
5. Strengthen CRC's staff resources and organisational capability

## Key Result Area 4: Influencing public policy and contributing to research

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

## ORGANISATIONAL PRACTISE

CRC takes the management of risk seriously.

Through strategic planning and ongoing review and policy development, CRC works to reduce and manage risks and/or threats that have an impact on the service. The past 12 months has seen the updating of all CRC policies and procedures: personnel and occupational health and safety polices; insurance coverage; financial management procedures, ensuring sound financial and asset controls; volunteer management and fundraising and resource management, including people, computers, records, facilities and potential funding risks.

CRC has a strong history of sound human resources 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 rules and regulations.

# Risk Management

A photograph of a middle-aged man with a shaved head, smiling and looking slightly to the left. He is wearing a light blue and white vertically striped button-down shirt. The background is a dark grey wall with white graffiti, including a large, stylized figure. To the left, the shoulder and arm of a woman in a dark blue sleeveless top are partially visible.

# Human Resources

CRC believes that its staff are the organisation's most valuable asset. We strive to provide a supportive, professional, respectful and culturally safe work environment.

Individuals working collectively with the same mission and vision contribute to the achievement of the organisation's objectives. The maxim, the whole is greater than the sum of its parts, comes to life within CRC.

CRC's Human Resource Policies and Procedures have been reviewed and updated in the past twelve months and reflect sound Equal Employment Opportunity principles and legislation. All paid and unpaid staff vacancies are advertised in leading and culturally appropriate newspapers, online employment sites, and via the CRC website. They are also circulated through our informal community services sector networks.

Staff remuneration and employment conditions are governed by the Social and Community Services Award and Tourist and Service Coach Drivers (State) Award.

CRC complies with all Occupational Health and Safety legislation.

Over the past twelve months there were no accidents or incidents reported that resulted in time off or remediation of work practices.

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

This last year saw a number of internal staff changes: Mandy Marsters was given the title of Senior Training and Development Coordinator; Jodie McMinn went on twelve months maternity leave and Melanie Dower moved into the role of Office Manager; and Cameron Kevin became the Senior Accommodation worker. Jack Carnegie moved from his position as Resource Development Worker into the role of Court Support Coordinator and StAMP mentor, Liz Fletcher, was employed as part-time Office Administrator. Cathy Saunders moved from her previous role as StAMP Mentoring Project Coordinator to become the Manager of Transition Services Sydney Metro Region, and Craig Mitchell moved from the role of Senior PSI worker to the Manager of Transition Services Greater Western Sydney Region.

In the last twelve months CRC has welcomed Liz Fletcher, Bronwyn Grainger, Chris Jones, Harriet Crisp, David Dalgarno and Skye McElvenny.

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

Ariane Minc, John Hennigar, Allan Doyle, Julia Davis, Ross Moore, Anne Davies, Lennie Wellington, David Taylor-Booth, and Skye McElvenny. CRC would like to acknowledge the work of the employees mentioned above and their contribution to the achievements of the organisation.

# Staff Professional Development

CRC is committed to investing in the ongoing professional development of staff. We recognise that the attainment of new skills and knowledge can contribute greatly to an individual's personal development and career advancement. In addition to personal growth, professional development is critical in building the organisation's capacity to better address the increasingly complex and diverse issues facing our client group.

At CRC, professional development encompasses a range of learning opportunities, including training budgets for external courses, in-house training and quarterly staff development days, conference attendance, internal and external supervision, and numerous informal learning opportunities situated in practice. Over the past year, CRC staff attended many hours of external training: Certificate IV in Community Work; Counselling; Keeping Children and Young People Safe; Adults Surviving Child Abuse; Nurturing the Hidden Resilience of At-Risk Children and Families Across Cultures and Contexts; Certificate IV Training and Assessment;

Foundations for Working with Adults Sexually Assaulted as Children; Mental Health First Aid; Working with Men; Diploma Community Services Coordination; Mental Health Solutions; Executive Leadership training; Introduction to Powerpoint; Introduction to Word; Indigenous Mental Health – Train the Trainer; Diploma Mental Health; Diploma Alcohol and Other Drugs; Post Graduate Certificate in Social Health (AOD Counseling); RAGE Anger Management; SMART Recovery Facilitator Training; Financial Counselling; Psychopharmacology Workshop; Pathways Fundraising Training; Dual Diagnosis; QIC Training; Work Relations Seminar; RAGE Facilitator Training.

This professional development is in addition to the core-training already provided to CRC staff which covers Security Awareness through the Corrective Services Academy, Senior First Aid through St Johns Ambulance, Child Protection, and CRC's own training programs: When a Family Member Goes to Prison and From Prison to Community and Working with Indigenous Clients and Building Cultural Competency.

CRC staff have also presented at the following conferences: Australian Corrections Education Association - Reintegration Puzzle 2009; Corrections Education and the Dynamics of Community Reintegration; Reintegration Puzzle 2010: Innovation through Collaboration and Inclusion; Australian Therapeutic Communities Association; Salvation Army –Impact; ACSO Disability and Justice Conference; Sentencing

Conference; Local Magistrates Conference; and Centrelink – Prison Service Conference.

CRC staff presented at the following meetings and agencies: Illawarra Support Network; Justice Health Connections; Legal Aid; Parramatta Justice Precinct; Nepean Retired Mens Club; Centrelink – National Office Executive; Family Services Inc Regional Representatives; Armstrong Legal.

Staff gave nine talks at TAFE in the Sydney and Newcastle Regions and have spoken at the Gosford Family Support. They attended agency days at Ngara Ngura and John Moroney Correctional Centre.

Staff attended the following conferences: Reintegration Puzzle 2009; Volunteering NSW Conference; Women, Crime, Custody and Beyond, Reintegration Puzzle 2010.

CRC staff also represented the needs of prisoners, ex-prisoners and their families through their participation in the following Interagency and Consultative Committees: Women's Advisory Council Community Consultants Group; Justice Health Community Consultation Group; SAAP Inner West Interagency; Health Care Complaints Commission Community Consultation Group; Women in Prison Advocacy Network; Newtown Interagency; Namatjira Haven Consultation; Mental Health Coordinating Council Professional Reference group; Indigenous Social Justice Meetings; FaMs Regional Meeting; Corrective Services NSW Video Conferencing; Hunter

Homeless Interagency; Friendship House Committee Meeting; CRC Consultative committee; Cessnock Correctional Centre Post Release Interagency; Mental Health in Prisons Network; Long Bay Housing Liaison Committee; Housing NSW and CSNSW Liaison Committee; PSI Steering Committee; Offenders Financial Implementation Group; Families and Children of Offenders Steering Committee; Prisoners Information, Education and Training Group; and Jigsaw Group.

#### **Student Placements**

Where resources permit, CRC is committed to providing learning opportunities to workers in training through the supervision of student placements.

At the time of writing this report Liz Fletcher is in the process of completing a placement with CRC for a Diploma in Community Welfare. Diana Francis is undertaking her first placement as part of her Bachelor of Social Work at Australian Catholic University; and Ajay Philip is doing a placement as part of his Bachelor of Social Work at the University of NSW.



# Treasurer's Report

We are pleased to report on another successful year's financial operations, with the 2009/10 financial year ending with a successful financial outcome and with satisfactory reserves and cash holdings.

Income exceeded expenditure by \$93,239 (last year expenditure was \$58,276 more than income) for the year ended 30 June 2010 with accumulated funds of \$225,463 at the year end. This surplus arose mainly from the over-recovery of overheads of additional non-recurrent projects. This is because all funding submissions for non-recurrent projects include an amount for the recovery of overheads such as telephones, rent and other shared administration costs. However, when there are more projects than originally estimated, a surplus may arise.

There is a positive cash flow of \$132,194 (last year negative of \$320,284) which was mainly due to the surplus and careful cash management. The substantial increase in accounts receivable was due to a debt owing by Corrective Services (NSW) of \$438,900 being invoiced in the last week of the financial year. However, the effect was largely offset by a related increase in grants in advance of \$360,250 and GST collected of \$39,900.

Community Restorative Centre Inc. (CRC) gratefully acknowledges the following funding grants, excluding GST, which were received during the year:

CRC has recently been successful in generating new funding for the Targeted

Department of Corrective Services	\$1,492,339
Department of Community Services - Accommodation	\$407,215
Department of Health of NSW - Jailbreak Health	\$208,244
Department of Justice and Attorney General - StAMP Mentoring	\$118,578
The GEO Group - Transport	\$83,140
Department of NSW Attorney General - Indigenous Transition	\$55,000
NSW Legal Aid Commission - Court Support	\$43,867
Network Alcohol and Other Drug Agencies - Training and No Bars	\$35,618
StreetSmart Women's Self Development	\$4,000
Donations	\$1,647

Housing and Supported Services, with just under \$1m per year for three years from Corrective Services NSW. CRC also successfully secured new recurrent funding for On Site Living Support Programs at Villawood and Rutherford totalling \$1.1 million annually funded by Ageing Disability and Home Care. This increased funding has enabled us to further strengthen our internal structures during the funding period so that we can deliver a more efficient and effective service to all our clients.

CRC remains in a healthy financial position and continues to be successful in diversifying its funding sources for different projects, with most grants coming from NSW State Government departments. There continues to be uncertainty over funding in the longer term because much of this funding is subject to tendering processes.

This means that it is difficult to permanently strengthen our management structure, which would guarantee a more effective and efficient service delivery to our clients over the longer term.

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



**Stuart Loveday**  
**Treasurer**



## COMMITTEE'S REPORT

Your committee members submit the financial report of the Community Restorative Centre Incorporated (Non-reporting) for the financial year ended 30 June 2010.

### Committee Members

The names of committee members throughout the year and at the date of this report are:

S Grieve	President
M Sotiri	Vice President
S Loveday	Treasurer
G Gahan	Secretary
W Pope	
A Owens	
C Hartley	
D Adams	
B Norman	Appointed 5 November 2009

### Principal Activities

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

### Significant Changes

There was no significant change in the nature of these activities during the year. However, Community Restorative Centre Inc was successful in the following major funding submissions: Targeted Housing and Support Services funded by Corrective Services NSW for three years with annual funding of around \$.9 million; recurrent funding for On Site Living Support Programs at Villawood and Rutherford totalling \$ 1.1 million annually funded by Ageing Disability and Home Care.

### Operating Result

The surplus from activities for the year was \$93,239 (last year \$58,276 deficit) with total members' equity being \$255,463 at 30 June 2010. The organisation, being a non-profit organisation, does not pay income tax.

Signed on behalf of the Members of the Committee by:

President.....

S. Grieve

Treasurer.....

S. Loveday

Dated this

21<sup>st</sup> day of

September

2010

## STATEMENT BY MEMBERS OF THE COMMITTEE

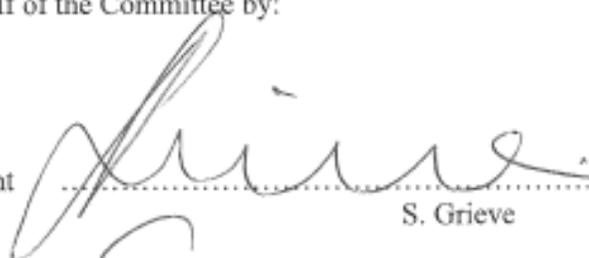
The committee has determined that Community Restorative Centre Inc. is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the committee the financial report attached:

1. Presents a true and fair view of the financial position of Community Restorative Centre Inc. as at 30 June 2010 and its performance for the year ended on that date.
2. At the date of statement, there are reasonable grounds to believe that Community Restorative Centre Inc. will be able to pay its debts as and when they fall due.

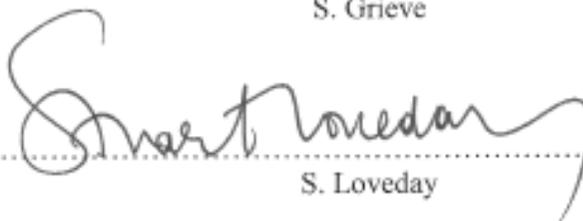
The statement made in accordance with a resolution of the Committee and is signed for and on behalf of the Committee by:

President



S. Grieve

Treasurer



S. Loveday

Dated this

21<sup>st</sup>

day of

September

2010

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

### Report on the Financial Report

We have audited the accompanying financial report, being a special purpose financial report, of The Community Restorative Centre Incorporated, which comprises the balance sheet at 30 June 2010, the income statement, the cash flow statement, a summary of significant accounting policies, other explanatory notes and the statement by members of the committee.

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

The committee of the association is responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial report, are consistent with the financial reporting requirements of the Associations Incorporation Act (NSW) and are appropriate to meet the needs of the members. The committee's responsibilities also include establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the members. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

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

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

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



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Telephone: 02 9287 9227  
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Email:  
admin@bryamrush.com.au

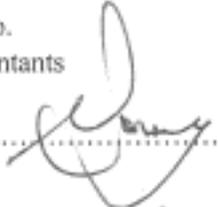
***Independence***

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

***Auditor's Opinion***

In our opinion, the financial report of The Community Restorative Centre Incorporated presents fairly, in all material respects the financial position of The Community Restorative Centre Incorporated as of 30 June 2010 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

Bryan Rush & Co.  
Chartered Accountants

Principal.....

David Conroy

Dated this .....<sup>24<sup>th</sup></sup> day of .....<sup>SEPTEMBER</sup>.....2010

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

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2010 there have been:

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

**Name of Firm:**

Bryan Rush & Co.  
Chartered Accountants

**Name of Principal:**



David Conroy

**Address:**

Level 2/154 Elizabeth Street  
Sydney, NSW 2000

**Dated this day of:**

21st SEPTEMBER 2010

BALANCE SHEET  
AS AT 30 JUNE 2010

	Note	2010 \$	2009 \$
<b>CURRENT ASSETS</b>			
Petty Cash		3,000	2,600
Cash at Bank - Cheque Account		201,994	20,686
- Investment Account		754,388	803,502
Accounts Receivable		495,660	18,233
Prepayment		2,333	2,222
Sundry Debtors		14,110	8,842
Other		2,981	2,026
<b>TOTAL CURRENT ASSETS</b>		<b>1,474,466</b>	<b>858,111</b>
<b>NON-CURRENT ASSETS</b>			
Investment at Committees' Valuation		1,994	1,994
<b>TOTAL NON-CURRENT ASSETS</b>		<b>1,994</b>	<b>1,994</b>
<b>TOTAL ASSETS</b>		<b>1,476,460</b>	<b>860,105</b>
<b>CURRENT LIABILITIES</b>			
Creditors & Accruals	2	259,178	57,785
Provisions	3	108,333	108,339
Grants Received in Advance	4	656,800	296,550
Payroll Liabilities		44,109	50,216
Provision - Annual Leave		57,373	92,868
Provision - Sick Leave		7,000	7,000
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,132,793</b>	<b>612,758</b>
<b>NON-CURRENT LIABILITIES</b>			
Provision (Long Service Leave)		88,204	85,123
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>88,204</b>	<b>85,123</b>
<b>TOTAL LIABILITIES</b>		<b>1,220,997</b>	<b>697,881</b>
<b>NET ASSETS</b>		<b>255,463</b>	<b>162,224</b>
<b>COMPRISING:</b>			
Accumulated Funds Prior Year		162,224	220,500
Surplus(Deficit) for the Year		93,239	(58,276)
<b>TOTAL ACCUMULATED FUNDS</b>	5	<b>255,463</b>	<b>162,224</b>

STATEMENT OF  
COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2010 \$	2009 \$
INCOME FROM ORDINARY ACTIVITIES			
Grant - Department of Corrective Services		1,134,666	1,012,694
Grant - Department of Community Services		407,215	397,398
Grants - Other		562,122	652,091
Other		115,686	147,433
<b>TOTAL INCOME FROM ORDINARY ACTIVITIES</b>		<b>2,219,689</b>	<b>2,209,616</b>
EXPENSES FROM ORDINARY ACTIVITIES			
Employee related expenses		1,588,718	1,646,432
Office		109,887	151,306
Property related expenses		128,682	125,559
Motor vehicle expenses (including purchases)		100,518	111,395
Professional fees		59,481	93,373
Other		139,164	139,827
<b>TOTAL EXPENSES FROM ORDINARY ACTIVITIES</b>		<b>2,126,450</b>	<b>2,267,892</b>
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES BEFORE INCOME TAX EXPENSE		93,239	(58,276)
Income Tax Expense relating to Ordinary Activities		-	-
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES AFTER INCOME TAX EXPENSE		93,239	(58,276)
OTHER COMPREHENSIVE INCOME		-	-
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>93,239</b>	<b>(58,276)</b>

STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2010 \$	2009 \$
Receipts from Funding		2,464,253	1,746,472
Payments to Suppliers & Employees		(2,364,426)	(2,120,124)
Interest Received		32,367	53,368
NET MOVEMENT FOR THE YEAR	6	132,194	(320,284)
CASH AT THE BEGINNING OF THE YEAR		824,188	1,144,472
CASH AT THE END OF THE YEAR		956,382	824,188

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2010

### **Note 1: Statement of Significant Accounting Policies**

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

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

AASB 107: Cash Flow Statements

AASB 108: Accounting Policies, Changes in Accounting Estimates and Errors

AASB 110: Events after the Balance Sheet Date

AASB 1031: Materiality

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

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

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

#### **a. Income Tax**

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

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2010

### **b. Property, Plant and Equipment**

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

### **c. Employee Benefits**

Provision is made for the company's liability for employee benefits arising from services rendered by employees to balance date. The provision for long service leave is provided from the date of employment although, in most circumstances, it is not payable until after 7 years of service. Employee benefits expected to be settled within one year together with benefits arising from wages and salaries, annual leave and sick leave which will be settled after one year, have been measured at their nominal amount.

### **d. Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in these financial reports are shown inclusive of GST.

### **e. Allocation of Overheads**

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

NOTES TO THE FINANCIAL  
STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>Note 2: Creditors and Accruals</b>	143,729	54,107
Sundry Creditors	115,449	3,678
GST Collected	259,178	57,785
<b>Note 3: Provisions</b>		
Car Replacement	74,233	61,839
Office Relocation	34,000	31,000
Loss on Justice Maze Project	-	10,000
Teleconferencing	100	5,500
	108,333	108,339
<b>Note 4: Grants Received in Advance</b>		
StAMP Mentoring Program	54,065	40,964
Parolee Support Initiative	554,606	186,933
Indigenous Transition	-	(8,731)
Justice Maze	-	11,199
NADA - Training	25,025	100,038
NADA - "No Bars"	15,682	25,135
Legal Aid - Court Support	-	5,001
Jailbreak Health	-	(72,345)
Sydney Lord Mayor Salary Trust	-	3,811
Streetsmart Transition Assistance	4,000	-
Streetsmart Cooking	3,422	4,545
	656,800	296,550

	2010 \$	2009 \$
<b>Note 5: Total Accumulated Funds</b>		
Dept of Corrective Services	23,441	22,122
Dept of Community Services	21,203	16,367
Jailbreak Health	5,527	-
Community Restorative Centre Inc	205,292	123,735
	255,463	162,224
<b>Note 6: Statement of Cash Flows</b>		
Surplus (Deficit) after income tax	93,239	(58,276)
Changes in Assets & Liabilities:		
- (Increase)/decrease in receivables	(482,695)	57,112
- (Increase)/decrease in other assets	(1,466)	(2,139)
- Increase/(decrease) in payables	195,286	(53,025)
- Increase/(decrease) in provisions	(32,420)	51,755
- Increase/(decrease) in grants in advance	360,250	(315,711)
Cash Flow from Operations	132,194	(320,284)

CONSOLIDATED PROFIT  
& LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

INCOME	2010 \$	2009 \$
Grant - Department of Corrective Services	1,134,666	1,012,694
Grant - Department of Community Services - Accomodation	407,215	397,398
Grant - Department of Health	135,899	233,560
Grant - NSW Legal Aid Commission	48,868	47,892
Grant - The GEO Group	83,140	33,630
Grant - Department of Community Services - Connect Projects	-	51,935
Grant - NSW Attorney General's Department	100,997	80,942
Grant - Commonwealth Attorney General's Department	61,269	71,098
Grant - Network of Alcohol & Other Drug Agencies (NADA)	107,193	36,918
Grant - Dept. of Families, Community Services & Indigeneous Affairs	-	28,987
Grant - Lord Mayor Clover Moore MP Salary Trust	3,811	23,461
Grant - Marrickville Council	4,480	16,673
Grant - Law & Justice Foundation of NSW	14,887	26,995
Profit on Disposal of Motor Vehicles	1,726	15,384
Rent Received	34,514	28,706
Bus Ticket Sales	5,935	11,177
Donations	1,647	2,369
Interest Received	32,367	55,394
Training - CRC	27,266	21,500
Miscellaneous Income	13,808	12,903
<b>TOTAL INCOME</b>	<b>2,219,688</b>	<b>2,209,616</b>

CONSOLIDATED PROFIT  
& LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
EXPENSES		
Audit	6,000	5,000
Computer Expenses	32,639	28,062
Equipment Purchases including Computers	13,411	46,450
Household Expenses	6,086	13,097
Insurance - General	20,064	17,125
Labour - Wages & Salary	1,400,802	1,416,457
Labour - On Costs	187,911	229,976
Motor Vehicles Capital Expenditure	100,518	17,036
Motor Vehicle Expenses	63,837	94,359
Office Expenses	28,399	76,794
Other	59,481	64,957
Professional & Consultant Fees	33,835	93,373
Property Related Expenses	128,682	125,559
Repairs/Maintenance	4,665	4,156
Travel/Accommodation	40,119	35,491
<b>TOTAL EXPENSES</b>	<b>2,126,449</b>	<b>2,267,892</b>
<b>SURPLUS (DEFICIT)</b>	<b>93,239</b>	<b>(58,276)</b>

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

**AUDITOR'S DISCLAIMER**

The additional financial data presented in the following pages is in accordance with the books and records of the Association which have been subjected to the auditing procedures applied in our statutory audit of the Association for the year ended 30 June 2010.

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

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

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

Bryan Rush & Co.  
Chartered Accountants

Principal..........

David Conroy

Dated this .....*21<sup>st</sup>*.....day of .....*SEPTEMBER*.....2010

ADMINISTRATION:  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE  
2010

	2010 \$	2009 \$
<b>INCOME</b>		
Internal Overhead Recovery	476,275	460,415
Donations	1,547	2,369
Interest Received	32,367	55,394
Miscellaneous Income	12,231	11,657
Profit on Disposal of Motor Vehicles	-	6,276
<b>TOTAL INCOME</b>	<b>522,420</b>	<b>536,111</b>
<b>EXPENSES</b>		
Audit	6,000	5,000
Computer Expenses	31,918	16,333
Equipment Purchases	10,105	14,169
Insurance - General	20,064	17,071
Labour - Wages & Salary	157,537	256,230
Labour - On Costs	23,344	38,984
Loss On Project	(2,608)	11,262
Motor Vehicle Expenses	13,744	17,230
Other	16,423	17,919
Printing and Stationery	15,570	14,721
Professional Fees	37,801	21,388
Property Expenses	77,810	71,788
Subscriptions & Memberships	4,195	4,949
Telephone and Postage	31,557	33,463
<b>TOTAL EXPENSES</b>	<b>443,460</b>	<b>540,507</b>
<b>SURPLUS (DEFICIT)</b>	<b>78,960</b>	<b>(4,396)</b>

TRANSPORT:  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Department of Corrective Services	128,979	125,870
Grant - The GEO Group	83,140	33,630
Bus Ticket Sales	5,935	11,177
<b>TOTAL INCOME</b>	<b>218,054</b>	<b>170,677</b>
<b>EXPENSES</b>		
Contribution to Overheads	52,065	39,246
Labour - Wages & Salary	119,933	99,096
Labour - On Costs	13,325	15,774
Motor Vehicle Expenses	22,785	14,070
Other	1,613	1,342
Travel and Accommodation	8,475	6,453
<b>TOTAL EXPENSES</b>	<b>218,196</b>	<b>175,981</b>
<b>SURPLUS (DEFICIT)</b>	<b>(142)</b>	<b>(5,304)</b>

DEPARTMENT OF CORRECTIVE SERVICES - SYDNEY PROJECTS  
(TRANSITION PROGRAM AND FAMILY SUPPORT SERVICE):  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Department of Corrective Services	336,131	328,028
Profit on Disposal of Motor Vehicle	-	7,040
<b>TOTAL INCOME</b>	<b>336,131</b>	<b>335,068</b>
<b>EXPENSES</b>		
Contribution to Overheads	73,592	103,202
Labour - Wages & Salary	202,710	180,615
Labour - On Costs	39,874	32,409
Motor Vehicles Expenses	10,217	7,649
Other	10,414	16,630
<b>TOTAL EXPENSES</b>	<b>336,807</b>	<b>340,505</b>
<b>SURPLUS (DEFICIT)</b>	<b>(676)</b>	<b>(5,437)</b>

DEPARTMENT OF CORRECTIVE SERVICES - HUNTER PROJECTS  
(TRANSITION PROGRAM AND FAMILY SUPPORT SERVICE):  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Department of Corrective Services	169,561	165,474
<b>TOTAL INCOME</b>	<b>169,561</b>	<b>165,474</b>
<b>EXPENSES</b>		
Contribution to Overheads	36,864	32,864
Labour - Wages & Salary	101,273	87,674
Labour - On Costs	7,942	23,116
Motor Vehicles Expenses	8,189	8,103
Other	5,232	13,112
Property Expenses	7,091	8,509
<b>TOTAL EXPENSES</b>	<b>166,591</b>	<b>173,378</b>
<b>SURPLUS (DEFICIT)</b>	<b>2,970</b>	<b>(7,904)</b>

ACCOMMODATION SERVICES:  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Department of Corrective Services	407,215	397,398
Other	-	2,027
Profit on Disposal of Motor Vehicle	-	2,068
Rent Received	34,513	28,706
<b>TOTAL INCOME</b>	<b>441,728</b>	<b>430,199</b>
<b>EXPENSES</b>		
Contribution to Overheads	145,970	135,801
Equipment Purchases	5,096	8,763
Household Expenses	90	12,791
Labour - Wages & Salary	6,065	192,019
Labour - On Costs	199,431	34,271
Motor Vehicles Expenses	29,317	27,095
Other	41,402	12,604
Property Expenses	6,740	16,748
Repairs/Maintenance	2,781	3,615
<b>TOTAL EXPENSES</b>	<b>436,892</b>	<b>443,707</b>
<b>SURPLUS (DEFICIT)</b>	<b>4,836</b>	<b>(13,508)</b>

JAILBREAK HEALTH PROJECT:  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Department of Health	135,899	139,945
Donations	100	-
<b>TOTAL INCOME</b>	<b>135,999</b>	<b>139,945</b>
<b>EXPENSES</b>		
Contribution to Overheads	35,488	21,696
Labour - Wages & Salary	67,716	66,605
Labour - On Costs	11,163	13,228
Other	(351)	3,044
Professional Fees	2,456	28,278
Program Costs	14,000	13,789
<b>TOTAL EXPENSES</b>	<b>130,472</b>	<b>146,640</b>
<b>SURPLUS (DEFICIT)</b>	<b>5,527</b>	<b>-6,695</b>

COURT SUPPORT SCHEME:  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Legal Aid	48,868	47,892
<b>TOTAL INCOME</b>	<b>48,868</b>	<b>47,892</b>
<b>EXPENSES</b>		
Contribution to Overheads	18,617	16,394
Labour - Wages & Salary	27,494	27,122
Labour - On Costs	2,542	3,421
Other	1,374	955
<b>TOTAL EXPENSES</b>	<b>50,027</b>	<b>47,892</b>
<b>SURPLUS (DEFICIT)</b>	<b>-1,159</b>	<b>-</b>

STAMP MENTORING PROGRAM  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Attorney General	100,997	80,942
Grant - City of Sydney etc	4,480	16,673
<b>TOTAL INCOME</b>	<b>105,477</b>	<b>97,615</b>
<b>EXPENSES</b>		
Contribution to Overheads	31,454	16,271
Labour - Wages & Salary	58,634	46,063
Labour - On Costs	7,895	12,261
Motor Vehicles Capital Cost	2,273	15,520
Other	2,613	6,558
Program Costs	2,608	942
<b>TOTAL EXPENSES</b>	<b>105,477</b>	<b>97,615</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

MERIT TAADS:  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Department of Health	-	93,615
<b>TOTAL INCOME</b>	<b>-</b>	<b>93,615</b>
<b>EXPENSES</b>		
Contribution to Overheads	-	28,259
Labour - Wages & Salary	-	54,998
Labour - On Costs	-	3,824
Surplus on Projects	-	5,693
Other	-	841
<b>TOTAL EXPENSES</b>	<b>-</b>	<b>93,615</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

CONNECT - VILLAWOOD:  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Department of Community Services	-	17,485
<b>TOTAL INCOME</b>	-	17,485
<b>EXPENSES</b>		
Contribution to Overheads	-	14,249
Labour - Wages & Salary	-	9,904
Labour - On Costs	-	1,564
Other	-	3,099
Rent	-	2,496
Loss on Projects	-	(2,313)
		-
<b>TOTAL EXPENSES</b>	-	28,999
<b>SURPLUS (DEFICIT)</b>	-	(11,514)

CONNECT - HUNTER AND CENTRAL COAST:  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Department of Community Services	-	34,450
<b>TOTAL INCOME</b>	-	34,450
<b>EXPENSES</b>		
Contribution to Overheads	-	8,012
Labour - Wages & Salary	-	21,232
Labour - On Costs	-	1,788
Loss on Projects	-	(2,067)
Rent	-	3,750
Other	-	4,621
Teleconferencing Facility	-	10,000
<b>TOTAL EXPENSES</b>	-	47,336
<b>SURPLUS (DEFICIT)</b>	-	(12,886)

INDIGENEOUS TRANSITION WORKER  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Attorney-General's Department	61,269	71,098
<b>TOTAL INCOME</b>	<b>61,269</b>	<b>71,098</b>
<b>EXPENSES</b>		
Contribution to Overheads	10,813	10,162
Labour - Wages & Salary	51,107	48,531
Labour - On Costs	(773)	10,000
Other	122	2,405
<b>TOTAL EXPENSES</b>	<b>61,269</b>	<b>71,098</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

PAROLE SUPPORT INITIATIVE  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Department of Corrective Services	410,000	359,697
Other	1,726	-
<b>TOTAL INCOME</b>	<b>411,726</b>	<b>359,697</b>
<b>EXPENSES</b>		
Contribution to Overheads	27,950	22,550
Client Brokerage Costs	7,565	8,040
Computer Expenses	189	4,364
Equipment Purchases	2,020	8,459
Labour - Wages & Salary	287,680	240,980
Labour - On Costs	34,972	30,189
Motor Vehicles Expenses	22,989	21,125
Other	9,440	5,785
Property Expenses	19,091	18,205
<b>TOTAL EXPENSES</b>	<b>411,896</b>	<b>359,697</b>
<b>SURPLUS (DEFICIT)</b>	<b>(170)</b>	<b>-</b>

PAROLE SUPPORT INITIATIVE  
PRIOR YEAR SURPLUS  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Department of Corrective Services	86,933	25,304
<b>TOTAL INCOME</b>	<b>86,933</b>	<b>25,304</b>
<b>EXPENSES</b>		
Contribution to Overheads	19,957	5,833
Labour - Wages & Salary	47,283	16,975
Labour - On Costs	7,356	2,496
Printing	13,000	-
<b>TOTAL EXPENSES</b>	<b>87,596</b>	<b>25,304</b>
<b>SURPLUS (DEFICIT)</b>	<b>(663)</b>	<b>-</b>

NADA PROJECT  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
NADA	97,740	32,052
<b>TOTAL INCOME</b>	<b>97,740</b>	<b>32,052</b>
<b>EXPENSES</b>		
Contribution to Overheads	9,000	-
Labour - Wages & Salary	66,343	20,000
Labour - On Costs	9,142	594
Professional Fees	2,400	8,791
Travel	10,251	1,804
Other	604	863
<b>TOTAL EXPENSES</b>	<b>97,740</b>	<b>32,052</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

NADA PROJECT - NO BARS  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
NADA	9,453	4,865
<b>TOTAL INCOME</b>	<b>9,453</b>	<b>4,865</b>
<b>EXPENSES</b>		
Contribution to Overheads	4,500	-
Labour - Wages & Salary	4,374	-
Professional Fees	-	4,800
Other	579	65
<b>TOTAL EXPENSES</b>	<b>9,453</b>	<b>4,865</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

GIMME SHELTER  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Department of Families, Community Services & Indigenous Affairs	-	28,987
<b>TOTAL INCOME</b>	<b>-</b>	<b>28,987</b>
<b>EXPENSES</b>		
Contribution to Overheads	-	3,876
Labour - Wages & Salary	-	16,672
Labour - On Costs	-	1,555
Other	-	1,008
Printing	-	5,876
<b>TOTAL EXPENSES</b>	<b>-</b>	<b>28,987</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

LAW & JUSTICE FOUNDATION  
OF NSW - JUSTICE MAZE  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Law & Justice Foundation of NSW	14,887	26,995
<b>TOTAL INCOME</b>	<b>14,887</b>	<b>26,995</b>
<b>EXPENSES</b>		
Labour - Wages & Salary	-	10,500
Labour - On Costs	-	1,243
Loss on Project	1,626	-
Other	694	252
Professional Fees	6,564	15,000
Program Costs	6,003	-
<b>TOTAL EXPENSES</b>	<b>14,887</b>	<b>26,995</b>
<b>SURPLUS (DEFICIT)</b>		

CONNECT - CITY OF SYDNEY  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant - Lord Mayor Clover Moore MP Salary Trust	3,811	23,461
<b>TOTAL INCOME</b>	<b>3,811</b>	<b>23,461</b>
<b>EXPENSES</b>		
Labour - Wages & Salary	9,733	20,240
Labour - On Costs	1,185	2,465
Loss on Project	(8,200)	-
Other	1,093	756
<b>TOTAL EXPENSES</b>	<b>3,811</b>	<b>23,461</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>

COMBINED OTHER PROJECTS (Training, Targeted Housing,  
Streetsmart Cooking & Printed Resource Projects):  
PROFIT & LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010

	2010 \$	2009 \$
<b>INCOME</b>		
Grant -Resource Book	3,062	8,320
Streetsmart Cooking Funding	1,578	-
Training Income	27,266	21,500
<b>TOTAL INCOME</b>	<b>31,906</b>	<b>29,820</b>
<b>EXPENSES</b>		
Contribution to Overheads	10,000	1,020
Labour - Wages & Salary	2,428	1,000
Labour - On Costs	525	1,570
Other	384	2,108
Printing	-	5,579
Professional Fees	140	3,180
Program Costs	8,317	-
Travel & Accomodation	6,356	5,995
<b>TOTAL EXPENSES</b>	<b>28,150</b>	<b>20,452</b>
<b>SURPLUS (DEFICIT)</b>	<b>3,756</b>	<b>9,368</b>

In 2010 the only Corrective Services project was the Targeted Housing & Support Services for which there was neither a surplus or deficit.

Similarly there was neither a surplus or deficit for the Streetsmart Cooking Project.

Consequently, all the surplus for the year relates to training carried out by the organisation.

In 2009 there was neither a surplus or deficit from the Printed Resource Project funded by Corrective Services. All the surplus relates to training carried out by the organisation.

# Acknowledgments

CRC's achievements would not be possible without the significant support we receive and the strong working relationships we have with a diverse range of government and non-government organisations. We would like to take this opportunity to acknowledge all the people who have assisted our staff and clients during the past 12 months.

In addition, CRC would like to acknowledge the staff, volunteers, members, partners and funding bodies that have enhanced our work during 2009/2010.

## Staff

CRC continues to be supported by a skilled and dedicated team of staff, often working in conditions of great stress and in difficult environments. Their ability to see past presenting problems and devise and implement unique solutions is extraordinary. At 30 June 2010 our staff were:

Alina Axia, Parolee Support Program Worker  
 Jack Carnegie, Resource Development Worker  
 Glenn Carr, Transport Project Coordinator  
 Alison Churchill, Chief Executive Officer  
 Donatella Cifali, Women's Supported Accommodation Worker  
 Ruth Clarke, Family Caseworker - Hunter Region  
 Liz Fletcher, Part Time Administrative Assistant  
 Melanie Dower, Office Manager  
 Allan Doyle, Court Support Scheme Coordinator

Allan Fell, Casual Bus Driver  
 Nick Gill, Finance Officer  
 Emma Goroncy, Family Caseworker  
 John Hennigar, Casual Bus Driver  
 Anna Kearns, Men's Transition Worker  
 Cameron Kevin, Senior Men's Supported Accommodation Worker  
 Rebecca Lewis, Transition Worker for Women (Sydney)  
 Mandy Marsters, Senior Training and Development Coordinator  
 Jodie McMinn, Service Development Manager (maternity leave)  
 Kate Pinnock, Jailbreak Health Coordinator  
 Craig Mitchell, Senior Parolee Support Project Worker  
 Sally Ringrose, Part Time Community Accommodation Worker  
 Cathy Saunders, StAMP Coordinator  
 Michael Self, Men's Transition Worker (Hunter)  
 Laura Sowden, Part Time Administrative Assistant  
 Wayne Watson, Deputy Chief Executive Officer

## Clients

The Board 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 that continue to inspire them with their capacity to overcome enormous obstacles, and their ability to change, even in the most difficult of circumstances.

## CRC Members

CRC would like to acknowledge the 300 individuals and organisations who silently support the work of our organisation through their membership.

## Volunteers

Volunteers continue to play an integral role in the operations of CRC. (The names of our volunteers have been deliberately withheld to maintain their anonymity outside of their work).

This year our volunteer programs have included:

## Court Support Scheme

We would like to acknowledge the continued dedication of our 43 Court Support Scheme volunteers, many of whom have been working with the project over 10 and 20 years. Their assistance to the court staff, offenders, their families and witnesses is regarded highly by all who access and work alongside the service. The Court Support Scheme Volunteers once again assisted over 60,000 people presenting at local and family courts in the Greater Sydney Region of NSW.

The StAMP Mentoring Program would like to acknowledge the incredible dedication and devotion of time, skills, energy and passion of volunteer mentors over the past year. The 16 volunteer mentors have worked tirelessly to assist ex-prisoners living in the City and Inner West to resettle and reconnect to community, some with involvement in the program since its inception in 2004.



The StAMP Program would also like to acknowledge the support and contribution to the program from the following services and partner agencies: NSW Attorney General Department, Marrickville Council, TAFE NSW Outreach at Petersham, Felicity Oswell (TAFE teacher), Our Place Support Centre, Newtown Neighbourhood Centre, Women In Prison Advocacy Network and Justice Health Connections Project.

#### Administration Volunteers

CRC has benefitted greatly this year from the work of our administrative volunteer, Margaret Holm. She has taken on a myriad administrative tasks assisting us to produce correspondence, databases and reports that we would have been unable to complete without her.

# Partnerships

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

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

## **NADA No Bars Training Project**

The No Bars project would like to acknowledge the support and input of the Network of Alcohol and Other Drug Agencies (NADA), particularly Heidi Becker and Ciara Donaghy. We would also like to thank Mental Health Coordinating Council, Indigenous Justice Steering Committee, Uncle Ray Jackson, Namatjira Haven, and Dave Adams, training project volunteer.

## **CRC Transitional Support Services**

(This includes the Men's and Women's Transitional Support Programs, Accommodation Service, Parolee Support Initiative)

CRC Transitional Support Service staff work closely on a daily basis with a range of service providers. Their strong working relationships contribute significantly to client outcomes.

## **CRC Transitional Support staff would like to acknowledge the following:**

The staff of the male and female Corrective Services NSW Correctional Centres; Transitional Centres; COSPs; Mental Health Screening Unit; Statewide Disability Service; Violent Offenders Program; Aboriginal Support and Planning Unit Principal Advisors; Community Offender Services sites; Vicki Morgan, AOD counsellor, Cabramatta Community Centre; St George Community Housing; Port Jackson Supported Housing Project; Housing NSW; Compass Housing; Pacific Link Community Housing; Probation and Parole; Friendship House & Friendship House Committee; Home for Good Project; The Samaritans Foundation; Hunter Post Release Interagency members; Prisoners Aid Association; Soul Cafe; Life Church; Hunter Homeless Interagency; The Matthew Talbot Hostel; The Salvation Army; The Anchor; The State Parole Authority; Metro Community Housing; Bridge Housing; Wentworth Community Housing; Women's Housing; Affordable Community Housing; Hume Community Housing; Office of Community Housing; Homeless Persons Information Service; Women in Prison Advocacy Network; Homelessness NSW; Justice Health Connections Project; MERIT; Newcastle City Mission; Post Release Interagency (Newcastle);

Mental Health Coordinating Council; Guthrie House; Lou's Place; Jacaranda House; Marrickville Community Health; Camperdown Community Health; RPA Hospital; RPA Drug Health; Canterbury Drug Health; Canterbury Hospital Mental Health team; Parramatta Community Health; National Dental Foundation; Redfern Aboriginal Medical Service; Hepatitis NSW; LSC Psychology; Uplift Psychology; Our Place Support Service; Newtown Neighbourhood Centre; St Vincent De Paul Society; Anglicare; Randwick TAFE Career Counselling; Catholic Community Services Severe Domestic Squalor Project; Glebe Assistance & Partnership Program; and Energy Accounts Payment Assistance (EAPA).

## **Jailbreak Health Project**

In the production of the weekly radio program and the development of peer led health promotion messages, the Jailbreak Health Project Coordinator has worked with many individuals and Correctional Centres throughout the year.

Jailbreak would like to thank and acknowledge the following people who have played key roles in the production of the shows and contributed in many varied and significant ways to the Jailbreak Health Project:

Contributions from associated ex inmates, inmates and their families; Radio 2ser 107.3 FM; Jailbreak Advisory Committee (as per last year); Rob Osborne Audiovisual Multimedia Unit, Corrective Services NSW; Noreen Pang Communications Education Officer, Dillwynia

Correctional Centre; Heike Altmann, Music Education Officer, John Morony Correctional Centre; Murray Cook, Music Education Officer, Long Bay Correctional Complex; Gideon Warhaft, Editor, Users News New South Wales; Community Broadcasting Association of Australia (CBAA); Students and Staff of Mission Australia, Creative Youth Initiatives, Sounds of the Street (SOTS); Beck, Matt, Bengy, Maria; Suzanne Platter and Students of Indigenous Health Promotion, Sydney University's School of Public Health; and In Vibe Magazine.

Over the last year Jailbreak has maintained close working ties with the following organisations, particularly in the development of health promotion material:

Hepatitis NSW (formerly Hepatitis C Council NSW); National Centre in HIV Social Research UNSW; Aboriginal Health and Medical Research Council (AHMRC); Corrective Services NSW; Justice Health NSW; Family Planning NSW; and School of Public Health University of Sydney Indigenous Health Promotion program.

Jailbreak has enjoyed associations with the following community national and international organisations through their participation on the radio program: Release, Drugs Users Support, UK; Nara Ngura, Drug and Alcohol Program, Long Bay Correctional Complex; Hepatitis NSW; Aboriginal Studies Press ACT; Kinchella Boys Home Aboriginal Corporation; Dept of Psychiatry, Sydney Children's and Prince of Wales Hospital;

Faculty of Law, University of Technology; Faculty of Law University of New South Wales; Ilbijerra Theatre Company, Melbourne; Drug and Alcohol Centre, St Vincent's Hospital; Radio National ABC – 360 documentaries, Bedtimes Stories; Aboriginal Support Unit DCS; The Salvation Army; Silverwater Correctional Centre Chaplaincy; Eora College, TAFE NSW Sydney Institute; Hard Ware Gallery Marrickville workshops for disadvantaged artists; NFL Panthers and Sydney Souths, Sports Associations; Hepatitis Australia; 2SER 107.3 FM; Aboriginal Health and Youth Project Medical Research Council (AHMRC); Aboriginal Literacy Project; Redfern Community Centre Recording Studio; Shopfront Youth Support; Mission Australia, Creative Youth Initiative, Sounds of the Streets; Heaps Decent Youth Project; ICE Youth Project; Silverwater Women's Correctional Centre; and US Law Enforcement Against Prohibition (LEAP). Enforcement Against Prohibition (LEAP).

Community organisations that provided support in the strategic development of the Jailbreak Health Project 2009 – 2010:

Centrelink; SSWAHS Sexual Health Youth Outreach; Youth Block; Juvenile Justice; Shine for Kids; Our Place; Aboriginal Health and Medical Research Council (AHMRC); Hepatitis NSW (formerly Hepatitis C Council NSW); Desert Pea Media Palm Island; Indigenous Social Justice Association, Ray Jackson; 3CR Community Radio 855 AM.

Jailbreak would like to give a special acknowledgement to the 90+ prisoners, ex-prisoners and their families (not listed above for privacy reasons) for their vital contribution to the Jailbreak Health Project.

### **Resource Development**

Numerous individuals and organisations have been involved in the content, design, layout and writing of the important resources developed by CRC.

We would like to thank the following for their contribution to the production of CRC resources: Bronwyn Elliot – researcher/writer; Melinda Hunt and Anthony Wells - Pro Bono Publico Designers; Michael Wall, freelance editor; Deidre Hyslop, Peter Peters and Barry Bell, Corrective Services NSW; Craig Hartley and Hollie Mcpherson – CSI Print Unit; John Reynolds and Jill Hickson - Art Resistance; Heidi Becker and Ciara Donaghy – NADA; Greg Balikoff and Margaret Holm – Cookbook contributor and editor; and Redfern HACC Centre staff.

We thank too the many prisoners and families of prisoners who have contributed their stories and ideas.

### **Hunter Network**

CRC is grateful for the continued involvement, support and guidance of the following members of the Hunter Consultative Committee: Bruce Owens; Hughen Edwards; Bev Henwood; Sharon Sharp; and Helen Kulhanek.

**The CRC Hunter Family Support Service would also like to thank:**

Newcastle Family Support Service (NFSS); Raymond Terrance Family Support Service; Gosford Family Support Service; Burnside Gosford (Brighter Futures Program); Shine for Kids ; Prisoners Aid ; Newcastle Probation and Parole; Newcastle Salvation Army Court Support and Positive Lifestyles Program.

**2009 Annual General Meeting**

CRC would like to thank Geoff Mulherin, Director of the Law and Justice Foundation NSW for launching the Justice Maze DVD.

CRC would also like to make a very special acknowledgement of the contribution made by those who shared their personal stories and their journeys before, during and after prison. We are very grateful to Michael, Paul, Lydia, Jay, Paul and Judith.

**External Consultants**

CRC staff would like to thank and acknowledge our external consultants for their support and expertise during the past twelve months: Deirdre Hyslop; Steve Armstrong; Steve Bailey; Bronwyn Tuffy; Jan Grant; Jan Hatch; Matrix on Board; Keith Roberts and Christine Wilkinson.

**Funding Bodies**

Finally, CRC's work would not be possible without the support of our funding bodies.

We would like to acknowledge the following bodies for their contributions:

Australian Government Attorney General's Department; NSW Department of Justice and Attorney General; City of Sydney; NSW Community Services (SAAP); Corrective Services NSW; GEO Group; Legal Aid Commission of NSW; Department of Families, Housing, Community Services and Indigenous Affairs; Law and Justice Foundation NSW; Lord Mayor Clover Moore Salary Trust; Marrickville Council; Network of Alcohol and Other Drug Agencies; Sydney South West Area Health Service; and StreetSmart.



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