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Community Restorative Centre

Annual Report 2011



Community Restorative Centre Inc.

Email: info@crcnsw.org.au

Web: www.crcnsw.org.au

Broadway Office

174 Broadway
Corner of Shepherd Street
Chippendale NSW 2008
Phone: 02 9288 8700
Fax: 02 9211 6518

Parramatta Office

PO Box 3307
North Parramatta NSW 1750
Phone: 02 8838 3800
Fax: 02 8838 3830

Broken Hill Office

32 Sulphide Street
Broken Hill NSW 2880
Fax: 08 8088 3731

Rutherford Office

PO Box 14
Telarah NSW 2320
Phone: 02 4932 3917
Fax: 02 4932 5109

Hunter Office

PO Box 749
Hamilton NSW 2303
Phone: 02 4961 4626
Fax: 02 4961 4135

Villawood Office

Villawood NSW 2163
Phone: 02 9729 7292
Fax: 02 9727 0781



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Our Patron

The Honourable Michael Kirby AC CMG

Advisory Panel to CRC Board of Management

Eileen Baldry

President, Council of Social Service of NSW
Professor of Criminology
School of Social Sciences and International Studies, UNSW

Associate Professor John V Basson

University of New South Wales

The Hon John Dowd AO QC

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

Professor Mark Findlay

Deputy Director of the Institute of Criminology, University of Sydney

Michael Levy

Director, Justice Health (ACT)
Australian National University

Gary Moore

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

Paul Newman

Indigenous Affairs Advisor
Lecturer, Badanami Centre for Indigenous Education, University of Western Sydney

Professor Chris Puplick AM BA (Hons) MA JP

Principal Issus Solutions Pty Ltd
Chairman, National Film and Sound Archive of Australia
Former Liberal Senator

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MESSAGE FROM PATRON

The Honourable Michael Kirby AC CMG
Patron of the Community Restorative Centre

I am proud to be patron of Community Restorative Centre (CRC). I offer this message of praise and encouragement, to be published with the CRC Annual Report for 2011.

Because CRC was established in 1951, this year represents the 60th anniversary of its creation. Six decades of service to its clients, their families and the community more generally.

During the past 12 months, CRC has almost doubled in size, increasing both its core business and the number of its staff by almost 100%. CRC has also increased its transition programmes across the greater Sydney metropolitan area and regions of the State of New South Wales.

CRC has received new funding from Human Services Ageing Disability and Home Care, designed to establish new intensive support services for clients, principally clients with intellectual disability. These new initiatives are specially commendable. They are part of a growing appreciation of the importance of mental health in our society and of the impact of mental illness and intellectual disability for offending and thus on the populations in Australia's corrective services establishments. The need to help and support for people with intellectual disabilities and other mental illnesses, so that they are restored to good citizenship, their families, if possible work and responsibilities, are steps essential for the dignity of the clients concerned and their relationships with their families, dependants and the general community.

According to reports that have come to me, the return to prison rates of clients who are supported by CRC remains low. This is a vindication of CRC's efforts. It is obviously an important justification for governmental and community subventions to support the CRC's endeavours.

All governments seek to reduce the incidence of crime in society and to prevent the increase in victims of crime. Sadly, in the past, law-and-order campaigns have sometimes diverted public opinion towards simplistic solutions to complex problems and to partisan attacks by government on opposition and vice versa. Happily, there has been less of this attitude in recent times in New South Wales, although it can never be entirely banished. It is important for our political leaders and citizens to be well informed on the causes and incidence of crime and the measures that are open to society to reduce its toll on victims, families and the prisoners themselves.

The change of government in New South Wales in 2011 has brought to the office of Attorney-General a Member of Parliament who, as Deputy Director of Public Prosecutions, was involved closely and intimately in the workings of the criminal

justice system. The Hon. Greg Smith SC MP, who appeared before me many times as counsel in the High Court of Australia, will be specially aware of the types of initiatives that work and those that are political hot air. It must be hoped that the new government will continue reforms which were pioneered under the previous Labor government. And that it will introduce well informed reforms of its own, based on sound empirical data, accurate statistical evidence and thorough-going studies of best practices in corrective services and their aftermath.

The O'Farrell Government in New South Wales is the first in many years (if not decades) not to have been elected on the basis of a law-and-order fear campaign. I pay tribute to Attorney-General Greg Smith and to his predecessor, the Hon. John Hatzistergos MLC, for scrupulously avoiding these over-simplifications and pandering to community fears and apprehensions. CRC hopes that this is a good augury for practical, sensible strategies of the kind that it has been pursuing these past 60 years.

CRC stands ready in its seventh decade, to propose, trial, study and accurately report on innovative strategies that have been successful in other jurisdictions and that have proved cost-effective in supporting prisoners on their release from incarceration, thereby contributing to the avoidance of repeat offending with its large direct and indirect costs for all concerned.

CRC is well placed to be the lead agency in supporting fresh and innovative strategies to reduce the toll of criminal offending in our society. As a citizen, I pay the warmest respects to the officers and employees of CRC for their work in the past year and for the positive attitude with which they face the future.

CRC – 60 years young!



HON. MICHAEL KIRBY AC CMG
PATRON

FOREWORD

This year, the Community Restorative Centre celebrates 60 years of providing services to prisoners, ex-prisoners and their families. This achievement is significant not just because of the longevity of the organisation, and not just because of the unique nature of the work it carries out. What really makes this anniversary of note, is the remarkable effectiveness of CRC's service provision; it's proven success in assisting people to move away from the insidious cycle of imprisonment, release, re-offending and re-imprisonment.

The most recent NSW inmate census shows 66% of people in NSW prisons have experienced a prior period of incarceration. 42.4% of those who were released in 2007/2008 returned to prison within two years. For those ex-prisoners who are able to access CRC services the recidivism rate has (since the collection of data) been extremely low. In fact it has never risen above 11%. But it is only when you consider that CRC focuses its support on those people who are most likely to return to prison that the significance of this achievement becomes apparent.

Although there have been numerous organisational shifts over the last 6 decades, the essence of what it is that CRC provides remains the same; practical, caring and hopeful support to people impacted by incarceration. This includes people with no social or economic support, people with a history of violent behaviour, people who are chronically homeless, people who have cycled in and out of prison for their adult lives (and often for a large part of their adolescence), people who come from fractured communities or families, people struggling to cope with the potentially chaotic combination of drug and alcohol addiction, unmet mental health needs and (frequently undiagnosed) intellectual disability.

CRC has long recognised that our prisons are filled with people who live on the margins of our communities. While this is never viewed as any kind of justification for committing crime, it also cannot be ignored when seriously attempting to engage with the question of how to keep people from re-offending on release from prison.

At the centre of CRC's recent organisational expansion, is the provision of services to people with multiple- and often very complex needs (particularly combinations of intellectual



changing lives
reducing crime

disability, mental health and criminal justice histories). There is little doubt that many people with extremely complex needs end up in prison in large part because there is simply nowhere else for them in the community. They are frequently ineligible for, or do not know how to access mainstream services, have burnt bridges across the community sector because of their challenging behaviour, their multiple diagnoses exclude them from many drug and alcohol and mental health services, or alternately an absence of formal diagnosis renders specialist services impossible to access.

As an organisation CRC recognises that in order for people to make changes in their lives they often need someone to invite them to

make that change (particularly people with multiple and complex disadvantage). They need to be given an opportunity to participate in something outside of their own histories of marginalisation. They need a place to live. They need assistance with accessing work and education, drug and alcohol programs and mental health support. They need social connection. They need non-judgmental and hopeful support. They need other people to believe they can make changes- and they need practical support in order to do this. This is the core business of CRC. And as we reflect on and celebrate the many achievements of the last sixty years, we also look forward to the future - the continuation and expansion of effective, caring and unique services to prisoners, ex-prisoners and their families. It is also the hope of CRC that the measurable and cost-effective successes of these services over the last sixty years (in terms of promoting social cohesion and preventing crime) will gain further recognition in concrete funding and policy terms in the future.

Mindy Sotiri
Vice President

CELEBRATING 60 YEARS



In 1951 the Comptroller-General of Prisons, Mr LC Nott recommended to the Minister of Justice that a representative prison aftercare committee be established with the assistance of parole officers. This new organisation held its first meeting on 15th November and decided to call itself the Civil Rehabilitation Committee (CRC). CRC aimed to provide assistance for inmates in the period of transition from prison into the community. Services included assistance with accommodation, employment and any other support needed by inmates.

The initial success of the committee raised the possibility of the establishment of other branches. The first CRC group established outside of Sydney was in Newcastle. Between 1951 and 1966 other committees were established in Wollongong, Moss Vale, Tamworth, Bathurst, Cooma, Dubbo, Canberra and several suburban offices throughout Sydney.

Over the last 60 years, the acronym CRC has been kept but the organisation no longer calls itself the 'Civil Rehabilitation Committee.' In reflection of changes in public attitudes and changes in CRC itself, the agency is now known as the Community Restorative Centre.

Today we celebrate 60 years of CRC's continued service and dedication to assisting prisoners, ex-prisoners, their families and friends. This marks an important event in the history not only of the organisation but also in the history of criminal justice in NSW.

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HISTORY AND FUTURE



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

CRC Mission - **changing lives, reducing crime**

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

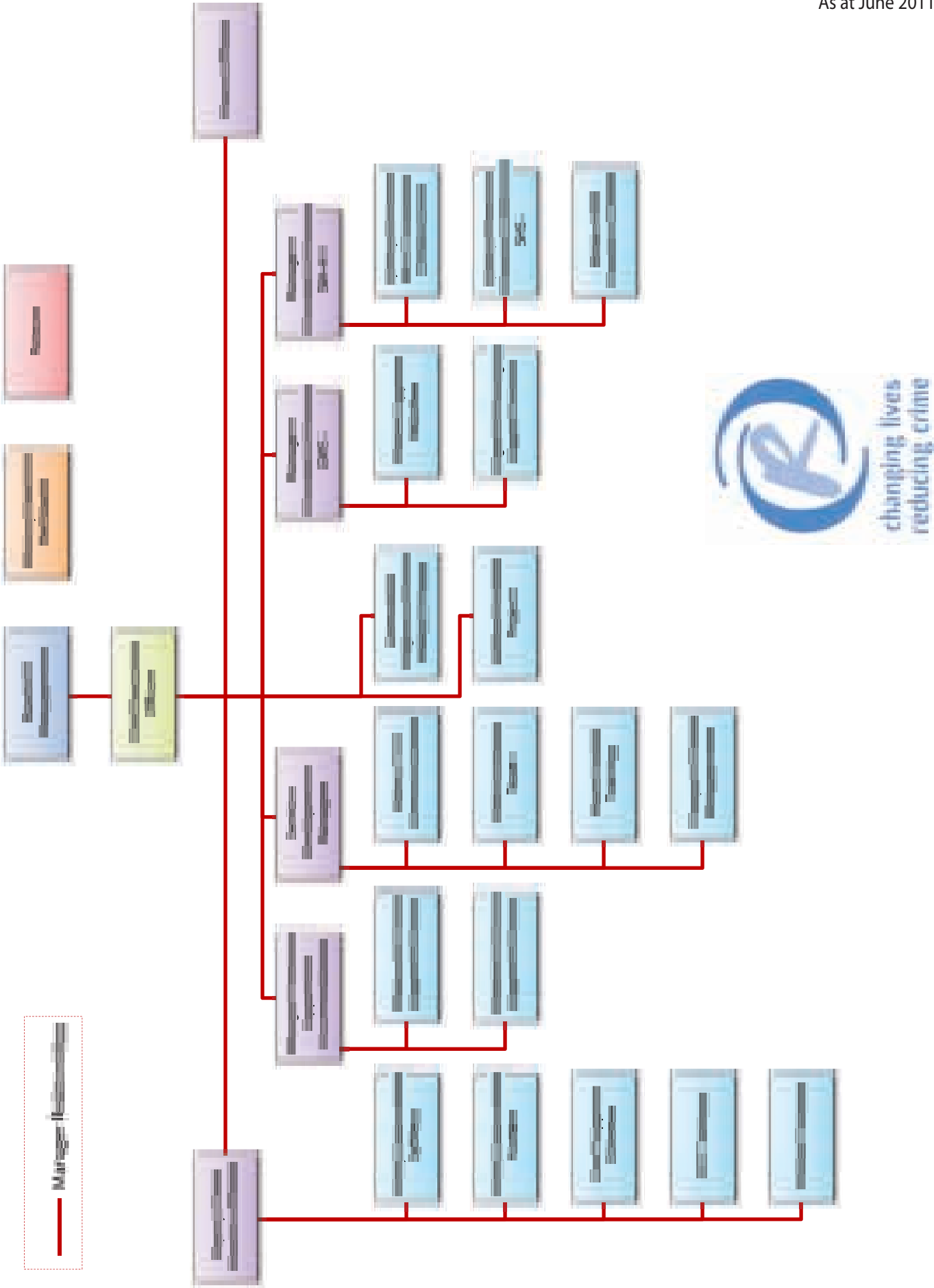
We aim to reduce crime, and to reduce the impact of incarceration on individuals and the community. Through a range of services and targeted projects, CRC works in partnership with other organisations to improve our clients' access to support and services. We create opportunities for our clients to participate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



ORGANISATIONAL CHART



As at June 2011



PRESIDENT'S REPORT

At CRC, we have now recorded 60 years of service to the people and the families of those affected by the criminal justice system in NSW. The people we have helped to help themselves and the members of the CRC family who have provided that help are too numerous to contemplate. However, what they have all achieved together represents an incredible force of a marvellous spirit that we all look forward to carrying far into the future.

The last year has seen a whole series of significant happenings that will have a dramatic impact on CRC and on the people we are dedicated to serving.

March saw a decisive election win for the O'Farrell government. This is significant in terms of their undertaking to significantly increase post release support to offenders. We congratulate Minister Greg Smith on having taken on the Corrective Services portfolio and we look forward to working closely with him. Minister Smith took many progressive policies into the election. He has an obvious and encouraging grasp of the fundamental realities confronting offenders on release and he is clearly keen to adopt an enlightened approach to genuinely assisting them. The research available around alternate sentencing options, particularly in lieu of short term incarceration, is overwhelmingly in favour of those alternate options. It is most encouraging to have a Minister who has a clear understanding of this facet of the criminal justice system.

We at CRC look forward with keen anticipation to working with the Minister to convert the numerous alternate sentencing and post release service opportunities into reality.

This year, at CRC, we celebrate 60 years of experience and we are unashamedly proud of 60 years of producing quality outcomes. We look forward to having the continuing opportunity of putting that experience and record of quality outcomes at the disposal of government to work towards our mutual objectives.

The last year has also seen a spectacular increase in the range of services being offered by CRC. This increase has primarily featured the development of new programs aimed at providing focused service delivery to people with cognitive impairment (intellectual disability, mental illness, trauma, Acquired Brain Injury etc) who have contact with the criminal justice system, increased risk of offending and fall through the gaps of mainstream service provision.



While this substantial increase is very welcome, we still struggle with the short term funding contracts (2-3 years) that could see CRC shrink as fast as it has grown if funding is not continued. It is unclear with some funding whether they will actually disappear as an ongoing funding stream altogether.

This is a real challenge for an organisation such as CRC. Increasingly government sees NGOs such as CRC as core vehicles for the delivery of specialist services within our community. Having regard to this paradigm, we need to work with government to form new types of partnerships where funding is made available for longer periods of time and that the renewal of agreements are decided well in advance of the expiry of current agreements.

At CRC we have a real sense of pride in that the return to prison rates for the people on our various programs is on average significantly lower than the general rate for the whole prison population. It needs to be remembered that we achieve these marvellous results despite the fact that the people in our programs are often drawn from the most challenging bracket of those being released.

I also wish to acknowledge all of our many funding bodies. Our partnerships with these many agencies are highly valued and sit at the very core of our being.

I acknowledge the wonderful input from all my board colleagues who make such a vital contribution through their experience and expertise.

Finally, it is a very particular privilege for me to be able to acknowledge the excellent leadership of our Chief Executive Officer, Alison Churchill, our management team, our staff and our volunteers. Our Finance Officer Nick Gill has also long been a vital member of our family for many years and does a wonderful job of keeping track of all the dollars coming in from such a variety and multiplicity of funding bodies. Alison Churchill brings wisdom, humanity and a great sense of humour all of which combine to make her such an excellent leader of CRC in this our 60th year.

All of us in the CRC family look forward to the future with determination and a quiet confidence.

A handwritten signature in dark ink, appearing to read 'Stephen Grieve'.

Stephen Grieve
President

CEO'S REPORT

It is an honour and privilege to be sitting in the position of Chief Executive Officer of the Community Restorative Centre in its 60th year of operation.

What commenced in 1951 as a small group of volunteers recognising the need for increased support to prisoners and their families, has now become the most significant charity in NSW providing a broad range of services to individuals, families, communities and organisations involved with the criminal justice system.

Fittingly for our 60th year of operation, the past year has seen substantial growth for the organisation.

Our staff have nearly doubled in number, increasing from 31 to 55. Our services have expanded to include increased transitional support to men and women in the Greater Western Sydney Region and Broken Hill; intensive support programs in the Sydney and Hunter Regions for people with intellectual disabilities and offending behaviours; increased training and capacity building programs for government and non-government stakeholders; increased support to families and children of prisoners through the development of the new "Hearts Inside" training program; and the increased accessibility of the Jailbreak Health Project Radio Program "Jailbreak" via the national community radio network CRN.

Such rapid expansion has clearly resulted in what can only be described as a turbulent year for staff and managers. We have reviewed and adapted internal structures and systems across the agency to adapt to increased programs and staffing levels. We will continue to focus on this area during the coming year.

Whilst the process of review and change has posed additional challenges for Managers, the process has readied ourselves for future growth and will ensure we are fit for purpose and able to take on new opportunities. Over the next 12 months CRC will continue to source new funds that will ensure we reach more people, help reduce crime and make a difference to individuals and communities.

The past 12 months has not only seen an increase in staffing numbers but also an increase in strategic partnerships. Current funding models within NSW and the increase in evidenced based best practice models, highlight the crucial importance of strategic partnerships. This is likely to increase in the future. CRC's expertise, developed over 60 years, provides us with increased opportunities to bring together our knowledge with other service providers. For individuals and families this means a more focused and innovative service delivery.



NSW has recently seen a change in government. Over the next 12 months CRC hopes to be fully involved in consultations with new Ministers, placing ourselves at the centre of emerging opportunities to expand and develop evidenced based programs that reduce offending and support families and communities. Whilst CRC is keen to expand service delivery in the future, we remain focused on the issue of delivering quality outcomes, not just quantity. Over the next year we will increase our focus

on measuring the effectiveness of what we do, how we assist individuals, families, communities, stakeholders. Our in – house database is being updated to enable us to provide detailed demographic, outcome and project based information. We will work to develop partnerships with our funders and academic institutions to measure our effectiveness. This strategy is not only essential for our organisational future but also for staff motivation. Staff are at the front line every day and are energised by positive outcomes. CRC data to date indicates that our work truly makes a difference in 'Changing Lives and Reducing Crime'.

Finally I would like to acknowledge the many people who have made outstanding contributions to the work of CRC throughout the year. This includes our volunteers and all of our paid staff who have shown dedication, commitment and patience; our Finance Officer for his continued expertise; our Board of Management who continue to provide guidance, support and exemplary leadership to the whole organisation; our key partners that enhance and enable our service provision; and our funding bodies who continue to support the work of CRC.

A handwritten signature in black ink, appearing to read 'Alison Churchill'.

Alison Churchill
Chief Executive Officer

Luke Grant



In the 1950s, L.C. Nott the reformist Comptroller-General of Prisons drew attention in his annual report to the difficulties faced by prisoners on their return to community life, having observed that "On release (the prisoner) must accustom himself again to an independent existence in an environment which is often unsympathetic."

Mr Nott recognised the importance of "aftercare" as the means through which the safe transition of prisoners to the community could be effected and established a vision for a voluntary organisation that would work in the interests of the community and in partnership with Parole Officers to support prisoner re-entry. The plan was sophisticated and anticipated individualised assessments of a range of prisoner needs including their requirements for employment and accommodation. Within 12 months CRC had been formed and Mr Nott was congratulating the chairperson Mr C.R. Hall for his contribution to this "unique progressive move to aid the absorption of discharged prisoners into the community." The formation of CRC had apparently exceeded all expectations.

In the 60 years since its formation CRC has evolved into an autonomous, highly valued and professional non-government organisation. Independence from Government has allowed CRC to develop innovative solutions and to operate as a fearless and responsible voice of penal reform in this State.

I have been involved with CRC for almost half of this time and have observed first-hand the commitment of its staff to the very important work of supporting and advocating for prisoners and their families. During this time CRC has risen to the challenges associated with significant changes in the prisoner population. While CRC's original focus may have been on addressing social disadvantage, the emergence of more complex needs arising from the prevalence of drug use, blood born virus transmission and mental health problems has been responded to by CRC through a comprehensive array of evidence based strategies. Regrettably the need for an organisation such as CRC is unlikely to diminish in the near future and in this context Corrective Services NSW looks forward to continuing and building on our historic partnership. I would like to pay particular tribute to those who have led CRC commencing with Mr C.R. Hall. In more recent years I have had the privilege of working closely with Elizabeth West, Violet Roumeliotis and Alison Churchill who have all confirmed the importance and value of Government engaging with the Non-Government sector.

Luke Grant
Assistant Commissioner, Corrective Services NSW

Professor Eileen Baldry

I am Professor of Criminology in the School of Social Sciences and International Studies UNSW, a lead researcher in a number of prison and post-prison related studies and am currently NCOSS President. I began my involvement with CRC in the early 1990s as Vice-President of the Board of Management from 1992-93. I was so impressed with CRC's work that I was keen to continue contributing and was President from 1993-96. Since then I have worked with and supported CRC in various capacities and am on its Advisory Board.

In my 25 year involvement as an academic and a volunteer in various capacities, with people in prison and post-release, I have consistently seen that working with and supporting people exiting prison means working with some of the most vulnerable and disadvantaged persons in NSW. It requires a depth of understanding of how various agency and institutional arrangements interact and impact on people being released and their families and how to assist and advocate for beneficial outcomes. CRC has developed this understanding over its many years of commitment to working with and supporting offenders and their families, and is one of the few organizations in NSW that has built a team with these skills and capacities.

The outcomes for CRC clients are consistently significantly better than for those who have no access to the service. It has developed excellent and invaluable training for sector and mainstream organizations in working with people enmeshed in the criminal justice system, the only such training available. CRC's forward thinking in developing new support services and advocacy approaches, such as new housing options for women and accommodation support for those with cognitive impairment, as well as its mentoring support for new and emerging programs in the field, keeps it at the forefront of innovative, responsive work that is focused on the people seeking assistance. These funding opportunities are often as a result of its advocacy for such services.

Congratulations to CRC for 60 years of fine work. Unfortunately, it has long been the case that CRC can work with and support a tiny fraction of those in and leaving prison due to the very low level of State government funding for this sector. There is no doubt that a much greater reduction in trauma, distress and recidivism for those leaving prison could be achieved were there more funding for community based services like CRC.



Professor Eileen Baldry
Advisory Panel to CRC Board of Management
President, Council of Social Service of NSW
Professor of Criminology School of Social Sciences and International Studies, UNSW

The Hon John Dowd AO QC

As a Judge of the Supreme Court of NSW dealing with Bail applications and sentencing as well as sitting on the Court of Criminal Appeal dealing with the vast number of appeals from the decisions of Magistrates, I became very conscious of the revolving door of people being sentenced, released and sentenced again.

As a Judge I was generally aware of the work of the Community Restorative Centre and was determined to find out about it after my retirement.

I still see numbers of criminal records in the matters that now come before me as Deputy President Mental Health Review Tribunal.

As a Former Solicitor and Barrister practising before the NSW and Papua New Guinea courts, and in the ACT, and later as Attorney-General of NSW, I have been constantly reminded of the enormous cost of incarcerating those who are convicted of offences not only in terms of financial costs but in terms of the devastation of the lives of that person, those who are their victims and those who are their families. The cost of support of families is much greater than is realised by most people who just want offenders locked away. The children and siblings and the members of family separated from the offender have their lives permanently altered.

When I met those who run the Community Restorative Centre I found out the enormous success of its various undertakings and agreed to become part of its Advisory Board.

I have seen that the general

government approach to people leaving custody has been supervisory and is aimed at preventing further crime but without the assistance of organisations such as the CRC, Governments do little to prevent recidivism.

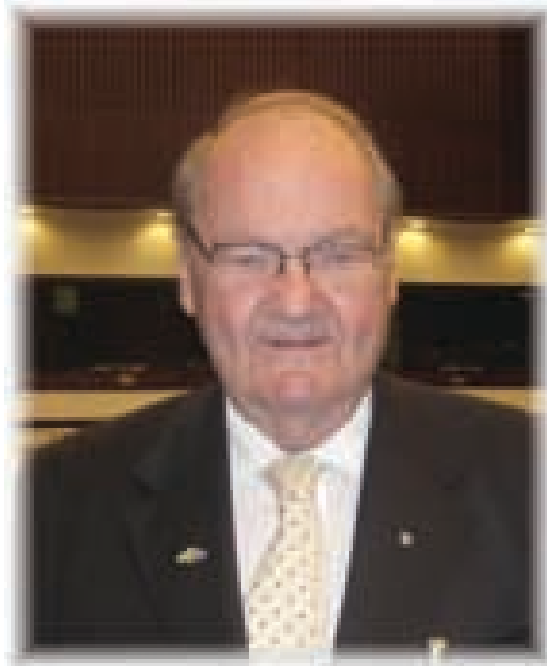
It would be hard to imagine the plight of a person coming out of the penal system if one had not had to experience it. There is a tumult of emotion involved with low self-esteem, feelings of guilt, feelings of failure, and feelings of despair as to how to restore a life interrupted by a prison sentence. That does not mean that the sentence was not correctly imposed. But it doesn't make it any easier to adjust to an unforgiving and indeed partly hostile community.

Australia, particularly capital cities such as Sydney are very expensive places to live. For someone to establish in such a city even with a job, family support, assets and a supportive community, is a very difficult task. To do all of these things without a job and lowered prospects of getting a job, clothing, accommodation and emotional support is for some people an insurmountable task.

Our community is now more conscious of the need for rehabilitation and adjustment back into society as it is becoming increasingly concerned about the enormously disproportionate prison population.

My international experience in Human Rights has shown me that there is a limit to what governments can do but almost no limit to what non-government organisation can do in helping difficult transitions in society.

In each of the programs of the CRC



where we see assistance with transition, with accommodation, transport and re-entry into the work force, the caring approach which CRC takes would be hard to replicate in government. The staff and volunteers and their caring and non-judgmental attitude towards people with whom we are concerned comes through and shows the success in the significant improvement in non-recidivism and rehabilitation, as demonstrated by CRC statistics.

I have very great admiration for those who work in this organisation and their care and, dare I say it, love for the needy human beings that come to CRC for assistance.

I commend this organisation to government and to the community for the wonderful job it does.

The Hon John Dowd AO QC
Advisory Panel to CRC Board of Management
Chancellor, Southern Cross University
Chairperson, International Committee of Jurists Executive Committee, Geneva
Deputy President of the NSW Mental Health Review Tribunal

STATISTICS 2010 ~ 2011



Clients we assisted during the Financial Year 2010 ~2011

Category	CRC Centre Wide	Men's Transition Team	Women's Transition Team	Parolee Support Initiative	Target Housing and Support Service	Broken Hill Project
# Current Client	210	82	41	22	45	20
# Male	113	82	0	16	0	15
# Female	97	0	41	6	45	5
% ATSI	27%	17%	32%	14%	18%	95%
% CALD	10%	10%	20%	14%	7%	0%
# Return to Custody	19	6	2	1	5	5
% Return to Custody	9%	7%	5%	5%	11%	25%

Background information of CRC clients released from custody

Issues List	% Yes	% No	% Uncertain
Have enough identification?	63%	18%	19%
Outstanding matters with State Debt Recovery Office?	56%	25%	19%
Have any Victims of Crime Debt	12%	66%	21%
Have any Child Support Agency Debt?	13%	73%	13%
Have Any other Debt?	25%	48%	27%
Have somewhere to stay post release?	52%	37%	11%
On Department of Housing Waiting List?	53%	26%	21%
Received Visits during last year?	59%	26%	15%
Any Violence Orders current?	15%	71%	13%
Have Physical health Problems?	61%	32%	7%
Have Mental health Problems?	56%	35%	9%
Have intellectual Disability?	8%	86%	6%
Have history of drug / alcohol misuse?	88%	8%	4%
On Pharmacotherapy program?	47%	44%	9%
Was in alternative care as a child?	9%	91%	0%
Have involved in drug and alcohol programs in prison?	64%	36%	0%
Have received any harm minimisation information?	63%	37%	0%
Have a history of gambling?	12%	88%	0%

Major Issues experienced by all CRC clients

Issue Type	All Clients	Male Clients	Female Clients
Accommodation	571	322	249
Alcohol and Other Drugs	422	242	180
Centrelink	286	182	104
Child Custody Access	75	26	49
Children &/or Family Services	40	9	31
Community Activities	9	7	2
Community Offender Services	3	2	1
Counseling	112	73	39
CRC Assistance	58	37	21
Cultural Issues / Support	15	9	6
Emotional / Mental / Psychological Health	289	140	149
Employment / Training	339	166	173
Family Reconciliation / Mediation	173	107	66
Financial	135	102	33
Physical Health	299	194	105
Justice Health - Access to Treatment	4	2	2
Legal	132	86	46
Living Skills	73	36	37
Others	145	63	82
Recreation & Social Connection	144	76	68
Total	3,324	1,881	1,443

On average, in the financial year 2010 ~ 2011

- ♦ Every CRC client experienced 16 issues
- ♦ Every CRC male client experienced 17 issues
- ♦ Every CRC female client experienced 15 issues

* The table above includes figures from Telephone Information and Referral Service (TIRS), Family Services and Transitional Services.

FAMILY SERVICES



Family Casework Services

The families and friends of prisoners in NSW are often as invisible to the outside world as the people they know who are serving time. They constitute a unique group as whilst they are not prisoners, they are also not completely 'outside' the prison system. They are often entwined with the police, the courts and Corrective Services NSW and they frequently spend a considerable amount of time and resources travelling to and from correctional centres in order to spend time with and support their person inside.

Imprisonment affects families socially, emotionally and materially. Family members often describe feeling that they are serving a sentence along with the inmate. Partners and families of people in prison have to negotiate a complex range of changed circumstances whilst their loved one is in custody and a whole new set of challenges when their person is released.

Funded by Corrective Services NSW, CRC's Family Casework Services provide practical support, counselling, information and referrals to families who find themselves involved in the criminal justice system. In addition to this service, CRC assisted over 181 families through our Telephone Information and Referral Service (TIRS).

Family Casework Service Outcomes 2011/12 (Families provided with Intensive Support)

Hunter Office	54
Head Office	80
Total	134

ATSI	11	8.21%
CALD	16	11.94%
Accompanying Children	142	

Male	11	8.21%
Female	123	91.79%

Percentage of Families Assisted with	
Contact Maintained with Inmate	98.61%
Accommodation	18.06%
Financial	11.11%
DoCS / Childcare / Parenting	9.03%
Family Reconciliation	2.08%
CSNSW Related Issues	54.17%
Health / Mental Health	36.11%
Legal	4.17%
Counseling / Mediation	84.03%



Relationship to Offender		
Parent	38	28.36%
Partner / Spouse / de facto	64	47.76%
Sibling	8	5.97%
Ex-partner	7	5.22%
Friend	3	2.24%
Child	2	1.49%
Extended Kinship Ties	1	0.75%
Other	10	7.46%

Assistance Type		
Brief Intervention	37	27.61%
Ongoing Casework	67	50.00%
One-Off	11	8.21%
Unknown	19	14.18%

Video Visits

The costs for families and friends visiting inmates in correctional centres can be high, physically, emotionally and financially. For many, visiting a prison 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 prison 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 prison. 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 has 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.



Paul Newman

I am a proud NSW Aboriginal person from the Wiradjuri and Darug nations, with a passion for working for my people and other socio-economically disadvantaged people in society in striving for social justice and human rights equity. The seed for this passion for working with disadvantaged people and their families, has come about from my own personal and family experiences and life story as an Aboriginal person growing up in NSW in the early 1960's, and experiencing first hand government welfare policies of being forcibly removed from family and country, and initially being placed into a police cell at the age of 5, with my other siblings, on the start of a "State Ward" journey through boy's homes and foster care, before being reunited with my family some years later, and being reconnected with my culture. Upon return to family, I can still remember my grandmother holding me and crying, "Son, I never thought I would see you again."

It is these kinds of life experiences that I think make you feel appreciative of the importance of family and community, and social justice and broader human rights issues in society. For me it started a magical and rewarding career where over the last 30 years I have worked in a range of education and community development roles in government, the community sector, and now in the corporate sector. As an Aboriginal Affairs Advisor, I endeavour to enhance the broader socio-economic status of Aboriginal people.

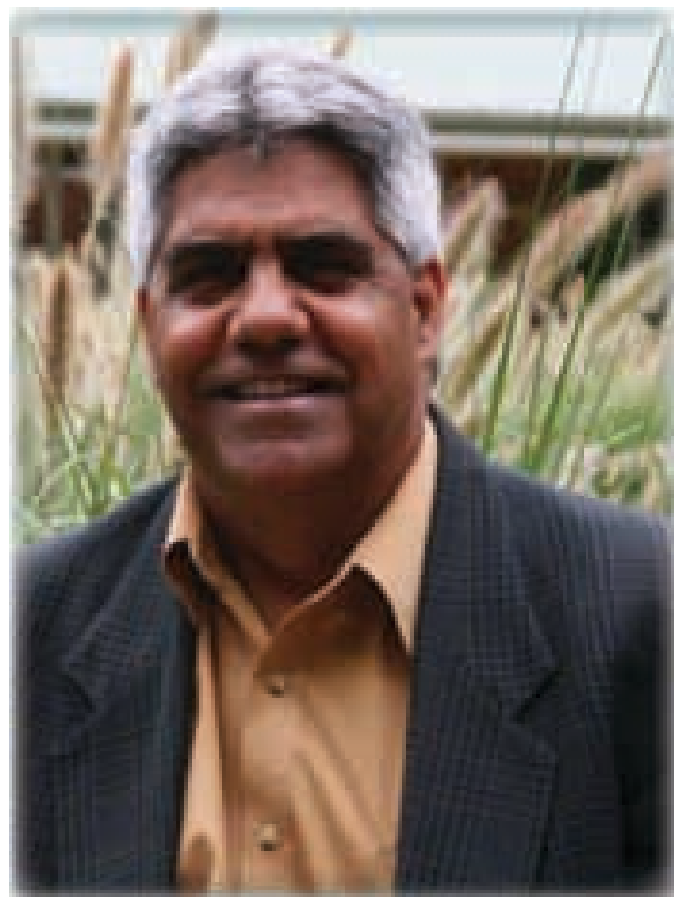
My connection with CRC initially came about through my former roles of Chairperson, NSW Reconciliation Council, and Director, Aboriginal Services, with the NSW Department of Corrective Services. Whilst I was amazed at the dedication of many departmental staff in working with offenders of all backgrounds, I was also impressed with the client case work support measures that an agency like CRC was providing for offenders, and particularly in the post-release programs and support services in reconnecting individuals with families and community. It was also a valuable learning and rewarding experience as a past CRC Board member, and to see firsthand the dedication of the CRC team in their proactive work in working with a host of other key stakeholders in supporting and improving the lives of individuals and families caught up in the justice system. It has also been rewarding to continue this connection with CRC as an Advisory Panel member for the CRC Board of Management, which brings me into regular contact with CRC staff members in providing Aboriginal affairs advice.

I would like to congratulate the CRC team on their efforts, and wish the CRC team and the Board all the best for the future in delivery of its broad range of support services and programs, which provide individuals with valuable self-confidence and skills towards building a better life and future.

Paul Newman

Indigenous Affairs Advisor, Advisory Panel to CRC Board of Management

Lecturer, Badanami Centre for Indigenous Education, University of Western Sydney



Transport Service

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, Kirkconnell 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.

Transport Service Outcomes 2011/12

Destination Frequency	Total No.	ATSI	CALD	Men	Women	Children	No. of Trips
Bathurst, Kirkconnell, Lithgow <i>Fortnightly</i>	433	32	57	53	289	91	23
Cessnock Service <i>Monthly</i>	81	7	14	8	50	23	10
Goulburn, Berrima Service <i>Fortnightly</i>	276	12	22	35	153	88	21
Oberon Service <i>Fortnightly</i>	151	5	29	40	60	51	19
St Heliers Service <i>Monthly</i>	143	10	14	32	90	21	11
Junee Service <i>Weekly</i>	633	11	2	102	394	137	78
Total	1,717	77	138	270	1,036	411	162

Family Member

Imagine for a moment that you are living your worst nightmare, you are screaming for help but no one can hear you!

That is what it is like on the other side of the fence... that is the side of the fence I and too many others find ourselves on through no fault of our own. When someone close to you, in my case my son has committed a crime and ends up in prison. Who can you turn to, who will support and guide you through the confusing court system, visiting procedures at the many and varied prisons? I can tell you CRC.

I found out about CRC in 2005, two years after my son was gaoled. I made an appointment with a CRC family caseworker and I took with me a journal I had made over the two years.

The impact of someone near and dear to you being charged then incarcerated is very frightening. I don't believe anything can prepare you for the huge changes that occur. The

emotional: guilt, shame, shock.

The physical: weight loss, unable to think, sleeplessness, hyper-vigilance.

The financial: sending money to the inmate, fares to and from the prison.

When I went to see the caseworker, it was such a relief to talk to someone who understood. I was happy to write three stories for the Families Handbook to share my experiences. I also, with a driver of the CRC bus, was instrumental in the purchasing of child safety seats for the bus. I'm sure the bus trips to the various prisons are much more peaceful and safer.

I am totally committed to the work CRC do. I would like to thank all the workers and volunteers at CRC. CRC gave me and many, many others a voice.

A Family Member of CRC client

Professor Chris Puplick AM BA (Hons) MA JP

I'm Chris Puplick and it's been my pleasure to have been associated with the CRC for a number of years. My own background is one of having served a long time in various aspects of public life: from being a Senator and Shadow Minister in the Federal Parliament, Chairman of an Area Health Service, the NSW Anti-discrimination and Privacy Commissioner, Chair of the Federal Government's main advisory body on HIV/AIDS and now working with the new NSW state government to help implement their reform agenda in health. Throughout those aspects of my career I've been interested in prisons because I see them as such a litmus test of what we're like as a people and a society. I have visited most prisons in this state and quite a few interstate and overseas. I've also written and published about aspects of prison reform with an emphasis on dealing with issues such as the management of mental illness and infectious diseases within the custodial system.

I support the work of the CRC and express my admiration for the skills and dedication of the people who run it. The work of the CRC is vital. We are not generally well served in this state (or indeed in Australia) with sufficient resources to manage the transition from prison back into the community, nor to support the families and dependents of prisoners. We have relatively high rates of recidivism and return to prison, although I'm pleased to see that this may be slowly improving. I'm also delighted to read that the incoming State Attorney General has committed himself to avoiding a "law and order" political auction campaign and has gone on the record as saying that he wants to make major reductions in the rates and levels of incarceration, especially among juveniles. This is most welcome. I hope that in terms of fulfilling his commitment he will be prepared to give greater support to the CRC and the valuable work which it does exactly along the lines he has identified as important.

CRC's programmes and its wealth of experience and understanding are such a valuable community resource that we would be seriously negligent if we failed to enhance and develop them further.



Professor Chris Puplick AM BA (Hons) MA JP
Advisory Panel to CRC Board of Management
Principal Issues Solutions Pty Ltd
Chairman, National Film and Sound Archive of Australia
Former Liberal Senator

TRANSITIONAL SERVICES

Transition Support Program Sydney Metro & Hunter

In recent years CRC has operated a number of transition support programs – programs for men and women in the greater Sydney Metro area and for men in the Hunter. Each program was operated as a discreet service, dependent on the funding source. The service formerly known as the Accommodation Service (Men and Women's) is funded by the Department of Community Services. This is through their Specialist Homelessness Services (SHS) funding, formerly known as SAAP. The Transition Support Program for men and women in Sydney and men in the Hunter is funded by Corrective Services NSW.

In order to become more efficient and to streamline operations all of CRC's separate transition support programs in Sydney metro and Hunter commenced functioning as one larger program during this financial year, now named Transition Support Program Sydney Metro & Hunter.

CRC recognised that the most effective model for offering transition support should be adopted by the Transition Support Program Sydney Metro & Hunter, including using the same referral and assessment processes, case management protocols and data collection formats. For the purposes of this annual report, however, results for each separately funded program will still be reported clearly below.

The Transition Support Program Sydney Metro & Hunter works with clients identified as medium to high risk of re-offending, with minimal post-release supports and high risk of homelessness. Clients may present with complex needs including substance use issues and physical and mental health issues, requiring support to access appropriate community services.


The program provides holistic, intensive outreach support addressing the myriad of issues that place people at risk of re-offending and homelessness, including accessing stable, long term housing, drug and alcohol misuse, poor physical and mental health, social isolation, family breakdown, and lack of education and employment opportunities. Support commences three months prior to a client's release from custody and continues for up to 12 months post release.

Housing and homelessness is a significant issue for ex-prisoners, and is a major factor contributing to reoffending. CRC operates a small number of transitional houses in Sydney's inner west that may be utilised by transition clients on a short term basis until appropriate medium and long term accommodation can be sourced.

CRC undertook Community Housing registration this year to ensure the most effective management of our transitional houses. CRC has developed a number of effective partnerships with community housing providers and effective dialogue with Housing NSW to ensure longer term housing solutions are achieved for clients.



Outcomes for CRC Transition Support Program

	CRC Transition <i>CSNSW</i> Subtotal ¹	Sydney Men's Transition <i>CSNSW</i>	Hunter Men's Transition <i>CSNSW</i>	Sydney Women's Transition <i>CSNSW</i>	CRC Transition <i>SHS</i> Subtotal ²	Sydney Men's Transition <i>SHS</i>	Sydney Women's Transition <i>SHS</i>	CRC Transition Team Total
Current Client	65	19	25	21	58	38	20	123
# Male	44	19	25	0	38	38	0	82
# Female	21	0	0	21	20	0	20	41
% ATSI	18%	16%	8%	33%	26%	24%	30%	22%
% CALD	12%	26%	0%	14%	14%	8%	25%	13%
# Return to Prison	4	1	2	1	4	3	1	8
% Return to Prison	6%	5%	8%	5%	7%	8%	5%	7%



¹ Of the 65 clients assisted through the Transition Support Program (Corrective Service NSW funded), only 1 returned to prison due to reoffending. 3 others returned due to a breach of their parole conditions.

² Of the 58 clients assisted through the Transition Support Program (SHS funded), only 3 returned to prison due to reoffending. 1 other returned due to a breach of their parole conditions.

Anne-Louise Lagudi



I began working at CRC in November 2010 as a Targeted Housing and Support Service Worker (THaSS) in the Parramatta office where I worked in a team of five. There I provided a broad range of case-work services to women exiting custody. In fact, during my first month at CRC seven women were

released from custody - suffice to say I hit the ground running – and I haven't looked back since. In March 2011, I applied for the role of Women's Transition Worker in CRC's Broadway office and was successful. I now work in a team of two and my role involves providing important case-work services. This can involve information and referrals, sustaining tenancies, provision of family support, access to community treatment, client outreach and advocacy.

One of the things I enjoy most about my role as a Transition Worker is seeing women do well on the program, being given a second chance to integrate back into the community, and in some instances, even enrolling in higher education and taking part in full-time work. It is a privilege to work with clients who share so much of themselves, whilst also having the opportunity to provide them with options that they never thought possible.

My CRC colleagues are another aspect about my work that I love. They are growing into my second family. There is always someone to debrief with, and the wealth of knowledge and experience I have to draw on is remarkable. It really is amazing to be part of such a dynamic team of passionate and dedicated professionals. Collegial support is particularly important during the more challenging aspects of my work. In one's daily interactions with women you become privy to their very personal and sometimes traumatic stories. One of my greatest challenges is being able to turn off at the end of a day. To cope with these daily challenges, I try to debrief with colleagues, maintain an exercise regime and spend quality time with my loved ones.

I have also set some important short-term goals for myself. These include continuing to focus on my own personal and professional development in order to be better equipped to provide support to my clients so they can reach their full potential. I also have a strong sense of social justice and believe that my client demographic, in particular, needs advocates in order to break down the barriers that they face when accessing basic services. I look forward to the challenges ahead and continuing to make a difference!

Anne-Louise Lagudi, Women's Transition Worker CRC

Family Member

Hi my name is Susan*. I am connected to the CRC via my brother, Ron, who sadly passed away from complications related to Hepatitis C in 2009.

My brother was my favourite person when I was a child, I really admired him. He was a very charismatic guy and incredibly funny, but unfortunately later in life he was also a drug addict.

I cannot begin to express in words the negative impact his drug addiction had on both himself and our family. Ultimately, Ron's drug addiction led him to theft which in turn led him to incarceration.

Whilst in prison Ron approached the CRC for help. He pleaded with them to help him find accommodation, to get on the methadone program and to rehabilitate into society. As a family, we had tried to do this so many times over the years! However, Ron had finally hit rock bottom and it was CRC who gave him back his life and some serenity for those final years.

This in turn enabled us to have a calm and loving relationship with him. He was able to be a caring brother, uncle, son and most importantly a dad, without the fear of drugs getting in the way.

Ron was so grateful to the CRC and his wonderful counsellor that he regularly volunteered in the CRC office. This gave Ron a sense of fulfilment and was a way for him to thank them. From the bottom of my heart, I will always be appreciative to CRC for giving me back my brother. I was so grateful to be with him when he died, as he knew he was loved and forgiven. Without the CRC there is a huge possibility that may not have taken place, and that is a thought I cannot bear to think!

For the last few years of his life Ron spent Christmas with my family, and he always gave my girls a Santa stocking filled with lollies. I have continued the tradition, and they still receive one from Uncle Ron every Christmas – a lovely memory for us all to have! Thank you CRC, Susan.

A Family Member of CRC client



Brian, Former CRC client

G'day, my parents named me Brian* and I'd like to share with you what that little boy became. My head can be like a dangerous neighbourhood, so let's climb together.

As a young fella, I found the best way to avoid the yelling and screaming at home was to go running and that culminated in me competing at a state level at the age of 10. The night before the race I was caught stealing the milkman's takings from his truck and was interviewed at Hornsby Police station and in some strange way I felt as though I would continue to be a part of the system. As I progressed through high school I found alcohol and cigarettes helped me run away from me. Leaving school I got an apprenticeship but after 3 years I lost that opportunity due to my drinking and gambling. I was too scared to tell my father I'd lost my job and wandered aimlessly until I found myself arrested for break, enter and steal and steal motor vehicle. In 1983 aged 18, I found myself in Long Bay prison wearing a green tracksuit surrounded by 600 maximum security prisoners, feeling totally powerless. I knew I was out of my depth but I felt like I belonged there.

As a young child my father always told me I was no good and would end up in prison so now the 'criminal, no-hoper' label was imbedded in my inner self. On release from prison in 1994 I was accepted into the CRC half-way house. After 2 months I left and went back to my old ways, I just wasn't ready for change. I last fronted court in 2002 and by remarkable circumstance came into contact with a lovely CRC worker who arranged housing for me.

This was the first time in my life I had stable housing and it fundamentally changed how I felt. Someone taking an interest in me and showing concern for my welfare was a new concept. I had always felt people wanted me to remain vulnerable and insecure and I was afforded self-determination in my circumstances.

My home was my castle and I felt worthwhile enough to give a job a go, which I held down for a year. Soon after, my addiction brought me to an emotional rock bottom. Three and a half years ago I started a TAFE Outreach course and soon after got into 12 step recovery. I've now been clean and sober for 2 ½ years and I'm working and studying. Today I have purpose in my life and that's building my self-esteem. Thank God for CRC.

Brian, Former CRC client

**name has been changed to protect privacy*

Parolee Support Initiative

Parolee Support Initiative (PSI)

Current Client	22
# Male	16
# Female	6
% ATSI	14%
% CALD	14%
# Return to Prison	1
% Return to Prison	5%

The Parole Support Initiative (PSI) Project provides support and accommodation to people who are exiting prison on parole with a mental illness and/or intellectual disability and are returning to live in the Liverpool, Fairfield or Parramatta areas of Sydney.

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.

Based in 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.

This initiative is consistent with NSW strategic directions on addressing and preventing homelessness and is delivered in partnership with NSW government agencies and funded by the Commonwealth government under the National Partnership Agreement on Homelessness. Corrective Services NSW is the lead agency for this project and has funded CRC to deliver the project on its behalf.



Scott Fanker

The Parolee Support Project: Partnership in Action

I manage the community-based mental health services across the Liverpool, Fairfield, Campbelltown, and Bowral areas of South Western Sydney Local Health District. I've been involved with the implementation and management of the Parolee Support Initiative (PSI) since shortly after CRC was given the contract to undertake the project. I've played a role in planning the clinical mental health care and support provided to those PSI clients who require the support and involvement of a public sector mental health service. PSI aims to provide 'joined up' housing, support and health care to people leaving a correctional setting with complex mental health and/or intellectual disability related problems. Most of the people supported by PSI have also had a history of using alcohol and/or other drugs in a harmful way.

PSI is a pretty simple working model, but the outcomes that it has achieved for the clients who have participated in the project have been anything but simple. Linking stable housing with practical supports and access to a range of health services provides a foundation for people to establish and maintain independent community living and reduce their risk of re-offending.

The strength of the partnerships between the agencies participating in PSI has been a significant factor that has made the project successful. It's that idea of the whole being greater than the sum of the parts when multiple agencies, each with their own expertise, experience and resources, work together to help people. For clients who have participated in PSI based on them having a significant mental health disorder, this collaboration has been

between CRC, Liverpool/Fairfield Mental Health, Housing NSW, Hume Housing, and Probation and Parole. We've worked hard and well together, and had a few laughs along the way.

PSI, and CRC especially, hasn't been scared of taking on a challenge. The project has provided support to clients where concern had been expressed that they wouldn't be able to maintain tenure in the community without inevitably reoffending and returning to a correctional setting. These clients continue to live in the community many months or years after their release from custody.

There are a few things that I will take away from my involvement with PSI. Obviously I think first of the clients who are living successfully in the community because of their own personal efforts and perseverance, combined with the assistance provided by the project.

I've enjoyed working with CRC. The staff of CRC who have worked on PSI have been committed, enthusiastic, flexible, collaborative and client-focused in ways that have left a lasting impression on me.

PSI has given staff of the Mental Health Service opportunities to work with people who've been released from custody with complex needs and where there is an opportunity for their input to improve these clients' mental health and wellbeing in a lasting way. We've also had the opportunity to work closely with an organisation that specialises in post-correctional support and does this well. These are experiences and skills that the staff of the Mental Health Service will be able to apply in the future with clients from a range of backgrounds.

Scott Fanker
Service Manager, Mental Health,
South Western Sydney Local Health District

EXCITING NEW TRANSITIONAL SERVICES



In August 2009, the NSW Government released *A Way Home: Reducing Homelessness in NSW*, NSW Homelessness Action Plan 2009-2014. The NSW Homelessness Action Plan is the State government strategy for reforming the homelessness service system. Five reform priorities were identified with the prevention of institutional exit into homelessness being one of them.

CRC was successful in securing two new projects funded by the Commonwealth government under the National Partnership Agreement on Homelessness. The Targeted Housing and Support Service and the Sustaining Tenancy for Ex-Prisoners in the Far West NSW Project. Corrective Services NSW is the lead agency for both projects and operates in partnership with NSW government and non-government agencies.

Targeted Housing and Support Service (THaSS)

Targeted Housing and Support Service (THaSS)

Current Client	45
# Male	0
# Female	45
% ATSI	18%
% CALD	7%
# Return to Prison	5
% Return to Prison	11%

THaSS provides a broad range of casework services to females exiting Dillwynia, Emu Plains and Berrima Correctional Centres who are at risk of homelessness and who have children and/or complex needs such as intellectual disabilities, low cognitive functioning, substance abuse and/or mental health issues. The target group is restricted to sentenced prisoners. A major goal is to prevent exits into rough sleeping or transient, unsuitable accommodation.

This initiative is consistent with NSW strategic directions on addressing and preventing homelessness and is delivered in partnership with NSW government agencies and funded by the Commonwealth government under the National Partnership Agreement on Homelessness. Corrective Services NSW is the lead agency for this project and has funded CRC to deliver the project on its behalf.

The service engages with program participants up to 3 months prior to their release to identify post-release needs and to facilitate appropriate accommodation in the Greater Western Sydney area.

Upon release the service provides intensive outreach support services to clients in their own homes to assist in the development of independent living skills, sustaining tenancies, access to community treatment and support services, the development of a sense of community and belonging, and the building of positive relationships with both family and support networks.

Sustaining Tenancy for Ex-Prisoners in the Far West (Broken Hill)

Commencing in 2010, the Broken Hill project works with prisoners at risk of homelessness upon exiting Broken Hill Correctional Centre. A small team of two staff have formed a partnership with Compass Housing, CSNSW Community Offender Services and Broken Hill Correctional Centre staff to provide a streamlined pre and post release transitional service to clients. The model of support is in line with existing CRC Transition programs.



The first of its kind in a rural region within NSW, the project has already surpassed expectations by securing stable long term accommodation for individuals previously unable to secure housing in the area. The local Broken Hill community including government and non-government organisations in the area have openly praised the project for the quality and intensity of support provided to what has previously been a difficult group to engage. The workers' connections and respect within the Aboriginal community has enabled the development of professional relationships with clients which has assisted in increasing their access to local services.

We look forward to providing an update for this project in next year's Annual Report.

Sustaining Tenancy for Ex-Prisoners in the Far West (Broken Hill)	
Current Client	20
# Male	15
# Female	5
% ATSI	95%
% CALD	0%
# Return to Prison	5
% Return to Prison	25%



Carol Nikakis

VACRO is one of the oldest non-denominational welfare organisations in Victoria and has provided support to offenders and their families since the organisation was founded in 1872 in response to a Royal Commission into the Penal system. As the Discharged Prisoners' Aid Society, VACRO's original focus was on addressing the material and practical needs of prisoners and their families. VACRO has retained its commitment to meeting the needs of this particularly vulnerable and often excluded client group while developing new, professional approaches to service delivery.

2012 will be VACRO's 140th year as part of the landscape of criminal justice services and client advocacy in Victoria. We focus on three key areas of work: Community, Justice System Services and Family and Children's Services. In each area, VACRO provides information, practical resources, personal support and specialist referral. Consistent with our throughcare approach, we aim to reduce recidivism and build safer communities. This is achieved by working with individuals and families at the time of arrest, through the Court process and in correctional settings, placing a special emphasis on transition and reintegration.

For many years, CRC and VACRO have collaborated in making the most of scarce resources and sharing information, ensuring that our service users benefit from new work that originates in either NSW or Victoria, but can be adapted for local audiences. VACRO shares with CRC a commitment to remaining adaptive and flexible. Both agencies have continued to develop and trial innovative approaches to meeting the new and emerging needs of our client group while working to establish a broad range of community connections and partnerships that deliver local, connected services across broad geographic regions.

As a sister organisation working with a parallel system in Victoria, VACRO shares many of the challenges that face CRC in continuing to do new work in this area, work that is often overlooked but has great value for individuals, for families and for the whole community. VACRO has a deep respect for the work of the CRC and looks forward to many more years of collaborative work and learning, with CRC, to serve our local communities and work to achieve change.

Carol Nikakis
Chief Executive Officer, ACRO

On Site Supported Accommodation Service

Funded by Aged, Disability and Home Care - ADHC, the onsite supported accommodation services in Sydney and Maitland, provide Intensive Residential Support to adult male clients who have been diagnosed as having an Intellectual Disability and who have contact with the criminal justice system. The service engages with clients following referral from ADHC's Community Justice Program, and, may engage with clients pre-release, or assist the client to transition from their current accommodation to the service as a resident.

The project aims to assist clients to develop the skills to live independently in the community, and, to provide 24 hour support to clients to reduce offending behaviours. Through the direct delivery of Living Skills programmes on site, clients are provided with the opportunity to increase their independent living skills. These programmes address all aspects of living skills including; money management and budgeting, personal hygiene and grooming, household maintenance and dietary education, shopping and cooking education. Staff provide a broad range of case management services to clients, that address each of the clients life domains, and, encourages and supports self-determination and social inclusion.



Court Support Scheme

Funded by the Legal Aid Commission of NSW, 37 volunteers currently staff CRC's Court Support Scheme. They assist the community by providing support in 12 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 **22,228** people.



Graham

My name is Graham and I am a Court Support Volunteer at Penrith Court House on a Thursday. I am a retiree who, at the time of my retirement, held the position of NSW Manager for Employment and Personnel Services for the Roads and Traffic Authority. During my working life I spent time around various Courts and Tribunals and sat as a member of the Government & Related Employees Appeals Tribunal, for several years.

We all have regrets and one of mine was not studying for a Law Degree at a time my abilities might have allowed. Studying Law formed part of tertiary education I completed in the 1970's and a subject which interested me greatly. To this day I continue to be fascinated for reasons I cannot explain. My major interest in retirement is three grandchildren and being an active member and fire fighter with the Rural Fire Service (RFS), Bringelly Brigade. Community education forms part of my RFS role, with school visits being especially rewarding.

Given the above coming to work for Court Support was an easy decision once I became aware of their role in the Court System. I enjoy the Penrith Court mainly because of the down to earth interaction between the stakeholders involved. Whilst we play a support role it is nevertheless an important role especially where people do not have any form of representation.

On most days you tend to be asked similar questions and give the usual answers, with people generally moving through the Court System in an appropriate manner. However there are exceptions and this is where our role is so crucial. I am sure we all have dealt with people who are not coping, either emotionally or physically, with some of their stories being so confronting it is difficult at times to remain focused.

To hopefully make a significant difference to their current and future wellbeing, I guess, is the main reason we continue to volunteer and the reason I look forward to Thursdays.

Graham, CRC Court Support Volunteer

Jailbreak Health Project

Funded by Sydney South West Area Health Service, the Jailbreak Health 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 107.3FM 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.

By talking to inmates, health professionals and community workers, Jailbreak 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.



Highlights

- ◆ 54 Jailbreak programs were broadcast including the second live Christmas day show
- ◆ Nancia Guivarra was Jailbreak's first indigenous guest producer
- ◆ The first of a series of programs were produced and presented by a group of youth hip hop artists
- ◆ Jailbreak is now available for national broadcast over the Community Radio Network and has been part of the regular programming of stations such as 2WET Kempsey Tank FM; Nowra's Bay and Basin and Melbourne's 3CR
- ◆ Jailbreak has a view to creating a partnership with radio broadcasters in Victoria who work in correctional centres
- ◆ Broadcast over the CRN means Jailbreak is starting to be taken up by community stations in rural communities and is increasingly available for pick up by inmates in some regional correctional centres
- ◆ A feature article about Jailbreak was published in Users News magazine
- ◆ Jailbreak now has a regular feature page in the national indigenous magazine In Vibe with ten stories published in the last year. In Vibe is distributed to correctional centres and Aboriginal medical services across the country free of charge
- ◆ Following on from the pilot, Sydney University have accepted participation on Jailbreak as part of the Public Health Graduate Indigenous Health Promotion program, where students will develop radio stings for the show as part of their assessments
- ◆ These students come from all over Australia reaching indigenous communities nationally. Their participation with Jailbreak increases their awareness of prison health demographics and the lives of inmates
- ◆ Jailbreak has included some high profile artists as part of line up this year, including Archie Roach, Dan Sultan and Katie Noonan

Hugh Smith

Prisoners Aid (ACT) began life in 1963 with a rather different name. At that time Canberra had no prison and no remand centre. Goulburn prison was used when remand in custody was required and those sentenced by ACT courts served their time in NSW prisons.

This created a problem with ACT offenders who returned to the territory on parole. Each month a parole officer from the NSW Department of Prisons would turn up in Canberra and face the obvious difficulties in contacting parolees. In 1962 the NSW Comptroller-General of Prisons requested the establishment of a Civil Rehabilitation Committee in Canberra to assist these officers.

Thus the Canberra-Monaro Civil Rehabilitation Committee came into existence in 1963. The founding president was a Church of England chaplain, Rev. Dennis Johnson, and members were drawn from various churches, the ACT Police, St Vincent de Paul, Rotary, Lions and various government departments as well as private individuals.

Members of the committee served in effect as volunteer supervisors of parolees who returned to Canberra. Small grants came from the Department of the Interior and the TAB (plus a welcome donation of \$200 from Sydney CRC in 1966).

The word 'Monaro' was soon dropped from our title as we developed links with Cooma Civil Rehabilitation Committee which referred parolees to us when they moved to Canberra in search of employment. In 1968-9, for example, there were 20 such cases.

From 1969 our president or another

office-bearer began attending the annual meetings in Sydney of the Council of CRC Presidents (later the Association of CRCs of New South Wales), a practice that continued for most of the 1970s and 1980s. We had no formal relationship but the Executive Secretary in Sydney – first Marjorie North and later Sheila Scott – gave generous support to our committee and made our representatives at the meetings very welcome. It was never difficult to find someone to attend.

Our links with Sydney often proved valuable for ACT prisoners in NSW prisons and for families visiting them. Assistance was willingly provided by the local CRC at our request.

In the late 1980s and 1990s our close association with CRC in Sydney diminished. Increased funding allowed us to provide regular support to families visiting NSW prisons. We also obtained a substantial new grant from the ACT government in 1988 to establish a Court Assistance and Referral Service. This began operations in an old broom cupboard in the ACT court building with two part-time employees, one of whom – Bill Aldcroft – is still going strong.

In August 1991 we changed our name, partly because 'Civil Rehabilitation Committee' meant little to prospective clients or to the public at large. We became the Prisoners Aid Committee (ACT) and in 1997 simply Prisoners Aid (ACT).

Major efforts in the 1990s and early 2000s were directed towards the establishment of a prison in the ACT. One of the strongest arguments in favour was the difficulty families faced in maintaining contact with prisoners scattered throughout NSW; another argument was the poor reputation which NSW prisons had at that time.

Prisoners Aid (ACT) participated in three committees set up to examine the need for a prison, put in submissions to the ACT Assembly, made representations to local politicians, appeared at public forums and published articles in the media. We cannot claim credit for the eventual decision but believe we helped push the ACT government in the right direction.

The Alexander Maconochie Centre (which includes remand as well as sentenced prisoners) began taking prisoners back from NSW in 2009. We obtained larger grants from the ACT government and now employ two part-time staff based at the prison where we have an office in the Visitor Entry Area. The two staff – Wayne Hutchison and Christine Moore – assist prisoners and, together with volunteers, make contact with visiting families as they arrive or depart, offering support and referral as required.

Prisoners Aid (ACT) survives on a limited budget (about \$130,000 p.a.) and has no administrative staff. We have thus been especially grateful to CRC in Sydney (also under a new name) for their advice and support in recent times, including visits to Canberra by the deputy CEO. We are again enjoying wise and experienced counsel from CRC.

Hugh Smith
President, Prisoners Aid (ACT) 1983 – to date

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.

No Bars Website

The No Bars website was developed in partnership with NADA (Network of Alcohol and Other Drug Agencies) to provide comprehensive information and publications for drug and alcohol services on working with criminal justice clients. www.nobars.org.au

CRC Website

The CRC website has a new look and is easier to use after a major overhaul this year. It contains information on our services, resources, bus timetables for our services to NSW prisons and lots of other useful information. In 2010/11 the site received 16,494 unique visitors, an increase of 14% from last year.

CRC can also now be found on Facebook. Weekly updates keep people up to date with our happenings. You can find Community Restorative Centre and Jailbreak at www.facebook.com



Website Visitor

Hello. I've been out 8mths now (did 3yrs 3mths). All is good, great accommodation, good job, regular contact with my daughter. The thing that helped me in the last 6mths inside was the booklet titled 'Planning your release', it was a great help! Thank you for putting it out there. Keep up the great work!

A CRC Website Visitor

Telephone Information and Referral Service (TIRS)

CRC's Telephone, Information and Referral Service (TIRS), 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 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 statewide, interstate and overseas.

The following data provides a snapshot of who accesses the service and the issues they present.

The TIRS service received **565** calls in the financial year *1 July 2010 – 30 June 2011*

Caller Type A	
Agency Worker	20.00%
Ex-Inmate	15.22%
Family / Friend	32.21%
Inmate	1.23%
Other	4.96%
Unknown	26.37%

Caller Type B	
Male	11.33%
Female	47.96%

Top 5 Issues	
CRC Assistance Information	26.82%
Accommodation	21.16%
Corrective Services NSW Related Information	19.71%
Financial	10.34%
Counseling	8.24%



Gamarada



Gamarada meaning 'comrades or friends' in the Gadigal language of the Eora nation, is a men's group based in Redfern in central Sydney. Men's groups have gained increasing support in communities throughout Australia and are now seen as an effective and safe way for Indigenous men to come together and explore healing and identity. Men's groups have also been identified as important for Indigenous men in the nexus between mental health and the criminal justice system. CRC provides professional support and mentoring to the Gamarada leadership group and auspices grants from the City of Sydney, Clover Moore Salary Trust Fund, and the Department of Education, Employment and Workplace Relations.

Gamarada offers an introductory two-day healing and life skills workshop as well as a 10-week structured program. Traditional Indigenous healing methods are combined with Eastern and Western influences to help individuals and communities recover from trauma and lateral violence. There is also an emphasis on promoting life skills, for example increasing safety in relationships and making positive life choices. Methods employed include the use of yarning circles, individual counselling and group therapy programs, community wide healing circles, traditional ceremonies and residential programs and retreats. Those who may benefit from the group include members of the Stolen Generations and their families, young people who have experienced abuse or family violence, people involved in the criminal justice system and people with alcohol and other drug issues.

While most group programs are based around "talking therapies", Gamarada teaches participants practical skills such as stress management, relaxation, breathing and visualisation exercises. The concept of awareness is explored in detail in connection to Indigenous spiritual concepts like Dadirri (deep listening and quiet stillness). Anger management and emotional control are addressed in Gamarada using "non-reaction" techniques, which are focal points that are consistently reinforced through practical

application. The program encourages participants to apply these skills in order to gain greater control and harmony within their lives and relationships.

Gamarada values education - both traditional and formal. The Parental and Community Engagement program (PaCE) Biyanga Naminma (Father to show), engages men to increase their involvement in the education of their children aged 0-19. The men, and in turn their families, learn about the importance of education and its fundamental relationship to closing the gap in Aboriginal health and stifling the cycles of poverty that lead to crime, prison and unfulfilled life aspirations.

A train the trainer program has been developed to foster men's confidence and skills to create and deliver programs that focus on healing, leadership and capacity building for their own communities. By creating leaders Gamarada achieves sustainability and extends the reach of its positive impact on men and their families. Of note, Gamarada graduate David Leha, a former prisoner, became formally employed to facilitate the session, Anger Management and Non-Reaction for Corrective Services NSW.

Gamarada's long-term vision includes increasing the capacity of men to deliver healing and empowerment programs to ensure that knowledge and skills become part of the broader community capacity to achieve self-determination. Another goal is to establish a centre for healing and life training that will develop and deliver healing programs for men, women and youth.

For more information on Gamarada and Biyanga Naminma visit www.gamarada.org.au

Ken Zulumovski
Chair Gamarada Indigenous Healing and Life Training Ltd

Ray Jackson

My relationship with CRC began when I became active with the Aboriginal deaths in custody watch committee during the late 1980's. Along with other justice activists such as CJC we linked into the good works of CRC. This was during the time of Violet Roumeliotis.

Several joint campaigns were done and I became more and more impressed with CRC and its dedicated staff to the point that sometime later I offered my services to the CRC board.

Ten years was spent in this role along with some input as an Aboriginal advisor, a role that continues to this day.

When Violet left and Alison Churchill began happily the previous work synergisms continued. CRC has of course grown and new programmes seemingly are added almost weekly.

The court volunteers, and other volunteers, deserve special mention for the wonderful commitment that they have to the CRC cause. Prison transport and ex-inmate housing are just two more examples, among many other examples, of the good social works that are performed by all the CRC staff and volunteers.

I am quite proud to have been connected, be it in a small way, with CRC and its committed peoples.

May CRC have many, many more,

Ray Jackson
President, Indigenous Social Justice Association



CRC would like to congratulate Ray Jackson on receiving the 2011 Yabun Award for Elder of the Year in acknowledgement of his continuous fight to stop Aboriginal Deaths in Custody and his advocacy on behalf of the community to ensure justice is received for the brothers and sisters lost and their families. The Yabun Awards recognise valuable contributions made by Aboriginal and Torres Strait Islander people over the past 12 months within the Koori Radio 93.7FM footprint.

TRAINING & CAPACITY BUILDING

CRC Training

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 currently has two training packages available: *When a Family Member Goes to Prison* and *From Prison to Community*.

This training is suitable for social workers, welfare services, support workers, housing and accommodation workers, frontline staff in social welfare services such as Centrelink; Housing NSW; Department of Community Services; anybody in the Government or non-government sector whose work brings them into contact with people who are affected by the criminal justice system.

Over the last 12 months, 3 training sessions have been run with 68 participants. We are undertaking a new strategy to enable us to deliver more training sessions across the state over the coming year.

Hearts Inside

CRC has received funding for three years through Department of Community Service's Community Builders to deliver free training to the Metro South West Region of Sydney. Called Hearts Inside, this training package has been written to assist community workers to better support children of offenders by understanding the impacts on children when they have a loved one incarcerated and the ways in which workers can engage with them. Among other things, the training aims to specifically help participants assist families to stay in touch with family members in correctional centres where appropriate and assist families to prepare for the release of a parent or family member.

Since the pilot, four training sessions have been run with 59 participants. The ongoing promotion and networking with relevant agencies continues to highlight the demand for this training and the increase in the community's ability to identify children at risk and engage with them.



NADA No Bars Training and Change Management Project

No Bars is an innovative Training and Change Management package developed specifically to support drug and alcohol services to work with criminal justice clients.

The No Bars Training and Change Management Project commenced in July 2009, following on from a pilot of The Drug Crime Diversion Capacity Building Project (2008). The original package was created in response to a number of issues identified by NADA members, CRC clients and CRC staff that prevented criminal justice clients from easily accessing residential rehabilitation services on release from custody.

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.

Outcomes for No Bars Training and Change Management Project

In the last 12 months, 20 training sessions were run with 156 participants. Of the 20 participating agencies, three were Aboriginal Services, four were Youth Services and one was a Women's Service.

Three agencies 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 PRACTICE

Governance and Management

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

CRC has a total of 55 paid staff members ranging in duties from direct client assistance, resource development, management, delivery of training, drivers and administration.

During the past twelve months paid staff have worked alongside over 40 volunteers. Our volunteers work within the local Court system and assisting with the administration of the organisation.

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

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

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

The conduct of Board Members is governed by the CRC Constitution and CRC policies and procedures.

The Constitution outlines the role of a Board Member, their responsibilities to the association, how they must address any conflict of interest, and guidelines for managing the CEO relationship.

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

As at June 2011, 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)



Financial Future

The past twelve months has seen a rapid expansion in funding for CRC. We have increased our funding from \$2,219,688 to \$4,037,347 as of 30th June 2011.

We have been successful in our Expression of Interest to Corrective Services NSW Community Grants Program for four of our long standing programs for a further three years.

Our most significant areas of growth have come from Corrective Services NSW and Ageing Disability and Home Care (Human Services NSW).

Corrective Services NSW have contributed \$976,221 to two initiatives stemming from the National Partnership Agreement on Homelessness delivered in partnership with NSW government agencies and funded by the Commonwealth Government. These projects are the Targeted Housing and Support Service in the Greater Western Sydney Region and the Sustaining Tenancies in Far West NSW (Broken Hill).

Ageing Disability and Home Care (ADHC) have contributed \$1,549,039 for the delivery of two On-site Supported Living Programs and a very new Drop-In Support (soon to be established). These programs provide intensive support to people with an intellectual Disability who are at risk of offending or re-offending. CRC is optimistic that this area of work has the potential for growth in the forthcoming years.

Funding from ADHC has also assisted CRC to diversify our funding sources, reducing our reliance on one major funding body.

The challenge for CRC, like many non-government organisations, is the security of funding for long term planning and strategic development. The majority of CRC's funding remains on one to three year tendering cycles, leaving financial and job security tenuous. Our challenge is to clearly demonstrate to government the efficacy of our work and seek a greater role with State Government in the development of new, best practice models for reducing crime, reducing victims and increasing the resilience of individuals, families and communities.

The growth experienced by CRC in the past twelve months has deflected our energies away from initiating new fundraising strategies. We remain convinced however that CRC has a powerful story to tell to potential donors and supporters as our work year after year continues to demonstrate significant reduction in re-offending. This reduction in offending behaviour reduces the cost to government from over \$200 per day to keep someone in prison to less than \$20 to be supported by a CRC Transition Program.

CRC will move into the 2011 / 2012 financial year in a strong position.





CRC Strategic Plan 2008 - 2012

The Strategic Plan outlines key directions over four years and 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 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 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 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

Risk Management

CRC takes the management of risk seriously.

Through strategic planning and ongoing review and policy development, CRC works to reduce and manage risks and/or threats that have an impact on the service. During the past 12 months CRC comprehensively reviewed the Human Resource Management Policy & Procedure, and updated the Service Delivery Policy & Procedure to ensure compliance with current child protection legislation. During this period CRC became a registered Community Housing Provider. The registration process identified a number of aspects requiring review in the next 12 months to ensure compliance with the Regulatory Code. CRC commenced the development of a Risk Management Policy & Procedure and a Risk Management Plan to ensure formal processes are implemented in line with recommendations made after completing a Self-Assessment Quality Improvement Process at the beginning of the year. This process assessed the extent to which CRC met the QIC Health and Community Services Core Standards. CRC has also commenced a review of OH&S Policy & Procedure to ensure compliance with Workplace Health & Safety legislation due to commence in January 2012. During the next financial year CRC will establish a position within the organisation to oversee Risk Management, compliance and policy and procedure review and development.

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

Human Resources

CRC believes that 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. Staff vacancies are advertised in leading and culturally appropriate newspapers, on-line employment sites, and via the CRC website. They are also circulated through our informal networks.

Most staff employment conditions are governed by the Social, Community, Home Care and Disability Services Industry Award 2010 (SCHADS). Rates of pay remain under the Social and Community Services Award (SACS). The employment conditions and rates of pay of bus drivers are governed by the Coach Drivers - Single Entities, Partnership or Corporation (No Enterprise Agreement).

CRC complies with all Occupational Health and Safety legislation.

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: Alina Axia moved into the role of Senior Targeted Housing and Support Service Worker from PSI; Melanie Dower became Service Development Manager; Emma Goroncy moved from the role of Family Caseworker Sydney to Hearts Inside Training Coordinator; Harriet Crisp moved from her part-time position of Men's Accommodation worker to become the Men's Transition Worker Sydney; Bronwyn Grainger moved from her role within PSI to become the Senior PSI Project Worker; student Ajay Philip completed his placement with us and moved from the role of part-time Transition worker to Parolee Support Initiative worker; Brigitte Lees moved from her role as Parolee Support Initiative Worker to become Manager Intensive Supported Accommodation; Chris Jones moved from the Parolee Support Initiative to a role within Targeted Housing and Support Service; Katherine Miller moved from Casual to Permanent work at Villawood; Ashleigh Murray took on the role of Senior Residential Support Worker at Villawood; David Smith moved into the role of Senior Residential Support Worker Rutherford.

In the last twelve months CRC has welcomed Wendy Robertson, Tatjana Bergmann, Genevieve Bernacki, Becky Salter, Dale Tonkin, Brenda Mitchell, Yue Zheng, Abdel Harrar, Grace Wong, Brusy Lay, Ajay Philip, Lara Ducasse, Rosie Shea, Anne-Louise Lagudi, Caroline Muisyo, Marie Isaia, Kristelle Sharma, Deborah Bushell, Ashleigh Murray, Katherine Miller, Eran Goren, Andy Rodoreda, Bruce Solomon, Godfrey Zaburoni, Jacqueline O'Neill, David Smith, Linda Rogers, Julia Godwin, Tracie Welsh, Rodney O'Neill, Stewart Curran, Pdraig Dorrigan, Terry Farrelly, Jim Itil, Lawrence Mastronardi, Anthony Lazzaro, Sharon McCullough, Grant Sheather, Robert McDonald, George Taulapapa, Tim Taulapapa, Max Faatafa, Neil Garbutt, David Smith, Frank Zheng, Feiyi Zhang, Gene Niblack, Melissa Penglaze, Katrina Larking, Sharon Ferstat, John Yule, Bruce Wright, Sarah Henderson, Walt Graham and Tavita Siolo.

In the past twelve months CRC has farewelled the following members of staff: Jack Carnegie, Glenn Carr, Jodie McMin, Laura Sowden, Anna Kearns, Mandy Marsters, Rebecca Lewis, Craig Mitchell, Stewart Curran, Pdraig Dorrigan, Allan Doyle, Terry Farrelly, Liz Fletcher, Jim Itil, Lawrence Mastronardi, Sharon McCulloch, Grant Sheather, Robert McDonald, Jacqueline O'Neill, Bronwyn Grainger, Bruce Solomon, Thi Bach Nga Vu, and Godfrey Zaburoni. CRC would like to acknowledge the work of these employees 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 staff development days, conference attendance, internal and external supervision, and numerous informal learning opportunities situated in practice.



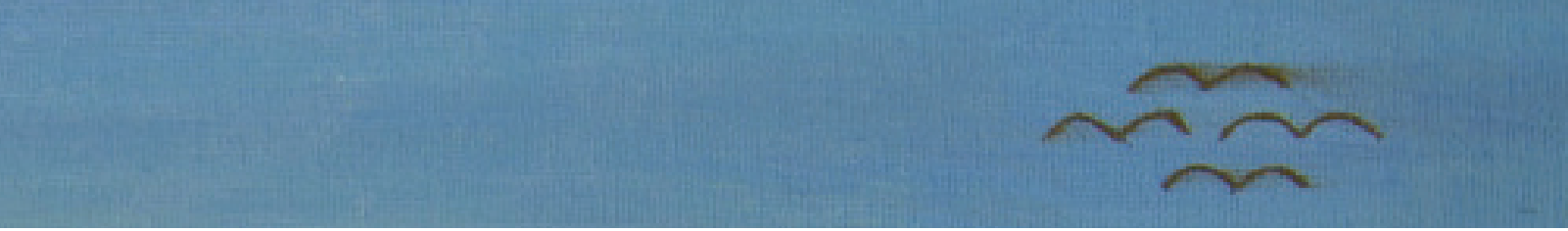
Over the past year, CRC staff attended many hours of external training, including:

ASCA (Adults Surviving Child Abuse); Workcover OH&S; Uniting Care Institute of Family Practice – Strengths based training; ADHC Service Induction Training; MDS Database Training; I-CAN Disability Reporting Training; CJP Client Behaviour Management and Induction Training; Microsoft Access Training; NADA Clinical Supervision Workshop; Managing Multiple Locations Training; Industrial Relations Modern Award Training (SCHADS); Workcover Workplace Bullying and Harassment; Dealing With The Effects Of Workplace Trauma; Reflective Practice In Supervision And Consultation; Demystifying Accounting & Financial Statements; Keeping Current In Child Protection; Professional Practice Supervision; Supervision Skills; Tenancy Law For Non-Lawyers; Diploma Of Community Service Coordination; Art and Play Therapy with Children; Playpower; Certificate IV in Training and Assessment; Group Work with Children; Drugs, crimes and brief interventions for young offenders, USYD; HIV/AIDS workshop, UNSW; CJP Data Collection Training; Smart Recovery; Touch Typing Skills; Mental Health First Aid; NCHSR Consortium workshops: People From Diverse Backgrounds With Hepatitis C and Aboriginal Communities HIV, STI and BBV Outcomes; Love Bites; Aboriginal Cultural Awareness; Working With Clients Who Have Experienced Child Sexual Abuse; Motivational Interviewing; Diploma Community Services; Microsoft Excel Training; Psychopharmacology; Compulsive Hoarding; Working with Voices; Keeping Them Safe – Child Protection; Working with Clients with AOD Dependency; Confident Communication; Bring back Hope - Mental Health Awareness Day; Working With Marginalised Women; NADA Psychopharmacology Workshop; Suicide Prevention; Aboriginal-Mental Health First Aid.

This professional development is in addition to the **core-training** already provided to CRC staff which covers Security Awareness through the Corrective Services NSW Academy; Senior First Aid through St Johns Ambulance; Staff Development Days; Child Protection, and CRC's own training programs: When a Family Member Goes to Prison; From Prison to Community; Hearts Inside; No Bars and Working with Indigenous Clients and Building Cultural Competency.

CRC staff presented at the following meetings and agencies:

Maari Ma Health; FaMs; SDN Childrens Services; Liverpool Council Interagency; Bankstown Council Interagency; Fairfield Council Interagency; Creating Links; SHINE for Kids; Newcastle Post Release Interagency; Cooperative Legal Service Delivery Program Shoalhaven & South Coast Legal Showcase – Nowra and Narooma; Mission Australia's Creative Youth Initiative, Sounds of the Streets; University of Sydney, Faculty of Medicine, School of Public Health; Primary Health Broken Hill.



Staff gave talks at TAFE in the Sydney and Newcastle Regions to students of Community Welfare and Out Reach (Music). They attended agency days at Ngara Nura; Berrima Correctional Centre and Dillwynia Correctional Centre and spoke to University of Sydney Social Work students at a careers discussion panel.

Staff attended the following conferences:

From Strength To Strength 2011 – National Disability Conference Melbourne; Mental health Awareness Day Liverpool; 6th National Homelessness Conference; CSNSW/Centrelink conference re Indigenous Women and Post Release Employment; Homelessness NSW Information & Engagement Forum; Trauma Informed Care & Practice Conference (MHCC); Welcome Home: Shelter Conference; Transforming Childhood Trauma: Connecting with Empathy and Compassion; NADA Practice Enhancement Forum; National Centre in HIV Social Research - Exploring Recovery from Heroin Dependency; Mental Health Coordinating Council - Trauma Informed Care and Practice; Women and Homelessness; Are Mental Health Services Killing Our Thinking?

CRC staff also represented the needs of prisoners, ex-prisoners and their families through their participation in the following Interagency and Consultative Committees:

ADHC Community Justice Program Governance meetings; Bankstown Working with Youth Committee; SAAP Interagency (Inner West Area); Corrective Services NSW Women's Advisory Council, including meetings regarding accommodation options for women leaving custody; Women In Prison Advocacy Network Executive Committee; Justice Health Community Consultants Group; Commonwealth Ombudsman Community meeting; Health Care Complaints Committee Community meeting; Homelessness NSW General meeting; PLACE Steering Committee; Newcastle Post release Interagency; CRC Hunter Consultative Committee; Hunter Homelessness Committee; Homeless Connect Day; Samaritans Interagency Meetings; Forum Sentencing by the Attorney Generals Department; Annual Interagency Forum at Cessnock CC; Homelessness NSW; Offender Financials Implementation Group (OFIG) CSNSW; Families and Children of Offenders Steering Committee (CFOSC); ThroughCare Jigsaw Group; Law Reform Commission Roundtable Discussion; and the Vietnamese Transition Project Advisory Committee – DAMEC.

Alison Churchill, CEO continues to be a member of the Sydney Institute of Criminology Advisory Committee. The Advisory Committee functions as a consultative body to the Institute, but is otherwise independent. Its members provide intellectual guidance and policy advice regarding the Institute's future direction. Members are appointed by invitation and include members of the judiciary, academics and criminal justice professionals.

Student Placement

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 Tara Ikonmou is in the process of completing a placement with CRC for a Diploma in Community Welfare from Meadowbank TAFE. Other students in the past year have included Ajay Philip, Bachelor of Social Work, University of New South Wales; Diana Francis, Bachelor of Social Work, Australian Catholic University; Bruce Wright, Certificate IV Community Welfare, TAFE NSW; Christine Fincher, Diploma in Community Services, TAFE NSW; Jessica Radnidge, Bachelor of Nursing in Primary Health Care/Mental Health.

FINANCIAL REPORTS

Treasurer's Report

CRC remains in a relatively healthy financial position at the financial year ended 30 June 2011, but additional funding for overall senior management oversight of projects is essential.

There was a small operational surplus of \$48,768 for the year (2009/10 had a surplus of \$93,239), with accumulated funds of \$304,231 at year end (2009/10 \$255,463). The surplus arose largely from the over-recovery of overheads of additional non-recurrent projects. All funding submissions for non-recurrent projects include amounts for the recovery of overheads such as telephones, rent and other shared costs. When there are more projects than originally estimated, a small surplus may arise.

There is a positive cash flow of \$359,005 (2009/10 positive movement of \$132,194) which was mainly due to the increase in payments outwards as a result of the increased level of activity across CRC's new projects.

CRC gratefully acknowledges the following funding grants, excluding GST, received during the year:


Corrective Services NSW	\$1,989,571
ADHC Villawood and Rutherford	\$1,212,330
Community Services - Accommodation	\$417,150
Health - Jailbreak	\$125,700
Community Services - Hearts Inside	\$107,625
The GEO Group - Transport	\$85,772
NADA Training – Complex Needs, Training and No Bars	\$72,728
NSW Legal Aid Commission - Court Support	\$44,672
StreetSmart	\$3,000
Donations	\$1,449

During the year funding increased by 84% to over \$4 million, mainly as a result of Targeted Housing and Support Services funded by Corrective Services NSW (\$0.8 million) and recurrent funding for On Site Supported Living programs at Villawood and Rutherford funded by Ageing, Disability and Home Care (\$1.1 million). Our CEO Alison Churchill, her capable management team and staff are to be congratulated on integrating these additional services into the organisation so successfully.

CRC remains in a healthy cash position and continues to be successful in diversifying its funding projects, with most of them allocated by NSW Government departments. There continues to be uncertainty over funding in the longer term because much of this funding is subject to tendering processes. The grants fund project only costs, with little funding going towards overall senior management oversight of services. This means that it is difficult to strengthen permanently our management structure. Funding for this would guarantee more effective, efficient and expanded services for our clients over the longer term.

At a time when both prisons and prisoner numbers are increasing, increased secure funding is essential in order to plan strategically for the years ahead and to meet the ever increasing demand for 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 2011.

Committee Members

The names of committee members throughout the year and at 30 June 2011 were:

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

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 programs, on-site living support programs, training to other NSW services, information and 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 funded for the first time this year in the following major projects: Targeted Housing and Support Services funded by Corrective Services NSW for three years (\$0.8 million) and recurrent funding for On-Site Living Support Programs at Villawood and Rutherford funded by Ageing Disability and Home Care (\$1.0 million).

Operating Result

The surplus from activities for the year was \$48,768 (last year \$93,239 surplus) with total members' equity being \$304,231 at 30 June 2011. 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

14th

day of

September

2011

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 2011 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

14th

day of

September

2011



INDEPENDENT AUDIT REPORT TO THE MEMBERS OF THE COMMUNITY RESTORATIVE CENTRE INC.



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 2011, the income statement, the cash flow statement, a summary of significant accounting policies, other explanatory notes and the statement by members of the committee.

Postal Address:
Level 2/154 Elizabeth Street
Sydney NSW 2000

Telephone: 02 9257 8817
Fax: 02 9257 9344

Email:
admin@bryanruhl.com.au

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 2009 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 these 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 2009. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

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

Independence

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

Auditor's Opinion

In our opinion, the financial report of The Community Restorative Centre Incorporated presents fairly, in all material respects the financial position of The Community Restorative Centre Incorporated as of 30 June 2011 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements and the Associations Incorporation Act 2009.

Bryant Rush & Co.
Chartered Accountants

Principal


David Conroy

Dated this 14TH day of SEPTEMBER 2011



**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 2011, 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:

14TH SEPTEMBER 2011

Balance Sheet

As at 30 June 2011

	<i>Note</i>	2011 \$	2010 \$
CURRENT ASSETS			
Petty Cash		4,850	3,000
Cash at Bank - Cheque Accounts		84,658	201,994
- Investment Account		330,729	754,388
Term Deposits		900,000	-
Accounts Receivable		35,711	495,660
Prepayment		2,394	2,333
Sundry Debtors		9,042	14,110
Other		3,564	2,981
TOTAL CURRENT ASSETS		1,370,948	1,474,466
NON-CURRENT ASSETS			
Investment at Committee's Valuation		1,994	1,994
TOTAL NON-CURRENT ASSETS		1,994	1,994
TOTAL ASSETS		1,372,942	1,476,460
CURRENT LIABILITIES			
Creditors & Accruals	2	374,906	259,178
Provisions	3	129,366	108,333
Grants Received in Advance	4	289,243	656,800
Payroll Liabilities		97,598	44,109
Provision (Annual Leave)		85,324	57,373
Provision (Sick Leave)		7,000	7,000
TOTAL CURRENT LIABILITIES		983,437	1,132,793
NON-CURRENT LIABILITIES			
Provision (Long Service Leave)		85,274	88,204
TOTAL NON-CURRENT LIABILITIES		85,274	88,204
TOTAL LIABILITIES		1,068,711	1,220,997
NET ASSETS		304,231	255,463
COMPRISING:			
Accumulated Funds Prior Year		255,463	162,224
Surplus(Deficit) for the Year		48,768	93,239
TOTAL ACCUMULATED FUNDS	5	304,231	255,463

Statement of Comprehensive Income

for the Year Ended 30 June 2011

	Note	2011 \$	2010 \$
INCOME FROM ORDINARY ACTIVITIES			
Grant (Corrective Services NSW)		1,992,377	1,134,666
Grant (Ageing, Disability & Home Care)		1,048,842	-
Grant (Community Services)		489,412	407,215
Grants (other)		362,073	562,122
Other		144,643	115,685
TOTAL INCOME FROM ORDINARY ACTIVITIES		4,037,347	2,219,688
EXPENSES FROM ORDINARY ACTIVITIES			
Employee related expenses		2,794,350	1,588,718
Office related expenses		276,812	109,887
Property related expenses		188,173	128,682
Motor vehicle expenses (including purchases)		448,782	100,518
Client Assistance/Programmes		93,208	45,504
Professional Fees		50,594	59,481
Other		136,660	93,659
TOTAL EXPENSES FROM ORDINARY ACTIVITIES		3,988,579	2,126,449
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES BEFORE INCOME TAX EXPENSE		48,768	93,239
Income Tax Expense relating to Ordinary Activities		-	-
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES AFTER INCOME TAX EXPENSE		48,768	93,239
OTHER COMPREHENSIVE INCOME		-	-
TOTAL COMPREHENSIVE INCOME		48,768	93,239

Statement of Cash Flows

for the Year Ended 30 June 2011

	Note	2011 \$	2010 \$
Receipts from funding		3,892,704	2,464,253
Payments to Suppliers & Employees		(3,592,576)	(2,364,426)
Interest Received		58,877	32,367
NET MOVEMENT FOR THE YEAR	6	359,005	132,194
CASH AT THE BEGINNING OF THE YEAR		956,382	824,188
CASH AT THE END OF THE YEAR		1,315,387	956,382



Notes to the Financial Statements

for the Year Ended 30 June 2011

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 2009. The committee has determined that the Community Restorative Centre Inc. is not a reporting entity.

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

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

a. Income Tax

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

b. Property, Plant and Equipment

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

c. Employee Benefits

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



	2011 \$	2010 \$
Note 2: Creditors and Accruals		
Sundry Creditors	298,241	143,729
GST Collected	76,665	115,449
	374,906	259,178

Note 3: Provisions

Car Replacement	95,366	74,233
Office Relocation	34,000	34,000
Teleconferencing	-	100
	129,366	108,333

Note 4: Grants Received in Advance

StAMP Mentoring Program	28,173	54,065
Parolee Support Initiative	-	554,606
ADHC - Rutherford	79,776	-
ADHC - Villawood	83,712	-
CRC - Training	18,400	-
DOCS - Heart Inside	35,363	-
NADA - Training	-	25,025
NADA - "No Bars"	(5,393)	15,682
NADA - Training Complex Clients	45,454	-
Streetsmart Transition Assist	758	4,000
Streetsmart 2nd Grant	3,000	-
Streetsmart Cooking	-	3,422
	289,243	656,800

Note 5: Total Accumulated Funds

Dept of Corrective Services	-	23,441
Dept of Community Services	-	21,203
Jailbreak Health	5,527	5,527
Community Restorative Centre Inc	298,704	205,292
	304,231	255,463

Note 6: Statement of Cash Flows

Surplus (Deficit) after income tax	48,768	93,239
Changes in Assets & Liabilities:		
- (Increase)/decrease in receivables	459,949	(482,695)
- (Increase)/decrease in other assets	2,574	(1,466)
- Increase/(decrease) in payables	169,217	195,286
- Increase/(decrease) in provisions	46,054	(32,420)
- Increase/(decrease) in grants in advance	(367,557)	360,250
Cash Flow from Operations	359,005	132,194

Consolidated Profit & Loss Statement

for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Corrective Services NSW	1,992,377	1,134,666
Grant - Ageing, Disability and Home Care	1,048,842	-
Grant - Community Services - Accommodation	489,412	407,215
Grant - Health	125,700	135,899
Grant - NSW Legal Aid Commission	44,672	48,868
Grant - The GEO Group	85,772	83,140
Grant - Network of Alcohol & Other Drug Agencies (NADA)	73,373	107,193
Grant - NSW Attorney General's Department	25,892	100,997
Grant - Streetsmart	6,664	-
Grant - Commonwealth Attorney General's Department	-	61,269
Grant - Lord Mayor Clover Moore MP Salary Trust	-	3,811
Grant - Marrickville Council	-	4,480
Grant - Law & Justice Foundation of NSW	-	14,887
Profit on Disposal of Motor Vehicles	11,920	1,726
Rent Received	36,444	34,514
Bus Ticket Sales	14,936	5,935
Donations	1,449	1,647
Interest Received	62,442	32,367
Training - CRC	4,821	27,266
Miscellaneous Income	12,631	13,808
TOTAL INCOME	4,037,347	2,219,688
EXPENSES		
Audit	7,000	6,000
Client Brokerage	74,247	7,564
Computer Expenses	78,199	32,639
Equipment Purchases	77,531	13,411
Household Expenses	14,500	6,086
Insurance - General	23,335	20,064
Labour - Wages & Salary	2,442,217	1,400,802
Labour - On Costs	352,133	187,911
Motor Vehicle Expenses	448,782	164,355
Office Expenses	105,271	20,835
Other	58,456	59,481
Professional & Consultant Fees	43,594	33,835
Program Costs	10,037	-
Property Related Expenses	188,173	128,682
Repairs/Maintenance	15,811	4,665
Travel/Accommodation	49,293	40,119
TOTAL EXPENSES	3,988,579	2,126,449
SURPLUS (DEFICIT)	48,768	93,239



THE COMMUNITY RESTORATIVE CENTRE INC
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 2011.

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 Inc) in respect of the Accounts, including any errors or omissions therein however caused.

Bryan Rush & Co.
Chartered Accountants

Principal.....

David Conroy

Dated this 14th day of September 2011

Administration

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Internal Overhead Recovery	578,999	476,275
Donations	1,449	1,547
Interest Received	62,442	32,367
Miscellaneous Income	12,630	12,231
Profit on Disposal of Motor Vehicle	5,076	-
TOTAL INCOME	660,596	522,420
EXPENSES		
Audit	7,000	6,000
Computer Expenses	42,840	31,918
Equipment Purchases	5,806	10,105
Insurance - General	23,335	20,064
Labour - Wages & Salary	224,829	157,537
Labour - On Costs	33,701	23,344
Loss On Projects	42,935	(2,608)
Motor Vehicle Expenses	25,401	13,744
Other	27,657	16,423
Printing/Stationery	16,527	15,570
Professional Fees	14,273	37,801
Property Expenses	68,105	77,810
Subscription & Memberships	3,899	4,195
Telephone/Postage	56,253	31,557
TOTAL EXPENSES	592,561	443,460
SURPLUS/(DEFICIT)	68,035	78,960

Parolee Support Initiative

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Corrective Services	410,127	410,000
Profit on Disposal of Motor Vehicles	-	1,726
TOTAL INCOME	410,127	411,726
EXPENSES		
Contribution to Overheads	31,636	27,950
Client Brokerage Costs	17,219	7,565
Labour - Wages & Salary	288,200	287,680
Labour - On Costs	28,247	34,972
Motor Vehicle Expenses	21,731	22,989
Other	11,846	11,649
Property Expenses	13,217	19,091
TOTAL EXPENSES	412,096	411,896
SURPLUS/(DEFICIT)	(1,969)	(170)

Transport

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Corrective Services	132,203	128,979
Grant - The GEO Group	85,772	83,140
Bus Ticket Sales	14,936	5,935
TOTAL INCOME	232,911	218,054
EXPENSES		
Contribution to Overheads	53,020	52,065
Labour - Wages & Salary	135,594	119,933
Labour - On Costs	11,965	13,325
Motor Vehicle Expenses	20,995	22,785
Other	2,142	1,613
Travel/Accommodation	9,195	8,475
TOTAL EXPENSES	232,911	218,196
SURPLUS/(DEFICIT)	-	(142)

Corrective Services Sydney

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Corrective Services	344,535	336,131
TOTAL INCOME	344,535	336,131
EXPENSES		
Contribution to Overheads	74,120	73,592
Labour - Wages & Salary	220,263	202,710
Labour - On Costs	22,309	39,874
Motor Vehicle Expenses	13,738	10,217
Other	8,337	10,414
TOTAL EXPENSES	338,767	336,807
SURPLUS/(DEFICIT)	5,768	(676)

Corrective Services Hunter

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Corrective Services	173,800	169,561
Profit on Disposal Motor Vehicle	352	-
TOTAL INCOME	174,152	169,561
EXPENSES		
Contribution to Overheads	27,752	36,864
Labour - Wages & Salary	99,322	101,273
Labour - On Costs	13,197	7,942
Motor Vehicle Expenses	15,845	8,189
Other	7,489	5,232
Property Expenses	8,509	7,091
TOTAL EXPENSES	172,114	166,591
SURPLUS/(DEFICIT)	2,038	2,970

Targeted Housing and Support Services

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Corrective Services	800,591	3,062
TOTAL INCOME	800,591	3,062
EXPENSES		
Contribution to Overheads	70,000	-
Client Brokerage Costs	52,142	-
Computer Expenses	22,599	-
Equipment Purchases	42,282	-
Labour - Wages & Salary	328,585	2,428
Labour - On Costs	70,376	525
Motor Vehicle Expenses	161,226	-
Other	17,978	109
Property Expenses	33,718	-
TOTAL EXPENSES	798,906	3,062
SURPLUS/(DEFICIT)	1,685	-

Sustaining Tenancies in Far West NSW

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Corrective Services	131,121	-
TOTAL INCOME	131,121	-
EXPENSES		
Contribution to Overheads	15,513	-
Equipment Purchases	3,463	-
Labour - Wages & Salary	64,673	-
Labour - On Costs	19,239	-
Loss on Project	(32,957)	-
Motor Vehicle Expenses	47,419	-
Other	5,799	-
Travel & Accommodation	7,972	-
TOTAL EXPENSES	131,121	-
SURPLUS/(DEFICIT)	-	-

Intensive Support Residential Services Villawood

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Ageing Disability & Home Care	560,468	-
TOTAL INCOME	560,468	-
EXPENSES		
Contribution to Overheads	46,667	-
Client Brokerage Costs	4,845	-
Computer Expenses	5,318	-
Equipment Purchases	8,647	-
Labour - Wages & Salary	328,812	-
Labour - On Costs	52,767	-
Motor Vehicle Expenses	68,972	-
Other	22,447	-
Property Expenses	21,993	-
TOTAL EXPENSES	560,468	-
SURPLUS/(DEFICIT)	-	-

Intensive Support Residential Services Rutherford

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Ageing Disability & Home Care	488,374	-
TOTAL INCOME	488,374	-
EXPENSES		
Contribution to Overheads	42,500	-
Client Brokerage Costs	2,574	-
Computer Expenses	5,112	-
Equipment Purchases	9,860	-
Labour - Wages & Salary	314,999	-
Labour - On Costs	35,019	-
Motor Vehicle Expenses	40,873	-
Other	15,485	-
Property Expenses	21,952	-
TOTAL EXPENSES	488,374	-
SURPLUS/(DEFICIT)	-	-

Accommodation Services

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Community Services	417,150	407,215
Miscellaneous Income	-	-
Profit on Disposal of Motor Vehicle	6,491	-
Rent Received	36,444	34,513
TOTAL INCOME	460,085	441,728
EXPENSES		
Contribution to Overheads	125,000	145,970
Electricity & Gas	6,519	5,096
Household Expenses	8,131	6,065
Labour - Wages & Salary	243,026	199,431
Labour - On Costs	39,084	29,317
Motor Vehicle Expenses	32,245	25,698
Other	15,354	6,467
Property Expenses	14,134	16,067
Repairs/Maintenance	6,955	2,781
TOTAL EXPENSES	490,448	436,892
SURPLUS/(DEFICIT)	(30,363)	4,836

Jailbreak Health Project

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Health	125,700	135,899
Donations	-	100
TOTAL INCOME	125,700	135,999
EXPENSES		
Contribution to Overheads	29,781	35,488
Labour - Wages & Salary	73,704	67,716
Labour - On Costs	7,656	11,163
Other	1,133	(351)
Professional Fees	8,838	2,456
Program Costs	4,588	14,000
TOTAL EXPENSES	125,700	130,472
SURPLUS/(DEFICIT)	-	5,527

Court Support Scheme

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Legal Aid	44,672	48,868
TOTAL INCOME	44,672	48,868
EXPENSES		
Contribution to Overheads	19,367	18,617
Labour - Wages & Salary	29,825	27,494
Labour - On Costs	3,181	2,542
Loss on Project	(9,543)	-
Other	1,842	1,374
TOTAL EXPENSES	44,672	50,027
SURPLUS/(DEFICIT)	-	(1,159)

NADA Project

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
NADA	57,691	97,740
Miscellaneous Income	873	
TOTAL INCOME	58,564	97,740
EXPENSES		
Contribution to Overheads	10,210	9,000
Labour - Wages & Salary	41,483	66,343
Labour - On Costs	4,796	9,142
Professional Fees	(53)	2,400
Travel	1,200	10,251
Other	928	604
TOTAL EXPENSES	58,564	97,740
SURPLUS/(DEFICIT)	-	-

NADA Project - No Bars

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
NADA	15,682	9,453
TOTAL INCOME	15,682	9,453
EXPENSES		
Contribution to Overheads	6,295	4,500
Labour - Wages & Salary	-	4,374
Printing & Stationery	3,132	-
Professional Fees	2,400	-
Other	3,855	579
TOTAL EXPENSES	15,682	9,453
SURPLUS/(DEFICIT)	-	-

Hearts Inside Project

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Community Services	72,262	-
TOTAL INCOME	72,262	-
EXPENSES		
Contribution to Overheads	18,390	-
Labour - Wages & Salary	34,855	-
Labour - On Costs	8,896	-
Other	2,076	-
Programme Costs	8,045	-
TOTAL EXPENSES	72,262	-
SURPLUS/(DEFICIT)	-	-

StAMP Mentoring Program

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Attorney General	25,892	100,997
Grant - City of Sydney etc	-	4,480
TOTAL INCOME	25,892	105,477
EXPENSES		
Contribution to Overheads	8,748	31,454
Labour - Wages & Salary	14,048	58,634
Labour - On Costs	1,701	7,895
Motor Vehicle Expenses	337	2,273
Other	483	2,613
Program Costs	575	2,608
TOTAL EXPENSES	25,892	105,477
SURPLUS/(DEFICIT)	-	-

Note:

The project finished at the end of August 2011.

Combined Training and Streetsmart Projects

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Streetsmart Projects	6,664	1,578
Training Income	3,948	27,266
TOTAL INCOME	10,612	28,844
EXPENSES		
Contribution to Overheads	-	10,000
Other	2,105	275
Printing & Stationery	3,633	-
Professional Fees	727	140
Program Costs	199	8,317
Travel & Accommodation	373	6,356
TOTAL EXPENSES	7,037	25,088
SURPLUS/(DEFICIT)	3,575	3,756

In both 2011 and 2010 there was neither a surplus nor deficit for the Streetsmart Project. Consequently all the surplus for the year relates to training carried out by the organisation.

Parolee Support Initiative Prior Year Surplus

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Corrective Services	-	86,933
TOTAL INCOME	-	86,933
EXPENSES		
Contribution to Overheads	-	19,957
Labour - Wages & Salary	-	47,283
Labour - On Costs	-	7,356
Printing	-	13,000
TOTAL EXPENSES	-	87,596
SURPLUS/(DEFICIT)	-	(663)

Indigeneous Transition Worker

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Attorney-General	-	61,269
TOTAL INCOME	-	61,269
EXPENSES		
Contribution to Overheads	-	10,813
Labour - Wages & Salary	-	51,107
Labour - On Costs	-	(773)
Other	-	122
TOTAL EXPENSES	-	61,269
SURPLUS/(DEFICIT)	-	-

Law & Justice Foundation of NSW Justice Maze

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Law & Justice Foundation of NSW	-	14,887
TOTAL INCOME	-	14,887
EXPENSES		
Labour -On Costs	-	1626
Other	-	694
Professional Fees	-	6,564
Program Costs	-	6,003
TOTAL EXPENSES	-	14,887
SURPLUS/(DEFICIT)	-	-



Connect - City of Sydney

Profit & Loss Statement for the Year Ended 30 June 2011

	2011 \$	2010 \$
INCOME		
Grant - Lord Mayor Clover Moore MP Salary Trust	-	3,811
TOTAL INCOME	-	3,811
EXPENSES		
Labour - Wages & Salary	-	9,733
Loss on Project	-	(8,200)
Labour - On Costs	-	1,185
Other	-	1,093
TOTAL EXPENSES	-	3,811
SURPLUS/(DEFICIT)	-	-

ACKNOWLEDGEMENTS



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 2010/11.

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 2011 our staff were:

Abdel Harrar	Casual Bus Driver
Ajay Philip	Parolee Support Initiative Worker
Alina Axia	Senior Targeted Housing and Support Service Worker
Alison Churchill	Chief Executive Officer
Allan Fell	Casual Bus Driver
Andrew Finch	Casual Bus Driver
Andy Rodoreda	Residential Support Worker Villawood
Anne-Louise Lagudi	Women's Transition Worker
Ashleigh Murray	Senior Residential Worker Villawood
Becky Salter	Family Caseworker – Sydney Region
Brenda Mitchell	Transition Worker Broken Hill
Brigitte Lees	Manager Intensive Supported Accommodation
Bruce Wright	Jailbreak Health Project Worker
Brusy Lay	Parolee Support Initiative Worker
Cameron Kevin	Senior Men's Transition Worker
Caroline Muisyo	Targeted Housing and Support Service Worker
Cathy Saunders	Manager Transition Programs Sydney Metro / Hunter Region
Chris Jones	Targeted Housing and Support Service Worker
Dale Tonkin	Senior Transition Worker Broken Hill
David Dalgarno	Casual Bus Driver
David Smith	Senior Residential Support Worker Rutherford
Deborah Bushell	Men's Transition Worker
Donatella Cifali	Women's Transition Worker
Emma Goroncy	Hearts Inside Training Coordinator
Eran Goren	Residential Support Worker Villawood
Feiyi Zhang	Administration Assistant
Frank Zheng	Admin, IT and Communications Officer
Gene Niblack	Manager Transition Programs Greater Western Sydney Region
Genevieve Bernacki	Administration Assistant
George Taulapapa	Residential Support Worker Villawood
Grace Wong	Parolee Support Initiative Worker
Harriet Crisp	Men's Transition Worker
Julia Godwin	Residential Support Worker Rutherford
Kate Pinnock	Jailbreak Health Project Coordinator
Katherine Miller	Residential Support Worker Villawood
Katrina Larking	Residential Support Worker Rutherford
Kristelle Sharma	Targeted Housing and Support Service Worker
Lara Ducasse	Targeted Housing and Support Service Worker
Linda Rogers	Residential Support Worker Rutherford



Marie Isaia
Max Faatafa
Melanie Dower
Melissa Penglaze
Michael Self
Nick Gill
Rodney O'Neill
Rosie Shea
Ruth Clarke
Sally Ringrose
Tatjana Bergmann
Tim Taulapapa
Tracie Welsh
Walt Graham
Wayne Watson
Wendy Robertson
Yue Zheng

Targeted Housing and Support Service Worker
Residential Support Worker Villawood
Service Development Manager
Residential Support Worker Rutherford
Men's Transition Worker (Hunter)
Finance Officer
Residential Support Worker Rutherford
Targeted Housing and Support Service Worker
Family Caseworker - Hunter Region
Men's Transition Worker
Transport Coordinator & Fleet Manager
Residential Support Worker Villawood
Residential Support Worker Rutherford
Jailbreak Health Project Worker
Deputy Chief Executive Officer
Court Support Scheme Coordinator
Casual Bus Driver

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, who continue to inspire us 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 340+ individuals and organisations that 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 our Court Support Scheme and Administration team.

Court Support Scheme

We would like to acknowledge the continued dedication of our 37 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 22,228 people presenting at local and family courts in the Greater Sydney Region of NSW.

Administration Volunteers

CRC has benefitted greatly this year from the work of administrative volunteers, Ivy Chan and Jo Ah Park. They have taken on myriad administrative tasks assisting us to produce correspondence, databases and reports that we would have been unable to complete without them. We would also like to thank Anthony Lazzaro and Sarah Henderson for being available for casual work as needed.



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. We would also like to acknowledge the work of CRC staff who have assisted in the delivery of training.

CRC Transitional Support Services

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.

Men's Transition Sydney and Accommodation Service would like to thank: St George Community Housing; Affordable Community Housing; Hume Community Housing; Compass Housing; Bridge Housing; Pacific Link Housing; Metro Community Housing; Housing NSW. The staff of Corrective Services NSW– including those at Correctional Centres, Community Offender Services, COSPs, and Probation and Parole. Our funding bodies: Corrective Services NSW; Specialist Homelessness Services (SAAP) - Tracey Morgan; StreetSmart – Adam Robinson; NADA. Community agencies: Mental Health Coordinating Council; Hepatitis NSW; St Vincent de Paul; Mission Australia; Newtown Neighbourhood Centre; Homeless Persons Information Centre; Our Place Support Service; Hardware Gallery; Salvation Army Dulwich Hill and Campsie; Suited for Work; Ozanam Learning Centre; LSC Psychology; Uplift Psychology; National Dental Foundation NSW; Anglicare; No Interest Loan Scheme; Yaama Dhiyaan; Aboriginal Medical Service; Aboriginal Legal Service; Garden Court; United Gardens; Gamarada; Prisoners Aid Association; Catholic Community Services Severe Domestic Squalor Project; Glebe Assistance & Partnership Program. The following government agencies: Connections (Justice Health); Centrelink; Drug Health Clinics; Community Mental Health; Ultimo /Petersham TAFE; NSW Health; State Debt Recovery Office – Work and Development Orders; MERIT and Drug Court; Energy Accounts Payment Assistance (EAPA). The following volunteers: Roger Allen, Bruce Wright.

Men's Transition Hunter would like to thank: Friendship House; Compass Housing; Wesley City Mission; Break Thru People Solutions; Home For Good; The Samaritans Foundation; Justice Health; Soul Café; Life Church; Mission Australia; The Salvation Army; The Glen Centre; TAFE; The Mathew Talbot Centre; Choppa Weed; Housing NSW; Tess Constable; Creyllen Collison; Helen Fielder-Gill; and Sister Carmel.

Women's Transition Sydney would like to thank: St George Community Housing; John McBryde; Fiona Loveday; Angela Romano; Jay Malolo; Wise Employment Penrith, especially Tammy Parker; Chris Wilkinson; Wentworth Community Housing; Hume Community Housing; Women's Housing Company; Affordable Community Housing; Emu Plains Correctional Centre; Dillwynia Correctional Centre, Berrima Correctional Centre, Parramatta Correctional Centre, Bolwara Correctional Centre, Corrective Services NSW Women's Advisory Committee; Boronia COSP, Silverwater Women's Correctional Centre, Newtown Probation and Parole; Burwood Probation and Parole; Parramatta Probation and Parole; Canterbury Drug Health; Canterbury Community Health Centre; Connections Staff (Justice Health); Guthrie House; St Vincent de Paul, Burwood; Salvation Army, Burwood; Cana Communities; Lou's Place; Medically Supervised Injecting Centre; A Woman's Place, Mission Australia; Penrith Police; Kings Cross Police and Women In Prison Advocacy Network.

Broken Hill Transition would like to thank: Compass Housing Broken Hill, in particular Chelsea Morris; Maari Ma Health; Lifeline; Centrelink; Alex Dennis, Manager Community Offender Services Broken Hill; Probation and Parole, in particular Michael Thornberry; Beverly Towers, Welfare Officer Broken Hill Correctional Centre; Michael Stanley, Programs Manager Broken Hill Correctional Centre; Alison Murie and Zoe Kickett at No Interest Loans Services; St. Vincent de Paul; Lifeline; Salvation Army; DOCS; Mark Kickett and Reverend Neville Naden; CentaCare; Mission Australia; Community Working Party. All of these people and organizations have been

very supportive and positive in one way or another to CRC.

Targeted Housing and Support Service would like to thank: Julia Medley, Housing Manager Mission Australia; St. George Community Housing, especially Liza, Poppy, and Jay; Housing NSW Fairfield; Fairfield Mental Health; Probation and Parole Liverpool; Probation and Parole Fairfield; Probation and Parole Blacktown; Probation and Parole Penrith; Vicki Morgan, Cabramatta Community Centre; Cabramatta Migrant Resource Centre; Salvation Army, Fairfield and Parramatta; St Vincent de Paul, Mt Pritchard and Merrylands; Inspire Church, Sadlier; Hillsong Outreach; Housing NSW, Fairfield, Liverpool, Parramatta; WIPAN Mentoring scheme; Prisoners Aid; Connexions; Marrin Weejali, Blackett; Sheridan Ultimo.

OSSL Villawood would like to thank: ADHC-Community Justice Program - Provision of Clinical Support; VACRO; ACSO; Food Bank; Villawood Community Café; Aged, Disability & Homecare (ADHC) – Funding Body; Bankstown Working with Youth Network (BWWYN)

OSSL Rutherford would like to thank: Salvation Army Employment plus Maitland; Maitland Locksmiths; McGrath Electrical; Choppa Weed; Rutherford Community Centre; Achieve Employment & Training Centre; CRC Villawood; CJP Parramatta; Mental Health Unit Maitland; Amcal Max Rutherford.

PSI would like to thank: Housing NSW – particularly offices at Fairfield, Parramatta and Liverpool; Corrective Services NSW; Community Mental Health; Scott Fanker; Paul Davy; NADA; members of the PSI Operational Committee.

Court Support Scheme would like to thank: all of our volunteers; Legal Aid New South Wales; Volunteer Network Burwood; Volunteering Central Coast Inc.; Nepean Volunteer Services Inc; St George Community Services Inc; The Centre for Volunteering.


CRC Training would like to thank: Garner Clancy, Adjunct Lecturer, Sydney Institute of Criminology, Sydney Law School, The University of Sydney.

Hearts Inside would like to thank: Community Builders, Department of Community Services; Families NSW; NADA; Paula Frivola; Sarina Leotta; SHINE for Kids, especially Leeann Turley for her input into the training package; Bronwen Elliot; and Deirdre Hyslop and Nicci Wilson from Corrective Services NSW.

Hunter Family Caseworker would like to thank: Newcastle Family Support Service (NFSS); Raymond Terrace Family Support Service; Shine for Kids; Prisoners Aid; Newcastle Probation and Parole; Newcastle Salvation Army Court Support; Positive Lifestyles Program; Burnside Uniting Care Gosford; Central Coast Family Support; and Bruce Owens, Hughen Edwards, Bev Henwood, Sharon Sharp and Helen Kulhanek for their ongoing support to the Hunter CRC Consultative Committee.

Jailbreak Health Project would like to thank: 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; Alexis Roitmann; Andrew Smith, Manager of Programs, Hepatitis NSW; Bruce Wright; Big Dave; Bob Stapleton, Media Unit, Corrective Services NSW; Bruce Cherry, Hepatitis NSW; Carla Treloar, Associate Professor, National Centre in HIV Social Research UNSW; Eurydice Aroney ABC Producer and Senior Lecturer, Journalism, Information & Media Studies UTS; Heike Altmann, Music Education Officer Corrective Services NSW; Lyn Bond, Drug and Alcohol Officer Corrective Services NSW; Jailbreak Youth Group: Benevolent, Bravo, Maria, Beck; Jailbreak Youthful Looking Group: Alan, Ray, Danny; Kerry walker Hepatitis NSW; Kalisi Besi, Pacific islander Community Liaison Officer, Corrective Services NSW; Gary Gahan, Senior Policy & Planning Officer HARP, SESIAHS; Kylie Hitchman; Jake Kearne, Editor, In Vibe Magazine, Deadly Vibe; Giulia Rudge, Project Officer - Blood Borne Viruses Justice Health; Mark Geramatus, Glebe House; Mathew Bates, Acting Editor, Users News, NSW Users and AIDS Association; Margaret El Chan, Media Unit Corrective Services NSW; Murray Cook, Music Education Officer Corrective Services NSW; Martin Walters, Community Broadcasting Association Australia (CBAA); Noreen Pang, Education Officer Corrective Services NSW; Nancia Guivarra, Radio Producer Deadly Sounds; Paul Stewart, Project Officer, Jesuit Social Services Melbourne; Rob Osborne, Manager, Audio Visual Production Unit Corrective Services NSW; Sue Henry-Edwards, Principal Advisor – AOD/HP Corrective Services; Sofia Lema, Project Officer, National Aboriginal Medical And Health Research Centre (NAMHRC); Suzanne Platter, Course Coordinator, School of Public Health, University of Sydney; 2010/2011 Students Graduate Diploma Indigenous Health Promotion, University of Sydney; Toby Armstrong, Hepatitis NSW; Krista Christensen, Aboriginal Support Unit, CSNSW.

Jailbreak Health Project would also like to thank the following organisations: Corrective Services NSW; NSW Health; Justice Health NSW; Sydney Community Radio 2SER 107.3 FM; Hepatitis NSW; Sydney South West Area Health Authority; SSWAHS Harm Reduction



Interagency; Users and AIDS Association, NSW (NUAA); Aboriginal Health and Medical Research Council (AMHRC); Community Broadcasting Association of Australia (CBAA); National Centre for HIV and Social Research (NCHSR); School of Public Health, Faculty of Medicine, University of Sydney; Deadly Vibe; Family Planning NSW; The Red Room Company (Poetry Project); Mission Australia's Creative Youth Initiative, Sounds of the Streets; TAFE Ultimo Out Reach Project (Music) Pathways; Glebe House; Shopfront Youth Projects; Noffs Foundation Youth Projects; Redfern Community Centre Recording Studio; Gamarada Indigenous Men's Healing Project; Parramatta's Talanoa Pacific Islander Nation Initiative; Nara Ngura Drug and Alcohol Program; St Vincent's Hospital; Aboriginal Support Unit CSNSW; Eora College; Hard Ware Gallery Marrickville workshops for disadvantaged artists; Hepatitis Australia; Aboriginal Literacy Project; SSWAHS Sexual Health Youth Outreach; Shine for Kids; Desert Pea Media Palm Island; Ray Jackson, Indigenous Social Justice Association; 3CR Community Radio 855AM.

Jailbreak would like to give a special acknowledgement to the 200+ prisoners, ex-prisoners and their families (not listed above for privacy reasons) for their vital contribution to the Jailbreak Health Project.

Gamarada would like to thank: the Gamarada Board: Lisa Jackson Pulver, Mark Holden, Hal King, David Leha; Uncle Chicka Madden; Uncle Sonny Edwards; Patron Elders; Gamarada PaCE Performance Committee: Faith Ariel, Aunty Christine Blakeney, Uncle Graham Mooney and Carol Vale.

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.

2010 Annual General Meeting

CRC would like to thank our Patron The Honourable Michael Kirby for his opening address. CRC would also like to thank Ray Jackson for his Acknowledgement of Country and for fulfilling the role of Returning Officer.

CRC would also like to make a very special acknowledgement of the contribution made by those who shared their personal stories and their family members' journeys before, during and after prison. We are very grateful to Sally, Colleen, Sherrie and Margarita.

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 Cintio; Jan Grant; Jan Hatch; 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:

- ◆ Ageing, Disability and Home Care, Department of Human Services NSW
- ◆ Australian Government Department of Education, Employment and Workplace Relations
- ◆ Corrective Services NSW
- ◆ GEO Group (Junee Correctional Centre)
- ◆ Network of Alcohol and Other Drug Agencies
- ◆ NSW Department of Community Services
- ◆ NSW Legal Aid Commission
- ◆ StreetSmart Australia
- ◆ Sydney South West Area Health Service
- ◆ Lord Mayor Clover Moore Salary Trust

2011 Annual Report

The Chief Executive Officer would like to acknowledge Melanie Dower in the writing of this year's Annual Report, Frank Zheng for design and layout and Rebecca Lewis for the photography. We would also like to thank all the contributors who have taken the time to write a piece for this year's Annual Report.

The staff of CRC would like to acknowledge the passing this year of Brett Jones, Colin Bugmy, Phil Cook and Glenn Todorovitch. Our sympathies and best wishes go to their family and friends.





About the Images

Unless supplied by our contributors, photographs were taken by Rebecca Lewis - Photographer
www.beclewisphotography.com.au

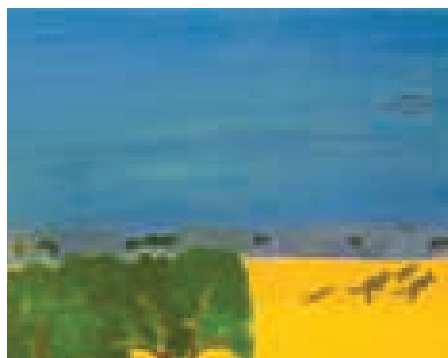
Please Note:

In order to maintain anonymity, images of models and CRC representatives have been used throughout this publication



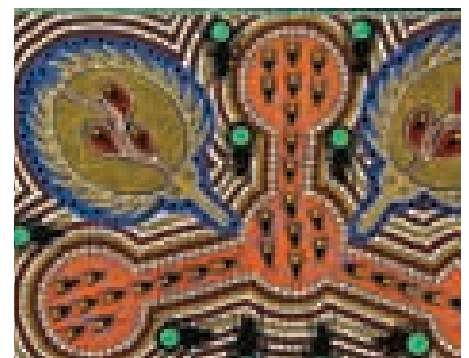
Artist: Michael Tree
04/02/1981

I am a Barkandji man, I lived and grew up in Wilcannia NSW. I currently live in Broken Hill and am the father of 6 children.



Artist: John Dennis

I'm from Walgett, I started painting when I left school and carving emu eggs. I've learnt from family and picked up a few pointers in school and learnt a few more things about art from some friends as well.



Artist: David Dowden



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Community Restorative Centre

174 Broadway
Corner of Shepherd Street
Chippendale NSW 2008

P	02 9288 8700
F	02 9211 6518
E	info@crcnsw.org.au
W	www.crcnsw.org.au