





COMMUNITY RESTORATIVE CENTRE
CHANGING LIVES, REDUCING CRIME

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

Broadway Office - Cadigal Peoples
Newcastle/Hunter Office - Awabakal and Worimi Peoples
Parramatta Office - Darug (Barramattagal) Peoples
Villawood Office - Darug Peoples
Rutherford Office - Wonnaura Peoples

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Cover image:
"Silence between two thoughts" Gabriel Daniel.

Unless supplied by our contributors, photographs were taken by Jack Carnegie.

*Please Note: In order to maintain anonymity, names of clients have been changed.

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Our Patron

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Past Justice of the High Court of Australia
Commissioner UNAIDS Commission on Sustainable Health
President UN Human Rights Council
Patron Community Restorative Centre

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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 should help sustain their relationship with their relative in prison, and enable the re-establishment of family upon release of the prisoner if in the best interest of all parties.
- People should leave correctional facilities in a better physical, emotional and educational state than when they entered. They should be given a sense of personal dignity and worth and real chances to obtain employment and re-establish themselves in the community.
- Many prisoners are people who have experienced significant social and economic disadvantage which contributes 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 STRATEGIC PLAN

CRC is pleased to report that we have been successful in achieving our goals as laid out in our Strategic Plan 2008-2013:

KEY RESULT AREAS:

- 1** INCREASING THE QUALITY OF PROGRAMS AND SERVICES
- 2** STRENGTHENING ORGANISATIONAL SUSTAINABILITY AND CAPACITY
- 3** DEVELOPING EFFECTIVE COMMUNITY RELATIONS AND POSITIVE PARTNERSHIPS
- 4** INFLUENCING PUBLIC POLICY AND CONTRIBUTING TO RESEARCH

During the final months of 2012 an external consultant worked with the Board of Management, staff and key stakeholders to conduct an organisational review. This review will assist in the development of our new Strategic Plan and will provide strategies for assisting with CRC's rapid organisational growth.

OUR FUTURE

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

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

MESSAGE FROM THE PATRON

**THE HONOURABLE
MICHAEL KIRBY AC CMG**



Past Justice of the High Court of Australia
Commissioner UNAIDS Commission
on Sustainable Health
President UN Human Rights Council
Patron Community Restorative Centre

Once again, it is my privilege as Patron to offer this contribution to the Annual Report to the Community Restorative Centre (CRC).

I am proud to be associated with the centre. It assists prisoners, former prisoners, their families and supporters. Anyone in our world who provides support and assistance to the vulnerable and marginalised is performing moral and valuable work for others.

I am glad that this year, in this report, the CRC is focusing on the particular issue of the high rates of people with intellectual disabilities and/or cognitive impairment who have contact with the criminal justice and prison system. I acknowledge the contributions of Professor Eileen Baldry, Jamie Berry, Mr Phillip Snoyman (Director of State-wide Disability Service CSNSW), Ms Natalie Mamone (Director of the Community Justice Program ADHC) and Mr Patrick McGee (Indefinite Detention of Aboriginal People with an Intellectual Disability Campaign). It is well known that a high proportion of prisoners, in New South Wales and elsewhere, have intellectual disabilities or cognitive impairment.

Sometimes the antisocial behaviour and conduct of persons that leads to their imprisonment can be attributed (in part at least) to these genetic or acquired pre-existing conditions. A question is thereby presented as to how such conditions will be assessed by the legal system. Should they ameliorate the imposition of custodial sentences? Should they be considered relevant to the pre-existing question as to the guilt of the accused of the crime alleged against them?

I welcome the contributions of these experts, both to this Annual Report and to the lives of whom the CRC seeks to support and assist. I commend their contribution to earnest consideration by those willing to confront questions that stand on the cutting edge of criminal law and practice as well as custodial sentences and restoration of those who receive them to the society to which they belong.

The past year has witnessed a slight growth in the number of projects being undertaken by the CRC. This has continued in the area of service delivery to clients of the Community Justice Program (Ageing Disability and Homecare). Such

clients are individuals with an intellectual disability who are at risk of re-offending and of re-incarceration. Persons in this class present to CRC with a diverse range of complex needs and with health problems. I acknowledge and praise the work of CRC in this field.

Also during the year past, CRC has received new funding for the financial year 2013/14. This funding will be devoted to stepping up service delivery at the Broken Hill facility of CRC. It is especially in areas of the state of New South Wales, such as Broken Hill, that needs exist to increase the provision of services to Indigenous citizens, presently in state correctional centres, so that they can return to life in the Broken Hill local government area.

It is the hope of CRC that this growth in the provision of services will result in the development of new data collections and evaluations, with strategies to measure the impact of the work of CRC in the community, notably in the Broken Hill district.

By the end of June 2013, the CRC will have re-tendered, in the one year, for nearly half of the organisational funding that it needs. The continuous restructuring and re-tendering of funding programs is a burden on the organisational stability of a body such as CRC. The ability to develop infrastructure and longer-term research partnerships and evaluations, successful planning and other projects is crucial for a client-based, service-oriented organisation such as CRC.

One development that needs constantly to be kept under attention is the tendency, in some quarters, to stifle innovation in the part of civil society bodies such as CRC, by requiring them to develop tenders following specific models and identified outcomes. Whilst the reasons for such requirements (and the officials to whom they give rise) can, on one level, be understood, they inevitably produce a tendency to shift away from grass roots enthusiasm, energy and flexibility in the delivery of helping programs. They tend to produce

**ANYONE IN OUR WORLD
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ASSISTANCE TO THE VULNERABLE
AND MARGINALISED IS PERFORMING
MORAL AND VALUABLE WORK
FOR OTHERS**

a service model based on uniform fees and services, decided by people in large and sometimes remote bureaucracies who do not necessarily have the stimulus of dealing directly with people in need, their families and supporters. Reconciling the necessities of officialdom with the actualities of prison and post-prison support is a constant challenge for CRC. It is a challenge that needs the sympathetic understanding of ministers, parliamentarians, departments and officials.

Once again I pay tribute to the officers and staff of CRC. I express thanks to those in Government, Parliament and other official positions for support which is not only justifiable in human terms but also in economic and social terms. I thank Minister, the Honourable Andrew Constance MP, for his support. At the time of the conclusion of this Annual Report, I will be fulfilling duties as Chair of the United Nations Human Rights Council's Commission of Inquiry on the Democratic People's Republic of Korea (North Korea). That body will be examining alleged human rights violations, including in the custodial institutions of North Korea. On human rights we must often think globally. But we must also act locally.



Michael Kirby

STEPHEN GRIEVE **PRESIDENT'S REPORT**

It is interesting to step back and think about the heritage aspect of the work we do at CRC.

In 1991, F D Hayes, then Vice President of the Prisoners Aid Association of NSW, wrote "Recognition by the State of the role of community agencies costs very little when the overall costs of the correctional system are considered. Such recognition, however, does not stop at the granting of subsidies. It is vital that there be an understanding of the positive outcomes achieved by community agencies. It is equally important to ensure that volunteers and community agencies have full regard for the work of full-time staff in the management and control of prisons."

There is a natural tension in this equation that is always present to a greater or lesser degree. However, if we are to continue to be successful we must always work to generate greater levels of understanding from both perspectives.

At CRC, we are proud but never complacent and across all our programs continue to have a very low return to prison rate after one year. This has been achieved despite the fact we take on clients with the most challenging of circumstances.

In 1951 the Minister for Justice established the Civil Rehabilitation Committee on the recommendation of the Comptroller General of Prisons. The organisations invited by the Minister to participate in that inaugural meeting included members of the Chamber of Manufacturers NSW, NSW Trades and Labour Council, Returned Services League, faith based entities, Prisoners Aid Association, Parole Officers and Prisons Department Representatives. No thought seemed to be given to the needs of female prisoners, nor were any women included in the initial membership of the organisation.

Notwithstanding that rather spectac-



Stephen Grieve
President
Community
Restorative Centre

ular shortcoming, CRC was immediately judged to be effective. Across the 225 years since the first goals were established, there has always been a pattern of peaks and troughs in judgements about the value of partnership and cooperation between government and community to reduce return to prison rates. It will always be the responsibility of organisations such as CRC and others to foster positive perceptions within government regarding the enormous potential of intelligent and humane rehabilitation programs.

Our Chief Executive Officer, Alison Churchill, management team, staff and volunteers have done a marvellous job and deserve credit for their efforts across this most demanding period.

We have said farewell to Nick Gill who has given wonderful and sustained service as our Finance Officer. Nick did an outstanding job for CRC over many years and we wish him every success in the future.

In closing, I would like to again acknowledge and thank all of our wonderful staff, volunteers and my fellow board members for their invaluable contributions to the welfare of our clients across the past year. In particular, I would like to thank our Chief Executive Officer, Alison Churchill, who once again provided outstanding leadership and guidance to CRC. I look forward to working with you all to build on our successes across the coming year.

ALISON CHURCHILL
CHIEF EXECUTIVE OFFICER

Community Restorative Centre (CRC) is the leading charity in NSW dedicated to supporting people affected by the criminal justice system. This year's Annual Report aims to highlight some of the challenges our clients, and the people who work with them, face. People with an intellectual disability and/or cognitive impairment are significantly over-represented in the criminal justice system, an issue we will focus on in this report.

We begin the new financial year with a funding base of more than \$7 million. Over the next year we will expand our services into Broken Hill for people with an intellectual disability and offending history. Access to early assessment, diagnosis and effective intervention eludes many of these clients, while appropriately targeted information and service delivery is still lacking. Our clients must also comprehend service expectations and navigate legal systems that are challenging at the best of times.

Based on our experience and those of our clients we have enhanced our projects and developed new ones in line with best practice models. Our commitment to meeting the needs of the people we work with and an increased demand for services is managed within an increasingly complex funding environment.

We are pleased that in the past year we have increased our overall funding and our funding sources. While diversification can assist in providing stability to the organisation, the administration involved in reporting to over 18 different funding streams poses challenges. CRC would welcome uniformity in reporting requirements across government.

Despite the ongoing funding silos that dictate specific and often narrow outcomes, CRC works to address issues that impact on all areas of a person's life.



Alison Churchill
Chief Executive Officer
Community
Restorative Centre

**WE BEGIN THE NEW FINANCIAL
YEAR WITH A FUNDING BASE
OF MORE THAN \$7 MILLION**

Our clients are increasingly referred to as “complex” and as having “complex needs”. It is worth considering whether it is the needs of our clients that are “complex” or simply that we do not have service systems established to address the range of factors that impact on a person's life. The opportunity to address factors that can lead to offending is lost when services work in isolation of each other. At CRC, we design programs to work holistically with clients by recognising the underlying social causes of crime.

I would like to acknowledge all of CRC's staff whom remind me of the power of the human spirit on a daily basis. I would like to thank our Board of Management for providing strong leadership, guidance and support in assisting CRC to increase our voice in the criminal justice arena, our sustainability and accountability.

Lastly, I would like to thank Nick Gill who retired this year after 15 years as CRC's Finance Officer. His support for CRC was tireless and he has been instrumental in the development of the organisation during that time. We wish Nick and his family all the best for the future.

PROFESSOR EILEEN BALDRY
FOREWORD

Advisory Panel Member to CRC Board of Management
President, Council of Social Service of NSW
Professor of Criminology, School of
Social Sciences, UNSW
Deputy Dean, Faculty of Arts
and Social Sciences, UNSW



Although there has been mounting evidence of significant over-representation of people with mental disorders in the NSW prison system, it is less recognised that persons with a cognitive impairment are also over-represented. This is the case in police events, at courts, in the prison population¹ and most alarmingly in the juvenile justice population. A recent survey of juvenile offenders in custody in NSW demonstrated that a remarkable 77% scored below the average range of intellectual functioning, compared to 25% expected in the general population. Of these young people, 14 % had IQ < 70 (intellectual disability [ID] range) compared with 2% expected in the general population, with a further 32% having an IQ between 70 and 79 (borderline intellectual disability [BID] range) compared with less

than 7% expected in the general population. Young Indigenous persons in custody had an even higher incidence of cognitive impairment, with 20% in the ID range and 39% in the BID range². The majority of these young people end up in the adult prison system.

Although there is no national data and little reliable information on cognitive impairment in the various criminal justice systems (CJS), evidence from NSW and Victoria indicates a significantly higher rate of people with cognitive impairment, including those with ID, BID and acquired brain injury (ABI), in prisons than would be expected in the general population³.

Australian Research Council (ARC) Linkage projects based at UNSW investigating people with disability in the NSW criminal justice system⁴ are showing that people with cognitive impairment who also have other diagnoses (mental disorder, alcohol or drug problems), now usually termed 'complex needs', are significantly more likely to: have been in out of home care as children; be victims as well as offenders; have earlier and more police contact; experience homelessness; have more juve-

A RECENT SURVEY OF JUVENILE OFFENDERS IN CUSTODY IN NSW DEMONSTRATED THAT A REMARKABLE 77% SCORED BELOW THE AVERAGE RANGE OF INTELLECTUAL FUNCTIONING

THE LIFECOURSE INSTITUTIONAL COSTS FOR 11 PEOPLE – AGED BETWEEN 23 AND 55, RANGED FROM AROUND \$900,000 TO \$5.5 MILLION. OF THE TOTAL \$22 MILLION, \$14 MILLION WAS ASSOCIATED WITH CRIMINAL JUSTICE AGENCIES

nile justice episodes; reoffend more often but generally commit summary and minor offences; have more but shorter prison stays, and to continue that contact to an older age than those with only one or no diagnoses. Indigenous people are significantly over-represented in this group.

Differentiating the manifestations of mental or psychiatric disabilities from those associated with cognitive impairment is a challenge for many working outside specialist medical and/or disability fields⁵. When it comes to recognising and working with people with both mental and cognitive impairment who have lived with social disadvantage, abuse and exclusion (complex needs), most people working in criminal justice systems, including police, legal officers and corrections staff, have little idea of what this means or what to do to best assist⁶.

Few people with disability and complex needs are afforded an appropriate disability service when in the community because the majority fall outside strict disability service criteria. The research noted above provides clear evidence that it would be far better to assess for and provide support services based on need rather than DSM diagnostic category, as has often been the case. Thankfully the new Disability Care program seems to be working towards this approach.

Another aspect recently examined using the UNSW project data is the cost of managing people with disability and complex needs via the criminal justice system⁷.

Cases from the project's dataset on people with disability who have had contact with the NSW criminal justice system were selected to span the range of people and their diagnoses. Every event or in-

tervention with each agency throughout those individuals' lives were costed and these costs added together. The lifecourse institutional costs for 11 people (aged between 23 and 55) ranged from around \$900,000 to \$5.5 million. Of the total \$22 million, \$14 million was associated with criminal justice agencies. These staggering costs though do not begin to account for the personal and human relationship costs experienced by the individuals with disability, their families, friends and communities.

People with cognitive impairment experiencing these multiple and compounding disabilities and problems make up the majority of those cycling in and out of police and prison custody and are the most vulnerable post-release. Most do not have family with capacity and capability to support them. But there is evidence that significant improvement in people's well-being and reductions in offending and police contacts can be achieved at many points throughout the person's life, with intensive appropriate case management that links with the range of services and supports needed by the individual. Investing in good disability and family supports both early in life and later is good for the people concerned and for the community around them.

*1-7: See page 64 for endnotes

DR. PHILLIP SNOYMAN

DISABILITIES - CORRECTIVE SERVICES NSW

People with physical, sensory, and cognitive impairments are increasingly coming into contact with the criminal justice system. In 2012 there were around 2250 admissions to custody of people with impairment and many more admissions of people thought to have impairment.

While these movements in and out of custody do not reflect the number of individuals with disability in custody (9% on any given day) it shows the frequent movements in and out of custody.

About one-third of people with impairment are released at bail court, another third receive parole orders.

Corrective Services NSW (CSNSW) is aware of issues faced by people with impairment who offend. The Statewide Disability Services (SDS) is CSNSW's primary service addressing additional support needs of offenders with disabilities - in custody and the community.

ABOUT ONE-THIRD OF PEOPLE WITH IMPAIRMENT ARE RELEASED AT BAIL COURT, ANOTHER THIRD RECEIVE PAROLE ORDERS

SDS functions include providing support and advice to staff managing offenders and internal and external stakeholders.

SDS follows a process for identifying, assessing, managing and referring people with suspected disabilities.

To be eligible for service from SDS an offender must have one or more of the following disabilities:

- Intellectual Disability or low cognitive functioning (IQ under 80 points)
- Acquired Brain Injury (traumatic or alcohol/drug related brain injury)
- Autism Spectrum Disorder (i.e. Autism or Aspergers)



Dr. Phillip Snoyman

PhD, M.A. (Clin Psych) MAPS
Principal Officer
Disabilities,
Corrective
Services NSW
Department of
Attorney General
& Justice

- Sensory Disability (hearing or vision impairment)
- Physical Disability (functional impairments especially related to mobility)
- Frail Aged (45 years or older for those identifying as Aboriginal or 55 years or older for other offenders).
- Dual diagnosis including any other disability mentioned above.

SDS oversees Additional Support Units (ASU) at Long Bay Correctional Complex. There are 57 beds across all security levels for people with cognitive impairment and 15 beds for inmates with low physical needs.

SDS works closely with Justice and Forensic Mental Health Network (J&FMHN) in the care of inmates. ASU inmates may attend education, work and address criminogenic risk factors. Most inmates with impairment, however, are in mainstream correctional centres and their impairment is a responsivity factor considered when matching their learning style and physical needs to program intensity and treatment.

A primary function of SDS is pre-release planning, referrals to Ageing Disability and Home Care (ADHC)-their Community Justice Program, and working with the non-government sector such as CRC to provide suitable services post-release. As Disability Care Australia (DCA) rolls out, SDS will be involved with referring people with impairment to DCA for assessment and services.

NATALIE MAMONE - DIRECTOR

COMMUNITY JUSTICE PROGRAM (ADHC)

Ageing, Disability and Home Care (ADHC)'s Criminal Justice Program (CJP) aims to reduce re-offending by people with an intellectual disability who have exited a correctional or juvenile justice centre as they return into the community.

CJP support services use an evidence-based disability and forensic practice model to work with the person with an intellectual disability who offends based on their Strengths, Needs, Risks and Goals. This approach is used consistently through each of the service components of the program. They are: accommodation; behaviour support (clinical services and treatment programs); and case management.

By providing appropriate support in these key areas, the CJP aims to achieve improvement in a client's offending behaviour and quality of life with a view to living as independently as possible over time. While the aim of CJP is to move clients into independent living, it is acknowledged that a significant number will need to remain in a specific type of supported accommodation long-term.

The accommodation support service system needs to be flexible to enable alternative solutions, either back into a more supported environment, or out into a less restrictive option. Accordingly, the CJP accommodation support service operates under four models, the first of which is the Intensive Residential Support Package.

CRC currently receives funding to operate the other three models, which are:

The On-Site Supported Living model (OSSL) is both a transitional and medium-term service model where moderate to high risk clients are placed who need 24 hour per day staffing available.

These clients live semi-independently in a unit within the accommodation



Natalie Mamone
Director Community
Justice Program
Department
of Family &
Community
Services
Ageing, Disability &
Home Care (ADHC)

THE CJP AIMS TO ACHIEVE IMPROVEMENT IN A CLIENT'S OFFENDING BEHAVIOUR AND QUALITY OF LIFE WITH A VIEW TO LIVING AS INDEPENDENTLY AS POSSIBLE

cluster located in a residential area.

The Tailored Support Package (TSP) is both a transitional and medium-term service model that provides part-time, drop-in support staff for an individual client who lives independently in any accommodation arrangement and geographic location. The individual package of support is flexible and can range up to 50 hours per week of paid support.

The Drop-in Support (DIS) service model is both a transitional and medium-term service model that provides drop-in support staff for five to ten clients who live independently over a proximate, geographic residential area. The service provides individual packages ranging from 14 to 35 hours per week of support.

All three models provide support that focuses on reducing re-offending behaviours, enhancing overall quality of life, skills development and responsible community participation.

PATRICK MCGEE

ABORIGINAL JUSTICE DISABILITY CAMPAIGN

In all states and territories across Australia, mental impairment legislation exists to provide an alternative pathway through the criminal justice system for people with a cognitive impairment or a mental illness who commit crimes but are assessed as mentally impaired and found unfit to plead. This legislation allows for a person to be assessed as mentally impaired and found unfit to plead to have their cognitive capacity and its relationship to criminal intent taken into account .

People assessed as mentally impaired or unfit to plead are not convicted of a crime and therefore cannot be considered offenders. They generally receive a custody or supervision order and are detained for the purpose of treatment. As such, people with a mental illness are generally detained in psychiatric units in order to participate in psychiatric rehabilitation programs.

Unfortunately, people with an intellectual disability or acquired brain injury are currently being detained in gaols often without access to behaviour intervention.

SUCH DETENTION MAY OFTEN BE INDEFINITE AND MAY OCCUR IN MAXIMUM SECURITY GAOLS

Such detention may often be indefinite and may occur in maximum security gaols. This practice disproportionately affects Indigenous Australians with an intellectual disability/acquired brain injury.

The Aboriginal Disability Justice Campaign (ADJC) estimates that across Australia there are between 130 – 150 people with an intellectual disability/acquired brain injury detained as a result of mental impairment assessments and unfit to



Patrick McGee
Coordinator
Aboriginal Justice
Disability Campaign

plead findings. ADJC believes that at least one third of this number are Indigenous Australians and that around 30 people are detained indefinitely.

Western Australia, the Northern Territory and Queensland have all moved towards providing treatment through a behaviour intervention model in secure facilities for this group of people and are at various stages of implementing this program.

Unfortunately, there remain a number of significant issues:

- The often indefinite nature of the detention
- The disproportionate numbers of Indigenous Australians being detained
- The lack of alternative options to divert individuals with an intellectual disability/acquired brain injury from prisons or provide a pathway out of prisons
- The use of prisons as places of detention for people with an intellectual disability or acquired brain injury
- The prioritising of community safety over access to justice rights for the individual
- Location of the facilities tends to be in major metropolitan areas
- Cultural relevance of the behaviour intervention models
- Ensuring a disability response takes precedence.

JAMIE BERRY

CLINICAL NEUROPSYCHOLOGY

Clinical neuropsychological assessment is a process by which cognitive, emotional and behavioural functioning is comprehensively assessed by a qualified Clinical Neuropsychologist.

It can identify underlying cognitive impairment, which may be the trigger for challenging behaviour and emotional disorders. Also, mental health conditions often result in cognitive impairment, particularly severe mental illnesses such as psychosis and schizophrenia.

Neuropsychological assessment may confirm a suspected diagnosis or result in a diagnosis that was not previously considered. For example, a person with a significant alcohol and other drug (AOD) use history suspected of having cognitive impairment may be found on examination to have a cognitive profile suggestive of acquired brain injury due to the AOD use. Or, the person may be found to have a cognitive profile associated with a developmental condition (e.g. Intellectual Disability, Learning Disability, Autism/Aspergers, ADHD) or brain injury which, combined with their particular psychosocial history, may have been a trigger for the AOD use in the first instance. By knowing the likely cause of the underlying cognitive impairment, treatment strategies can be optimally tailored.

Neuropsychological assessment delineates cognitive strengths and weaknesses, which forms a strong basis from which to make recommendations about suitable goals and to optimise independent living. Assessment may reveal deficiencies that have a direct bearing on offending behav-



Jamie Berry
BSc(Hons),
MClinNeuro, MAPS
Senior Clinical
Neuropsychologist
Director, Advanced
Neuropsychological
Treatment Services
(ANTS)

our (e.g. impulse control disorders) and treatment/management strategies can be tailored to the individual to reduce the risks of reoffending.

Awareness of underlying cognitive and mental health issues by a person's support team, family and carers promotes a compassionate approach to supporting the person. Judgemental attitudes prevail when there is no obvious or understandable reason for a person's challenging behaviour. Knowing the underlying causes provides the best chance of adequately addressing such concerns.

The knowledge arising from a comprehensive assessment also empowers the person with the cognitive/mental difficulties to make positive changes and establish realistic and achievable goals, setting them up for success rather than failure. This promotes a sense of dignity and agency and provides a pathway out of the social and economic disadvantage that tends to keep a person in vicious cycles of difficulty and dependency. It gives people the best chance to maximise their quality of life, often via the implementation of simple and practical strategies.

AWARENESS OF UNDERLYING COGNITIVE AND MENTAL HEALTH ISSUES BY A PERSON'S SUPPORT TEAM, FAMILY AND CARERS PROMOTES A COMPASSIONATE APPROACH TO SUPPORTING THE PERSON

PROGRAMS OVERVIEW

CRC PROVIDES A WIDE RANGE OF SUPPORT SERVICES TO PEOPLE AFFECTED BY THE CRIMINAL JUSTICE SYSTEM

13%
RETURN TO CUSTODY
FOR TRANSITIONAL CLIENTS

TRANSITION SERVICES

Our Transition Services aim to break the often entrenched cycle of incarceration. They provide intensive casework and support to people on release from custody using, wherever possible, a housing first outreach model of support.

- **Men's Transition** - provides intensive casework and support to men exiting prison in the Sydney and Hunter regions.
- **Women's Transition** - provides intensive casework and support to women exiting prison in the Sydney region.
- **Parolee Support Initiative** - supports people living with mental illness/cognitive impairment exiting prison on parole in the Western Sydney region.
- **Targeted Housing and Support Service** - works with women with complex needs on release from prison in the Western Sydney region.
- **Sustaining Tenancies** - provides support to people in Far West NSW on release from Broken Hill Correctional Centre.
- **Transitional Alcohol and Other Drugs (AOD) Program** - provides outreach AOD counselling for people on release from

custody with complex needs who require specialist AOD support in the Sydney region.

DISABILITY TRANSITION SERVICES

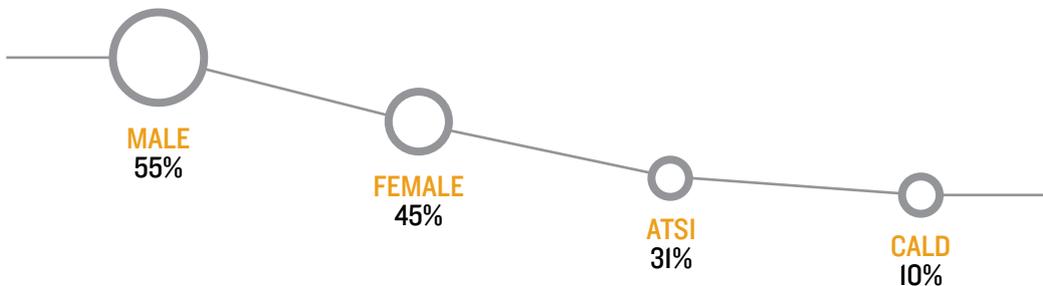
Our Disability Transition Services provide a range of residential post-release support services for people identified as having an Intellectual Disability and are at high risk of criminal justice system involvement.

- **On Site Supported Living Services** - provides 24 hour support to people who reside in the service in independent, self-contained units.
- **Targeted Support Packages** - provide intensive outreach support (up to 50 hours per week) to people who have the skills to live independently in the community with support.
- **Drop In Support Packages** - provide intensive outreach support (up to 35 hours per week) to people who have the skills to live independently in the community with support.

FAMILIES AND COMMUNITY

CRC aims to reduce the impact of having a family member in prison and reduce of-

TRANSITIONAL CLIENTS OF CRC



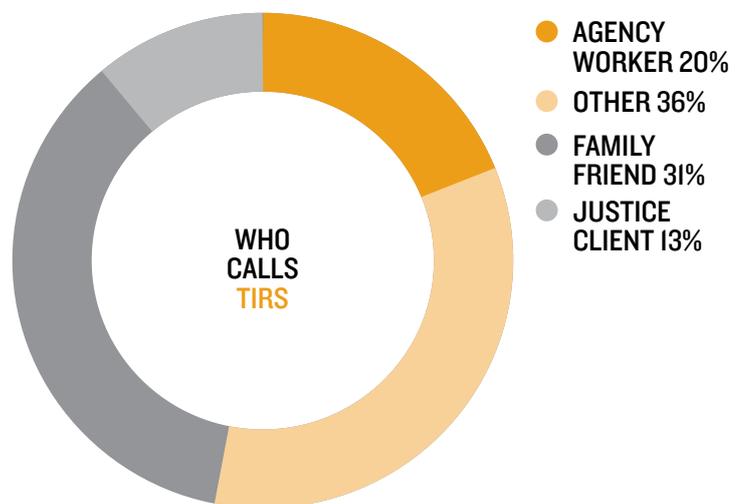
fending behaviour by supporting family relationships pre-and-post release.

- **Family Casework Service** - provides intensive casework to families of prisoners in the Sydney and Hunter regions.
- **Transport Service** - provides subsidised transport for visitors to remote correctional centres in NSW.
- **Hearts Inside** - a training package for community workers highlighting the specific issues families of prisoners face and how to best support them.
- **Court Support Scheme** - provides practical and emotional support to anyone attending court.
- **Jailbreak Health Project** - provides targeted health promotion messages to prisoners, ex-prisoners, their families and friends via a weekly radio show.

INFORMATION AND RESOURCES

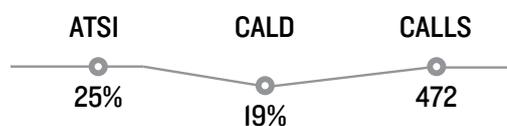
CRC provides a range of resources, information and support to individuals, community organisations and government bodies.

- **Resources** - information CDs, DVDs and handbooks can all be accessed free of



charge at www.crcnsw.org.au

- **Telephone Information and Referral Service (TIRS)** - telephone support, information and referral for people affected by the criminal justice system and those that work with them.



IMPROVING ACCESS

CRC recognises that for people on release from custody, dealing with problematic drug use is often a central feature in addressing offending behaviour. However, ex-prisoners with complex needs frequently have only limited access to, and limited success in, mainstream alcohol and other drug (AOD) services. This is especially the case for people with cognitive impairment and mental illness on release from custody.

It is not unusual for some clients with cognitive impairment to have become very good at hiding their disability. This can mean that any difficulty they have in following rules in rehabilitative settings is often attributed to deliberate non-compliance, rather than a lack of understanding.

CRC WORKS HOLISTICALLY AND ON AN OUTREACH BASIS WITH CLIENTS TO IMPROVE ACCESS TO SERVICES AND SUPPORT

People with cognitive impairment frequently require AOD services to be tailored to their needs and learning styles. This may include adjusting text-based learning to visual learning aids. This very rarely occurs.

Many people with cognitive impairment find group-based learning difficult. It can often be too distracting and educational settings can bring back the trauma of negative educational experiences in the past.

Many CRC clients also live with mental illness, often in combination with intellectual disability and substance misuse problems. It is often the case that their mental health medications exclude them from participation in mainstream drug and alcohol programs.

Even if people do not have any form of intellectual disability or mental illness, many criminal justice clients find AOD services problematic because of the enormous cultural differences between the 'rules' in prison and the rules in rehab services. This primarily relates to the expectation in therapeutic communities that clients will 'open up' and share intimate details with the group. For those who have spent time in custody this is frequently entirely counter-intuitive and there can be a great reluctance to do so as this is not generally encouraged in prison.

Many people exiting prison will have multiple appointments and time-consuming mandatory reporting requirements in the first few months after release. Most CRC clients do not have their own transport and are not always housed in areas where public transport is accessible. One of the barriers to participation in services is simply the pragmatic difficulties people have in physically getting where they are expected to be.

CRC works holistically and on an outreach basis with clients to improve access to services and support. We also work in a capacity building role with other services to create a greater understanding of the challenges our clients face and how best to support them. It is our ambition to not only support people on release from prison but to also bust some of the historical barriers to service provision for this population and ultimately break the cycle of drug use, crime and re-imprisonment.

TRANSITIONAL SERVICES
**TRANSITIONAL ALCOHOL
AND OTHER DRUGS
(AOD) PROJECT**

27

NUMBER OF CLIENTS
SUPPORTED BY
THE PROGRAM

With funding from the Commonwealth Department of Health, this year has seen the commencement of CRC's Transitional Alcohol and other Drug (AOD) Project. Three full time staff work with people on release from prison with a particular focus on the provision of outreach alcohol and other drug support and counselling.

The Transitional AOD Project aims to work with those who would not otherwise be supported in shifting their problematic relationship with alcohol and other drugs and in doing so break down some of the barriers to service provision for this population.

We have found that outreach support is crucial in this first transitional period and the unique aspect of the CRC Transitional AOD project is that counselling is provided in people's homes, coffee shops, parks - and other areas that are chosen by the client.

Crucially, workers travel to where the person is, unlike many other health services where the client is required to travel to the service.

It is hoped that through this model peo-

ple can begin to address their alcohol and other drug use in a holistic manner and ultimately break the cycle of offending and incarceration.



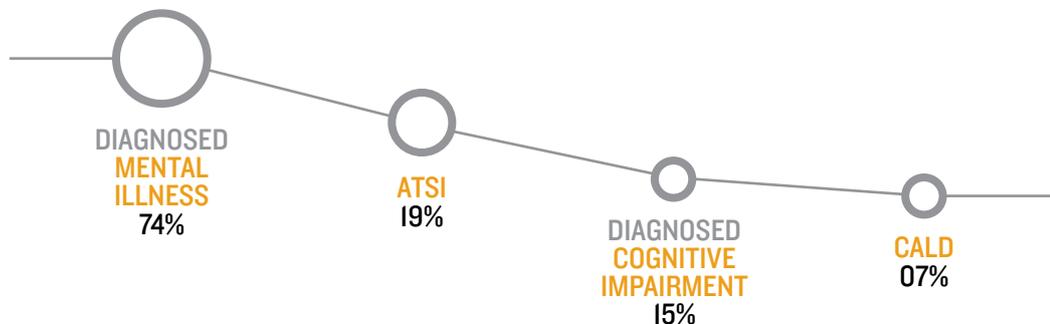
CLIENT STORY

It is now 4 months since 34 year old Peter* was released from prison - the longest period of time he has been out since he was a teenager.

Peter attended school until Year 8 but struggled to learn much while there. He remembers teachers becoming frustrated with his lack of progress, which led to him becoming angry and less motivated to attend.

By the age of 12 he was hanging out with older kids, cutting class and smoking dope. His drug use quickly became problematic and he began committing crime to fund his habit. He was first convicted of stealing a bicycle at age 12.

Peter began using heroin and meth-amphetamines and as a result of sharing needles is now living with hepatitis C. By his late teens he had fallen into a pattern of drug use and offending, returning to >



THROUGH THIS MODEL PEOPLE CAN BEGIN TO ADDRESS THEIR ALCOHOL AND OTHER DRUG USE IN A HOLISTIC MANNER AND ULTIMATELY BREAK THE CYCLE OF DRUG USE, CRIME AND RE-IMPRISONMENT

prison within three months each time he was released.

During his last stint in prison, Peter realised he needed to make some significant changes in his life. After an attempt at suicide he was linked with CRC’s Transitional AOD project and has since received a high level of support from other services including drug and alcohol counselling, housing, healthcare and vocational support from a job network provider.

Although never formally assessed, Peter’s cognitive impairment can make life very challenging. He can read short sentences of simple words but struggles to understand anything longer. He has learnt to get by when reading by focusing on the parts he can understand and then guessing the longer words from the context he has established. Peter’s writing is also limited, although he has recently been learning to send text messages on his mobile phone and to type on a computer keyboard.

Peter’s vocabulary is basic but his verbal reasoning skills are good and he is able to

present well. This has led to difficulties as people assume he is able to understand much more than he is capable of. This is a particular issue when dealing with government officials such as Centrelink or Probation and Parole. Peter’s memory is poor and he is unable to write himself reminders in a diary which means he is prone to missing appointments. Due to his lack of confidence and social anxiety he finds it difficult to ask people to repeat what they have said or to explain something he hasn’t understood.

Since working with Peter I have seen a clear commitment in him to making positive changes in his life. He has started to rebuild relationships with his family and has bounced back after a brief relapse into drug use. He has been prescribed antidepressants for the first time which he says has been a benefit and alleviated the negative symptoms he has had in the past. We have worked together on his coping skills and dealing with emotions, thoughts, feelings and identity as he adjusts to living in the community. There are many challenges in daily living for Peter but he is making very good progress and showing an outstanding level of insight into issues that present themselves.

Paul Hardy
Senior Transitional
AOD Worker

TRANSPORT SERVICE
KEEPING FAMILY AND FRIENDS CONNECTED

1148

NUMBER OF CLIENTS SUPPORTED BY THE TRANSPORT PROGRAM

Funded by Corrective Services NSW and the GEO Group, CRC's Transport Service provides a low cost bus service for people visiting rural correctional centres. We travel fortnightly to Bathurst, Lithgow, and Oberon correctional centres west of Sydney and to Goulburn Correctional Centre in south-west NSW. We also offer a monthly service to Muswellbrook and Cessnock correctional centres, and a free weekly service to Junee Correctional Centre.

Due to funding cuts we no longer have the use of our own bus. Our Oberon and Goulburn services have now been reduced from a 24 seater bus, to a hired one that holds only 11 passengers. This means many passengers miss out and are only able to travel with us every second trip.

We are very sad to have lost our driver David Dalgarno, who passed away in June this year. David was well respected by staff and passengers. Prior to driving buses for CRC and the State Transit Authority, David was a successful AFL player and coach in Queensland and ran his own business. David's passing is a loss to CRC and all who knew him.

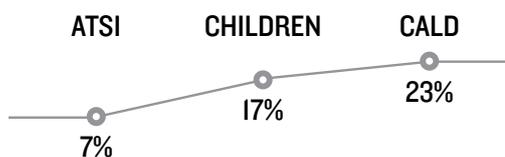
CRC's Transport Service plays a vital role in keeping families connected. Many

passengers travel great distances, often with young children, to visit loved ones in regional correctional centres. Whilst future funding is not guaranteed, we hope to continue to provide and even expand this service in the future.

ALLAN FELL - BUS DRIVER, CRC TRANSPORT

My name is Allan and I've been with CRC for six years now as a bus driver. I've driven in all kinds of conditions - from snow to 40 degree heat. One time we had so many locusts block the windscreen I couldn't see out.

I enjoy my job and working with our clients. They are a devoted group of people, who put their time in for somebody they love. It must be a very emotional and heartbreaking time, visiting somebody in gaol and dealing with sniffer dogs and the rest of the things they go through. It must be hard and I try to make the trip to the gaol as pleasant as possible.



PAROLEE SUPPORT INITIATIVE
**INTENSIVE OUTREACH
TO CLIENTS WITH MENTAL
ILLNESS AND/OR COGNITIVE
IMPAIRMENT**

15

NUMBER OF CLIENTS
SUPPORTED BY
THE PROGRAM

The Parolee Support Initiative (PSI) provides support and accommodation to people who are exiting prison on parole with a severe mental illness and/or cognitive impairment and willing 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 community supports. Without supports on release they are at an even higher risk than most of re-offending and returning to prison, often within a very short timeframe. Accessing supports 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 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 three months pre-release and is then provided for up to nine months via outreach to clients in

**THIS CLIENT GROUP IS
FREQUENTLY AT RISK OF
BEING DENIED PAROLE DUE
TO A LACK OF SUITABLE
ACCOMMODATION AND
COMMUNITY SUPPORTS**

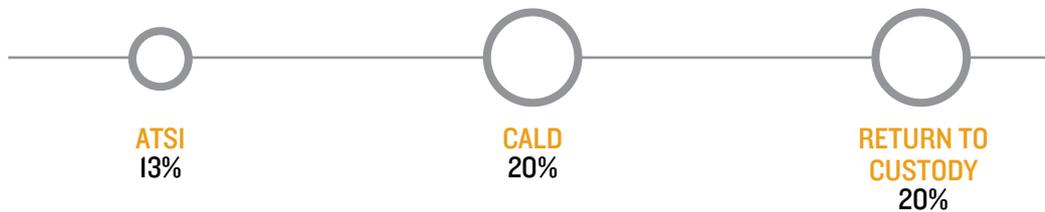
their own properties, provided in partnership with Housing NSW.

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.



CLIENT STORY

Hi, my name is Joe* and I'm 34 years old. I am the second eldest in a family of four boys. I grew up in Sydney until my parents split up, at which point I moved to the Central Coast with my mother and three brothers. By the age



of 13 I started getting into trouble. I was hanging around older kids, stealing and smoking pot. Looking back, I feel this is because I struggled so much at school and stopped going; most of the older kids didn't go to school either.

From a young age I've struggled with addiction and have been in and out of boy's homes and jails and have had a life of institutions. I've been in and out of jail for the last 15 years and the longest I have been in the community at one time is just a few weeks.

At 13 I went to live with my dad as I was getting into so much trouble. He worked all the time and I was left on my own a lot. I had to fend for myself. We lived in caravan parks and pubs - everywhere that is not suitable for a kid. By the age of 17 I was introduced to heroin and that made me feel content. With this addiction came crime and long periods in jail.

During my last stint in jail I was assessed

as having a mild intellectual disability. The Additional Support Unit referred me to CRC and I've now been out for 8 months and drug-free for the first time in my life. I have my own house and have started working.

Since being out I have got my driver's license, which has never been a possibility before due to my criminal history. I have bought myself a car and I have a lot of support now in my life which has been the most important thing. With that support from family and my caseworkers things have never looked brighter.

Recently my mum passed away and I thought I would go back to being the person I was. However, the fact that I am still doing good and am drug-free shows that this is a new life I now have and it's what I continue to want for my future.

It's the first time in my life I am not worried that I am going to wake up in a cell tomorrow.



FROM A YOUNG AGE I'VE STRUGGLED WITH ADDICTION AND HAVE BEEN IN AN OUT OF BOY'S HOMES AND JAILS

FAMILY CASEWORK SERVICE
PROVIDING COUNSELLING,
INFORMATION AND
REFERRAL FOR FAMILIES

52

**NUMBER OF PEOPLE
SUPPORTED BY
THE PROGRAM**

When a person goes to prison, life can be turned upside down for those left behind. Having the life of a family member under the control of a government department has far reaching consequences. This impact begins at the point of arrest, continues throughout the court process and eventual incarceration. Family members often describe feeling that they are serving a sentence of their own in the community. They then face a whole new set of challenges when their family member is eventually released.

Funded by Corrective Services NSW, CRC's Family Casework Service provides practical support, counselling, information, advocacy and referrals to families who find themselves involved with the criminal justice system. In addition to this service, CRC assists many families through our Telephone Information and Referral Service.

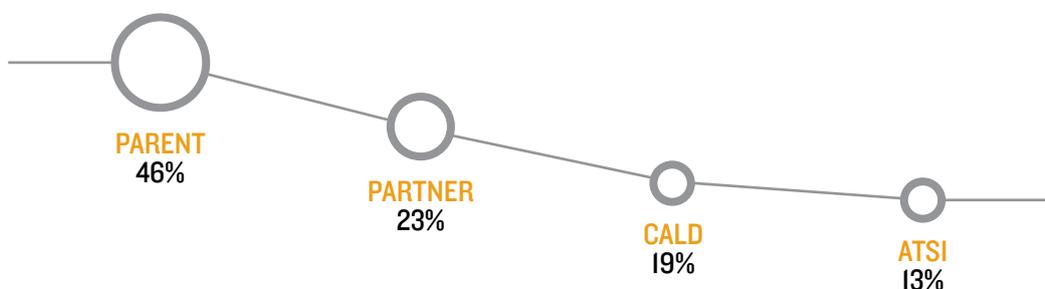
**FAMILY MEMBERS
OFTEN DESCRIBE THE FEELING
THAT THEY ARE SERVING
A SENTENCE OF THEIR OWN
IN THE COMMUNITY**

FAMILY VIDEO CONTACTS

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 expenses 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. For some people travel is impossible due to ill health.

With funding from Corrective Services NSW, CRC is able to give families the opportunity to keep in touch via Family Video Contacts. For some this will be the first contact they have had in several years. Family Video Contacts occur from our Broadway office, or another suitable location is found outside of Sydney if needed. CRC is able to refer families to our Family Caseworker should they require ongoing support.

Together with Corrective Services NSW and Shine for Kids, CRC will soon launch a pilot programme that will allow families to have video contact with their loved one from the comfort of their own home.



This will be similar to Skype and operate anywhere there is internet access and a suitable device such as a computer, iPad or smartphone. CRC is very excited to be involved in this programme and we look forward to this commencing over the next few months.

CRC FAMILY CASEWORKERS

As parents, most of us try to do the best we can given our current circumstances. As Family Caseworkers we see this in the families we work with as they face some of the toughest circumstances of all. For many parents this means continuing to care for 'children' in prison who are now approaching middle-age. For some this sense of duty is linked to the thought that somehow they did not do enough to protect or help their children earlier in life.

Many of our clients are supporting a family member in prison with acquired brain injury or cognitive impairment. Trying to get answers about care for this group is not easy if there is not a clear diagnosis before entering custody. We know that if help has not been received on the outside there is even less chance of it being received in prison.

When I talk with families I hear of their sadness; of not being able to get the necessary help for their children as they were growing up. Sometimes there was a cognitive impairment noticed as a toddler that became progressively worse during the approach to the adolescent years. It's

WHEN I TALK WITH FAMILIES I HEAR OF THEIR SADNESS, OF NOT BEING ABLE TO GET THE NECESSARY HELP FOR THEIR CHILDREN AS THEY WERE GROWING UP

not unusual for other family members to have become estranged if contact with the juvenile justice system then occurred.

Sometimes a mother may recall her child being in an accident and developing an acquired brain injury. They can always pinpoint the change in behaviour that occurred in their children after a brain injury, whether diagnosed or not. For these mothers the impact of incarceration can be even more heartbreaking, as they fear their children, irrespective of age, may not receive the treatment and care they need in custody and will be vulnerable whilst serving their sentence.

It is important as caseworkers that we hear these stories from families and support those suffering. Where possible we advocate for these families and liaise between them and correctional centre staff, Justice Health and Probation and Parole.

Rebecca Salter

Family Caseworker Sydney

TRANSITION SERVICES
TRANSITION SUPPORT PROGRAM
SYDNEY METRO & HUNTER

112

NUMBER OF CLIENTS
SUPPORTED BY
THE PROGRAM

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, physical and mental health issues, requiring support to access appropriate community services.

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

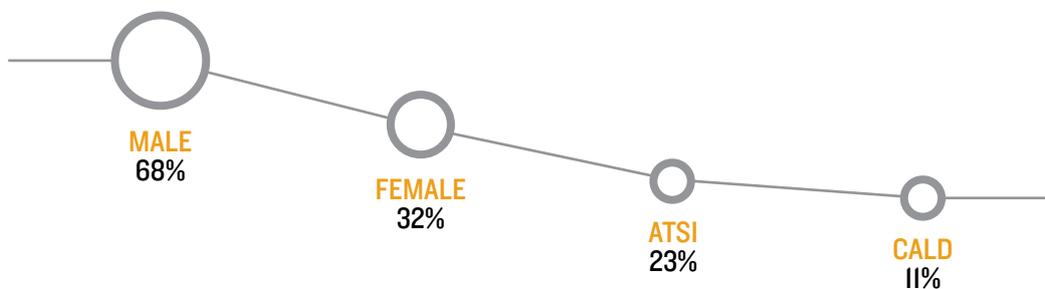
Housing and homelessness is a significant issue for ex-prisoners and a major factor contributing to reoffending. CRC operates a number of transitional houses in Sydney's inner west that may be utilised by transition clients on a short-term basis until appropriate medium and long-term

HOUSING AND HOMELESSNESS IS A SIGNIFICANT ISSUE FOR EX-PRISONERS

accommodation can be sourced. CRC has and continues to develop a number of effective partnerships to ensure longer term housing solutions are achieved for clients.

Part of this service is funded by the Department of Community Services' Specialist Homelessness Services (SHS) funding. CRC also receives funding for services for men and women in Sydney and men in the Hunter from Corrective Services NSW. Each program within the Transition Support Program Sydney Metro & Hunter uses the same referral and assessment processes, case management protocols and data collection formats.

Several of our clients are attending TAFE and one is completing studies in fitness to assist him in his goal of becoming a personal trainer. He is volunteering to get experience as well as working part time in the industry.



RETURN TO
CUSTODY
08%

Another of our clients has been volunteering with Hepatitis NSW and has spoken at several of their events. Several of our clients are now working and others continue to work off debt through Work and Development Orders. Many have been able to make use of free dental days too.

A grant from the City of Sydney Local Community Grants Program allowed for meditation courses to be run for clients this year. A grant from StreetSmart Australia was secured to again fund gym memberships for clients, helping to improve health, wellbeing and social connection. We are fortunate to have volunteers revamping the backyards of our transition houses, encouraging clients to get involved as well.

This year we received funding from Network of Alcohol and other Drugs Agencies (NADA) for staff to attend training in cultural awareness and competency.

Safe and affordable housing continues to be difficult to source. We are working closely with our community housing partners to better achieve outcomes for clients and hope to have one of their workers in-house once a month to assist clients with their applications. We have also added to our housing partnerships in Sydney and Newcastle.

Harriet Crisp

Acting Manager Transition Programs
Sydney Metro Hunter Region

THE PROGRAM PROVIDES HOLISTIC, INTENSIVE OUTREACH SUPPORT ADDRESSING THE MANY ISSUES THAT PLACE PEOPLE AT RISK OF RE-OFFENDING



CLIENT STORY

Courtney* is a young Aboriginal woman with a history of homelessness and incarceration.

Like many women who come into contact with the criminal justice system Courtney presented at our first meeting with low affect, difficulty in making eye contact and was short in conversation. It often takes weeks for someone to feel comfortable and relaxed with their worker and so I expected in time she would feel better able to discuss her feelings, aspirations and the challenges she faces.

As we began working together on her plans for the future it became clear that Courtney takes great pride in maintaining her house and personal appearance. Fiercely independent she has frequently struggled with receiving support and appeared to struggle most with her budgeting and money skills. Forming safe friendships and relationships has also been a challenge and Courtney has identified that this has often led her into trouble and is something she'd like to work on.

After a few weeks of working together >

I began to feel Courtney was struggling to understand many of the things we talked about. Her ability to retain information seemed poor and her vocabulary appeared very limited. Uncertain as to whether this was due to low educational attainment or a possible cognitive impairment, I began a search (with her permission) for previous psychological assessments that had not been forwarded to me with her referral.

I found that an assessment in 2007 had identified Courtney as having severe learning and cognitive deficits. Unfortunately, she did not fit the eligibility criteria for support services provided by Ageing Disability and Home Care and as a result had never been provided with tailored support.

With my new understanding of the challenges facing Courtney in living independently and fulfilling her life ambitions, we were able to set about a new way of working together. Of course no working relationship is always smooth sailing but trust is growing and Courtney is beginning to see the benefit of support and establishing long-term goals for the first time in her life.

Geraldine Blinco

Women's Transition Worker



CLIENT STORY

As a fairly 'typical' Aussie bloke, Glenn* loved fishing and footy and made his money working as a tradie. A major car accident changed all that though when he was left with an Acquired Brain Injury and a whole new way of life.

Quick-witted and usually cheery, Glenn has had to learn to ignore the stares of strangers and their avoidance tactics. Glenn now looks and speaks differently. Since his accident he has been convicted of a violent offence and sentenced to a period in prison.

As his support worker, I listen patient-

ly while Glenn struggles to complete his sentences. I've learnt to repeat our next catch up time for him and to write it on his calendar. Sometimes we may have an appointment to attend at 11am, but will not make it until after midday. Often its enough for him to remember what day or month it is.

Glenn has learnt clever ways of recalling things and remembers my name through word association. This is how he remembers 'Smiley Simone', his housing manager, and the many other workers he has contact with. Psychologists, caseworkers, carers and nurses are his main social contact now. Family contact is sporadic and has been since his arrest. No old friends remain in his life after prison and their presence has been replaced with that of Brain Injury Services, Disability Services and CRC.

The lack of control over his life and his future frustrates Glenn. All money matters are run through his Financial Guardian. The biggest decision Glenn makes each day is what to wear. He is currently living in a psychiatric rehabilitation ward and it is in this hospital that his Guardianship Tribunal Review will take place. With the support of CRC he is determined to have them leave his life for good.

I've been working with Glenn for nearly a year now and although there's been independent accommodation obtained, optical and dental appointments seen to, bills paid, shopping done and new recreational options found, his challenges continue to mount. But always ready with a wise crack and a smile, Glenn tells me "Pffft. What can you do."

Liz Swanson

Men's Transition Worker Hunter

JAILBREAK HEALTH PROJECT
**PROVIDING PEER LED
HEALTH PROMOTION
TO PEOPLE IN PRISON
AND THE COMMUNITY**

4040

ESTIMATED TARGET
LISTENERS
TUNED INTO
JAILBREAK

Funded by NSW Health, the Jailbreak Health Project was set up in recognition that prison is a high-risk environment for blood-borne viruses. High rates of hepatitis C in the prison population place people at risk if sharing non-sterile injecting, tattooing or piercing equipment. The fact that most people in prison will one day be released means this is a public health concern for the general community.

Jailbreak is a weekly half-hour radio show that delivers a range of targeted and relevant health promotion messages to prison inmates and other people affected by the NSW correctional system. Using music, poetry and interviews the show provides a vital link between prison and community. Inmates are involved in the development of information and music for the show and family members can request songs to be played for those inside.

Jailbreak is broadcast on 2SER 107.3 FM in Sydney and online via the 2SER website. The show is broadcast directly in some correctional centres and via the Community Radio Network in Griffith, Melbourne and Canberra. Check out the Jailbreak page on Facebook, at www.2ser.com or www.crcnsw.org.au

HIGHLIGHTS

Jailbreak was presented with the 2013 World's Best Radio Programs Silver Award

at the New York Radio Festival for its collaboration with ABC Radio National on the show Big Dave: Beats and Bars.

- 54 radio programs were broadcast including one on the ABC radio network.
- Jailbreak was broadcast in 9 adult and juvenile custodial centres in NSW.
- 162 health promotion messages went to air regarding HIV, hepatitis C and sexual health.
- 80% of programming content (including some radio production) was developed by the project's target group.
- 31 prison visits were made with an estimated direct contact with 780 NSW inmates. An estimated 4040 target listeners tuned into Jailbreak.
- Jailbreak featured as a guest on National Prison Radio UK: Prime Time Special with music and stories from Down Under
- Jailbreak worked with Graduate Diploma Indigenous Health Promotion students at the University of Sydney to develop hepatitis C health promotion for radio for Aboriginal populations.

Thanks to all our partners, volunteers and the 200+ prisoners, ex-prisoners and their families for their vital contribution to the Jailbreak Health Project.

162

HEALTH
PROMOTION
MESSAGES
REGARDING
HIV, HEPATITIS
C AND SEXUAL
HEALTH

TARGETED HOUSING & SUPPORT SERVICES
**PROVIDING TRANSITIONAL
SUPPORT FOR WOMEN
RELEASED FROM PRISON**

47

NUMBER OF CLIENTS
SUPPORTED BY
THE PROGRAM

Funded by the state and commonwealth government, Corrective Services NSW is the lead agency for THaSS.

THaSS works with women released from Dillwynia and Emu Plains Correctional Centres at risk of homelessness who have children and/or complex needs. These may include intellectual disability, low cognitive functioning, substance abuse and/or mental health issues. The project aims to prevent sentenced prisoners from being released into rough sleeping or transient, unsuitable accommodation.

The service engages with program participants up to three months prior to release to identify post-release needs and collaboratively develop a support plan.

Upon release, outreach support is provided to assist clients to develop independent living skills, sustain tenancies, improve access to community treatment and support services, develop a sense of community and belonging and build positive relationships with family and support networks.

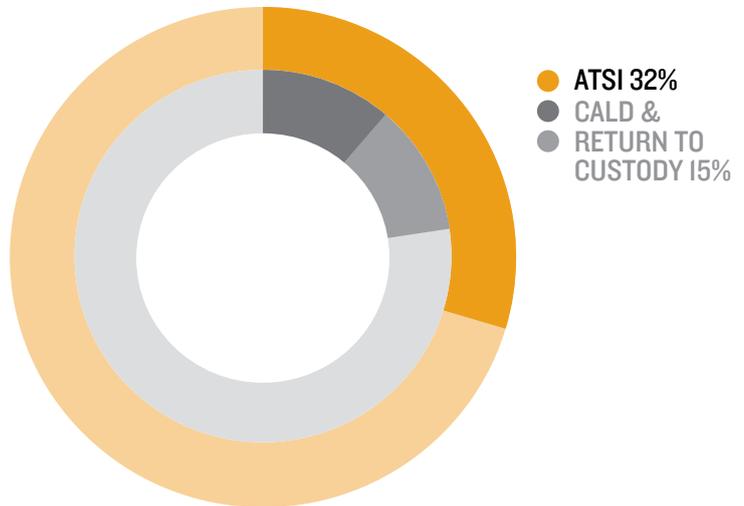
We've had a very busy year, providing support to close to 50 clients as they started the challenging journey of rebuild-

ing their lives and breaking the cycle of imprisonment and homelessness.

Our biggest challenge in the past 12 months has been to address the chronic shortage of accommodation available to our clients. The tightening of eligibility for Priority Housing has had a big impact and led to ongoing advocacy with Housing NSW and the establishment and maintenance of partnerships with community housing providers across the Greater Western Sydney area. Staff have also worked tirelessly to link our clients with supported accommodation providers, boarding houses, refuges and the private real estate market where this has been realistic.

As a result many THaSS clients have managed to avoid the precarious reality of rough sleeping, couch surfing or living in unsatisfactory or unsafe surroundings with non-supportive family or anti-social associates and friends.

We had a number of clients successfully re-enter the employment market and others who have achieved their goals in education and training. A particularly pleasing outcome for a small number of clients was



restoration with children previously in both formal and informal care.

Craig Mitchell

Manager Transition Programs
Greater Western Sydney



CLIENT STORY

Hello. My name is Jean*. I'm 50 years old. My early life was one without a lot of love. Five and a half years ago I ended up in jail after I shot a man who had harmed my daughter and niece. In turn, I went to jail for four years. While inside, I hit rock bottom and had four years to come to terms with my life. I learned the real meaning of respect, love and friendship.

A CRC worker came to see me three months before my release. They treated me like a real person. My worker is a down-to-earth woman who has supported me all the way, helped me get on my feet, reconnect with my family and get a little place of my own. She has helped me to realise that help and support are there – you just have to ask. They are now helping me reconnect with work and to be a part

WE HAD A NUMBER OF CLIENTS SUCCESSFULLY RE-ENTER THE EMPLOYMENT MARKET AND OTHERS WHO HAVE ACHIEVED THEIR GOALS IN EDUCATION AND TRAINING

of the community again.

If it wasn't for the support I have received I would still be searching for myself. So I would really like to thank CRC and my worker for having faith in me and for helping me more than they will ever know. I now look forward to a happy, healthy life with trust, respect, honesty and friendship. Thank you CRC.

HEARTS INSIDE
**PROVIDING TRAINING
TO COMMUNITY WORKERS
TO BETTER SUPPORT
CHILDREN OF PRISONERS**

342

TOTAL NUMBER
OF PARTICIPANTS
SUPPORTED BY
THE PROGRAM

Funded by Family and Community Services (FACS) Community Services division, Hearts Inside is a training package delivered free of charge in the Metro South West region of Sydney. The training was developed to provide information and strategies to assist community workers to better support children of prisoners. By understanding the impacts on children when a loved one is incarcerated, workers are better equipped to engage with these children and help reduce the emotional impact they face.

Incarceration of a parent places a huge emotional burden on children. Every child is different, but common responses include shock, distress, grief, anger, confusion, shame and sometimes relief. The impact will vary during arrest, the court process, sentencing, incarceration and eventual release. Life for many becomes an emotional rollercoaster.

Children whose parents are incarcerated tend to do less well than other children in the general community. While factors such as drug use or domestic violence are likely to contribute both to incarceration and poor outcomes for children, incarceration

contributes to instability and stress for children regardless of the quality of care they received previously.

OUR YEAR

Hearts Inside is nearing the end of its three year funding period. The training has been very well received with nearly 350 people participating. This includes workers from a vast array of non-government organisations and government departments. Due to the demand for training the project has had its period of operation extended for another four months.

In addition to the whole-day sessions offered, the training has been adapted and delivered in-service to staff at schools, early intervention services and the Community Services division of the Department of Family and Community Services (FACS). These sessions have provided tailored content relevant to each service and the opportunity to develop strategies appropriate for their work. Demand for the in-service training option has increased significantly during 2013.

Feedback from services regarding the training has indicated a significant in-

**INCARCERATION OF A PARENT
PLACES A HUGE EMOTIONAL
BURDEN ON CHILDREN**

26

TOTAL SESSIONS
HELD

crease in their understanding of the issues for children of prisoners and their desire to respond appropriately. It is encouraging that so many organisations taking advantage of the Hearts Inside training have taken the opportunity to develop a whole service/team approach, providing appropriate consistent support for these children.

The Hearts Inside project has also developed a series of postage-paid Connection Cards to assist children and young people to connect with their family member in prison. A 'self-mailer' for younger children features colourful illustrations they can draw and write around before sealing and posting. A series of 12 picture postcards are available for older children. These cards are distributed to organisations that work with families and the feedback so far has been overwhelmingly positive.

Hearts Inside has been highly successful in increasing awareness, providing guidance to workers and encouraging networking between services. It has undoubtedly developed a sound base from which services within the Metro South West Sydney area can work when responding

to the needs of children and young people struggling with the impacts of having a close family member incarcerated.

Although no further funding has been obtained at this stage Hearts Inside training can be offered on a needs basis to interested organisations. It is hoped that further funding will be sourced and new ways of incorporating the training into our Families Program are being discussed.

Hearts Inside would like to thank all our partners over the last 12 months, particularly the Department of Family and Community Services, especially Michelle Park; Sector Connect Inc. especially Jeanne Duffy; and Bankstown and Liverpool Families NSW facilitation project, especially Sarina Leotta.

Karyn Robinson

Hearts Inside Training Coordinator

TRANSITIONAL SERVICES
**SUSTAINING TENANCY
FOR EX-PRISONERS
IN THE FAR WEST
(BROKEN HILL)**

27

NUMBER OF CLIENTS
SUPPORTED BY
THE PROGRAM

The NSW Homelessness Action Plan 2009-2014 identifies five priority areas for reform in the homelessness service system. One of these is the prevention of people being released from state institutions into homelessness.

Funded by the state and commonwealth government, Corrective Services NSW is the lead agency for the Sustaining Tenancy for Ex-Prisoners in the Far West NSW Project.

This project is now in its third year. The project works with prisoners at risk of homelessness leaving Broken Hill Correctional Centre. Staff meet with clients before they are released and work with them as they transition back into the community.

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.

There has been praise for the project and 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 allowed them to develop positive working relationships with clients and assist them in accessing local services.

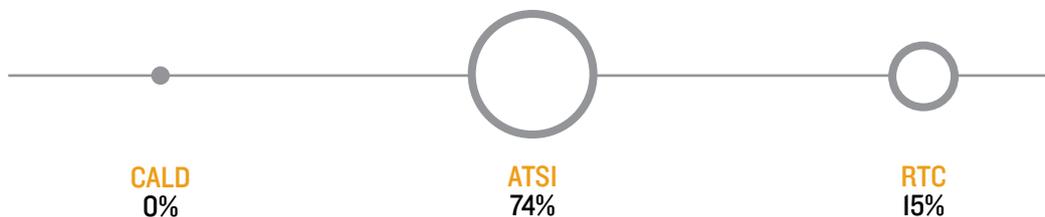
Our small team of two staff work closely with Compass Housing, Corrective Services NSW Community Offender Services and Broken Hill Correctional Centre. We are excited to be able to increase the number of staff in the area over the coming year and therefore the number of clients we can support.

OUR YEAR

It's been a long and challenging year for CRC and its clients, however, it has also been a rewarding one. Here in Broken Hill we have seen clients move into full-time employment and many have completed the Strive to Drive course and now hold their learners driver's licence.

We have had clients exhibit their artwork and in one case a client held an

**THE FIRST OF ITS KIND IN A
RURAL REGION WITHIN NSW,
THE PROJECT HAS ALREADY
SURPASSED EXPECTATIONS**



extremely successful exhibition at the Broken Hill Regional Art Gallery. Many of our clients are engaged with TAFE NSW in a range of courses and many continue to decrease their state debt through the Work and Development Order program.

In one case a client is now completely free from a substantial state debt after working his way through study and drug and alcohol services.

In the past year our client base has grown to approximately 27 clients. Most have very complex needs including drug and alcohol issues and homelessness.

Having Compass Housing as a major stakeholder and primary housing provider allows us to provide intensive support and guidance to our clients. It takes a great deal of networking and support from other agencies to help our clients achieve their goals and we are grateful to our partner agencies.

CLIENT STORY

As a young man David* has already faced many challenges in his life. From a very early age he was exposed to domestic violence, petrol sniffing and alcohol and drug abuse within his family network. As a result, he suffers from depression and has attempted self harm and suicide.

Aged 26, he was recently released from prison and moved in with his father. A night on the drink turned into a violent incident at home that left David with a fractured jaw and the loss of several teeth. Probation and Parole have since

referred him to CRC's Transitional Support project in Broken Hill.

A shy man, David doesn't volunteer information unless he is asked. The Wechsler Adult Intelligence Scale which rates participants between 1 and 19 scored David about a 10. Despite this he has good reading and writing skills but he does struggle with spelling.

Since his contact with CRC David has been able to successfully sustain his own tenancy and is working off debt through a Work and Development Order. He does this through volunteer work and by completing a Strive to Drive course. He is also receiving ongoing treatment from health services for depression, sleep deprivation, drug and alcohol misuse and mood swings.

Before prison, David worked as a labourer until he was involved in an accident that left him with severe pain in his knees and leg. CRC is in the process of assisting with a claim for a disability pension and David has expressed an interest in working in the mechanic trade since doing a welding course at TAFE.

It came as no surprise when a recent assessment by a health care provider suggested that his recent incarceration has further affected his social connections within the Aboriginal community. We are encouraged no end, however, by the changes and achievements we have seen so far in working with David and the potential we see for his life.

DISABILITY TRANSITIONAL SUPPORT
**ON-SITE SUPPORTED
LIVING SERVICE &
OUTREACH SUPPORT**

22

NUMBER OF CLIENTS
SUPPORTED BY
THE PROGRAM

CRC PROGRAMS

CRC receives funding from Ageing, Disability and Homecare (ADHC), Community Justice Program (CJP) to provide a range of services to adults who have been diagnosed as having an Intellectual Disability and have had contact with the criminal justice system.

Clients assessed as having a high risk of re-offending are referred to one of three ADHC funded CRC projects; the On-Site Supported Living Service (residential service), Drop in Support Packages or Tailored Support Packages (Outreach Programs).

The On-Site Supported Living (OSSL) Service located in the South Western Sydney and Maitland areas provide intensive support to residents. The service is flexible to provide both a transitional and semi-permanent accommodation support model.

The OSSL provides a structured and supportive environment (24 hours per day) with a focus on skills development, and responsible community participation.

Each OSSL service employs a full-time Case Manager and Residential Support

Workers to deliver individualised support programs to clients who reside at the service in independent units.

Already operating Drop in Support and Tailored Support outreach packages in the Newcastle and Hunter regions, this year CRC received an additional grant to provide Drop in Support to clients residing in the Gosford/Wyong area.

Clients who receive our outreach model of support receive up to 35 - 50 hours per week of specialist support. Clients assessed as having support needs which exceed the allowable hours may receive more than one funding package.

Supported by the CJP clinical team all of our programs provide a person-centred planning approach ensuring clients have access to individually tailored structured programs designed to increase independent living skills, address criminogenic risk factors, and reduce the long term need for support. Support frequently involves working with the person to address multiple issues such as; alcohol and other drug issues, mental health issues, understanding and adhering to bail and/or parole conditions, understanding their rights and

SUPPORTED BY THE CJP CLINICAL TEAM ALL OF OUR PROGRAMS PROVIDE A PERSON-CENTRED PLANNING APPROACH ENSURING CLIENTS HAVE ACCESS TO INDIVIDUALLY TAILORED STRUCTURED PROGRAMS

responsibilities, behavioural support, living skills, employment and education support, family and relationship support, interpersonal and communication skills, budgeting and money management, medication and health support and activities designed to promote community inclusion.

JONATHAN LEES - SUPPORT WORKER ON SITE SUPPORTED LIVING VILLAWOOD

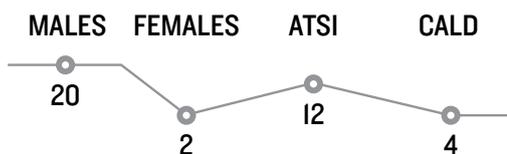
I enrolled in TAFE three years ago to study Mental Health and Alcohol and Other Drugs (AOD). I couldn't decide if I wanted to work in the AOD sector, criminal justice, mental health services, homelessness services or with clients with Intellectual Disabilities. I did my placement at CRC's On Site Supported Living (OSSL) service and was amazed to discover that staff were working to address issues within each of these categories! I made a decision that this was exactly the client group I wanted to work with.

Following the completion of my studies I applied for a position at the OSSL and was offered the role of Casual Residential Support Worker. I work shifts, sometimes overnight. My role is to provide support to clients to achieve the goals they have identified in their Individual Plans. Our service aims to increase client's independence, support clients to address issues that may place them at risk of harm and/or risk of reoffending, increase independent living skills and support clients to increase adaptive functioning skills. The clients' support needs are assessed by a range of external clinicians and therapists as well as CRC workers and management.

Shift duties include tasks such as supporting a client to attend court, to buy groceries, to develop a budget or to improve their cooking skills. Sometimes we

may need to visit a client in custody. Work is always challenging and busy. My night shifts give me time to complete workplace reports and read through Individual Plans - although sometimes they can be spent sitting in a police station or hospital if an incident has occurred where a client needs support.

I am fortunate that I have employment that is rewarding and that provides me with an opportunity to learn something new every shift. CRC ensure that staff have access to plenty of training and support. The clients have taught me so much and that knowledge has further equipped me with the skills to perform my role. I intend to continue to study and maintain my employment at CRC as I believe that the clients of the OSSL projects are the most challenging and brave clients I have worked with.



CLIENT STORY

My name is Robert* and I am 32 years old. Recently I was diagnosed as having an Intellectual Disability.

I never knew that before.

I had a lot of problems at school and remember getting teased and bullied by the other kids. They used to call me slow which made me angry; I just wanted to be like everyone else. I wanted to put my hand up and answer a question but I never could because I never knew the answer.

It was a terrible time for me and I started wagging and dropped out after Year 8. ➤



**I GOT OUT TWO AND A HALF YEARS AGO,
SINCE THEN MY PAROLE HAS FINISHED
AND I'VE DECIDED TO STAY. THIS IS MY HOME
AND IT IS THE FIRST HOME I HAVE EVER HAD**

I couldn't get a job and started using drugs. I was hanging around the streets with my friends and they were all doing it. I felt like everyone else for a change.

I first got locked up when I was 20 years old. I did 18 months and it was really traumatic for me. I didn't get any visitors. Since then I've been locked up another three or four times. Before the last time, my solicitor asked me to go to a doctor for a court report. He did some tests and spent a lot of time talking to me about the crime I committed and growing up. After that he told me I had an Intellectual Disability. I had never heard of that so I didn't understand and just forgot about it.

During my last sentence a lady came to visit me from CJP. She explained that because I had an Intellectual Disability I was able to get support when I got out. I had never been supported by a service before and was a bit worried about what I would have to do. But I had nowhere to go so I thought I would give it a try.

A guy came to visit me from CRC. He told me about the support I would get and then visited me once a week until I got out. After a few visits I felt comfortable with him and started looking forward to them - I had something to look forward to for once.

He came to pick me up on my release day and drove me to the service where I met all the staff and other residents. We had a BBQ to celebrate me getting released. I'd never had a party before!

The staff helped me set up my unit and it was nice to have somewhere to call home. I was a bit worried that I would get told what to do but the staff gave me time to settle in. They helped me write down some of my plans and goals and we figured out the best ways to achieve them.

It was really helpful to have it written down because I keep looking at it to keep me on track.

Since I got out, I have gone to TAFE to do a course. I am not using heroin anymore and have counselling every two weeks that has helped me understand why I was using drugs so much. I go to the doctors regularly so I don't feel tired and sick all the time and I went to see a dentist and had my teeth fixed. That made a big difference to me because I was too ashamed to talk or smile before I had my teeth fixed. The staff help me to make appointments and come with me to the doctors. Before I never knew what to tell the doctors so I never went.

I got out two and a half years ago. Since then my parole has finished and I've decided to stay. This is my home and it is the first home I have ever had. There's no way I want to leave that. The staff care about me and I feel safe with them, I can trust them. This is the first time I have had that in my life and it's helped me more than all the rehabs and lock-ups. Just knowing that people care made me realise that I do matter and that makes me want to do well in life. I am just like everyone else.

**COURT SUPPORT SCHEME
ASSISTING IN
THE SMOOTH
RUNNING OF 14
LOCAL COURTS**

33'520

**NUMBER OF CLIENTS
SUPPORTED BY
THE PROGRAM**

CRC's Court Support Scheme operates in 14 local and family courts across the Greater Sydney Region of NSW. Funded by the Legal Aid Commission NSW, the Court Support Scheme is available for defendants, witnesses, victims of crime, as well as the many friends and families of those attending court. Volunteers provide information on court procedures, sources of legal assistance, emotional support, and referrals to other services.

We would like to acknowledge the continued dedication of our 40 Court Support Scheme volunteers, many of whom have been working with the project for over 10 and 20 years.

It's been an incredibly busy year for our volunteers. We have continued to maintain our presence in all of the courts we cover and later this year we will be establishing the scheme in Camden Court.

In November 2012 we were very proud to have one of our long term volunteers win the Law and Justice Foundation Volunteer Award. Elizabeth Gilmore has been a volunteer at Penrith Court for 11 years and was presented with the award at Parliament House in Sydney. It was wonderful to see Elizabeth recognised for

her hard work and commitment.

Each year we hold information sessions to update and inform our volunteers on court procedures and resources available. I would like to thank Susan Smith, Solicitor and Women's Domestic Violence Court Assistance Scheme Coordinator and Jane from the MERIT program for their assistance. I would also like to thank Pam Olsoen, Senior Registrar Downing Centre, for allowing us to use the conference room.

We are grateful to Legal Aid NSW for their continuing support of the Court Support Scheme for another year.

It has been a great privilege to work with the volunteers who give so freely of their time and knowledge every week.

Wendy Robertson

Court Support Scheme Coordinator

GAMARADA INDIGENOUS HEALING AND LIFE TRAINING

Gamarada Indigenous Healing and Life Training is a community developed and driven organisation led by Aboriginal and Torres Strait Islander men and youth. It provides a space for participants to band together and support one another toward positive change and empowerment based on strengths. Themes of our programs include: Making Change, Identity, Transformation, Taking Responsibility and Staying Strong. CRC provides professional support and mentoring to the Gamarada leadership group and auspices funding grants.

Traditional Indigenous healing practices form the core of Gamarada's programs and there is a strong focus on wellbeing and community service. Qualified Indigenous facilitators create a therapeutic environment that ensures successful participant engagement and cultural competency. The programs address many complex and challenging topics including but not limited to healing, intellectual disability, cognitive impairment, suicide and violence against women.

NEW PROGRAMS

In response to community demand for an expansion of services Gamarada was requested to deliver three new programs in 2013. The first, 'Gamarada Juniors', is a program for boys aged 6-12 and is a collaboration between Gamarada and Glebe Schools for Communities Project.

'Gamarada Fight Club: The Journey to Becoming a Peaceful Warrior' is for students aged 12-17 and is a collaborative project with Edgware School for Special Purposes. Both programs focus on using culture and therapeutic group activities to improve attendance, parental engagement and education outcomes. The third program is a Gamarada Men's Group for Glebe due to commence in late 2013.

FUNDING

Funding challenges have significantly impacted Gamarada's reach into the education and justice systems, particularly in the first half of 2013. Programs were suspended due to lack of resources. After a significant campaign and a successful community forum to a full house at the Glebe Town Hall, corporate sponsorship

from the law firm Gilbert and Tobin has been provided. Gilbert and Tobin have made Gamarada the firms major reconciliation project for 2013/14.

VALIDATING OUR PROGRAMS

Through working with the Muru Marri Unit of UNSW, Gamarada has embarked on a validation activity whereby trained researchers visit a program and use specialised tools developed for planning, self reflection and process evaluation in empowerment and healing programs. This group process is capturing rich data about the processes we use in the Gamarada program that have been shown to be critical for program effectiveness. Program leaders and participants are also providing inspiring descriptions of how the Gamarada experience has impacted on their self confidence, sense of meaning and purpose and ability to access support from others. Many have become determined to use this experience to help others, especially young people, to negotiate the chal-

TRADITIONAL INDIGENOUS HEALING PRACTICES FORM THE CORE OF GAMARADA'S PROGRAMS AND THERE IS A STRONG FOCUS ON WELLBEING AND COMMUNITY SERVICE

lenges that they have experienced and to make better decisions. A number of new ideas and directions have also emerged.

1

GAMARADA JUNIORS IS A PROGRAM FOR BOYS AGED 6-12 AND IS A COLLABORATION BETWEEN GAMARADA AND GLEBE SCHOOLS FOR COMMUNITIES PROJECT

2

GAMARADA FIGHT CLUB - THE JOURNEY TO BECOMING A PEACEFUL WARRIOR' IS FOR STUDENTS AGED 12-17 AND IS A COLLABORATIVE PROJECT WITH EDWARE SCHOOL FOR SPECIAL PURPOSES

3

GAMARADA MEN'S GROUP FOR GLEBE DUE TO COMMENCE IN LATE 2013

GAMARADA AWAKENING THE SPIRIT DOCUMENTARY

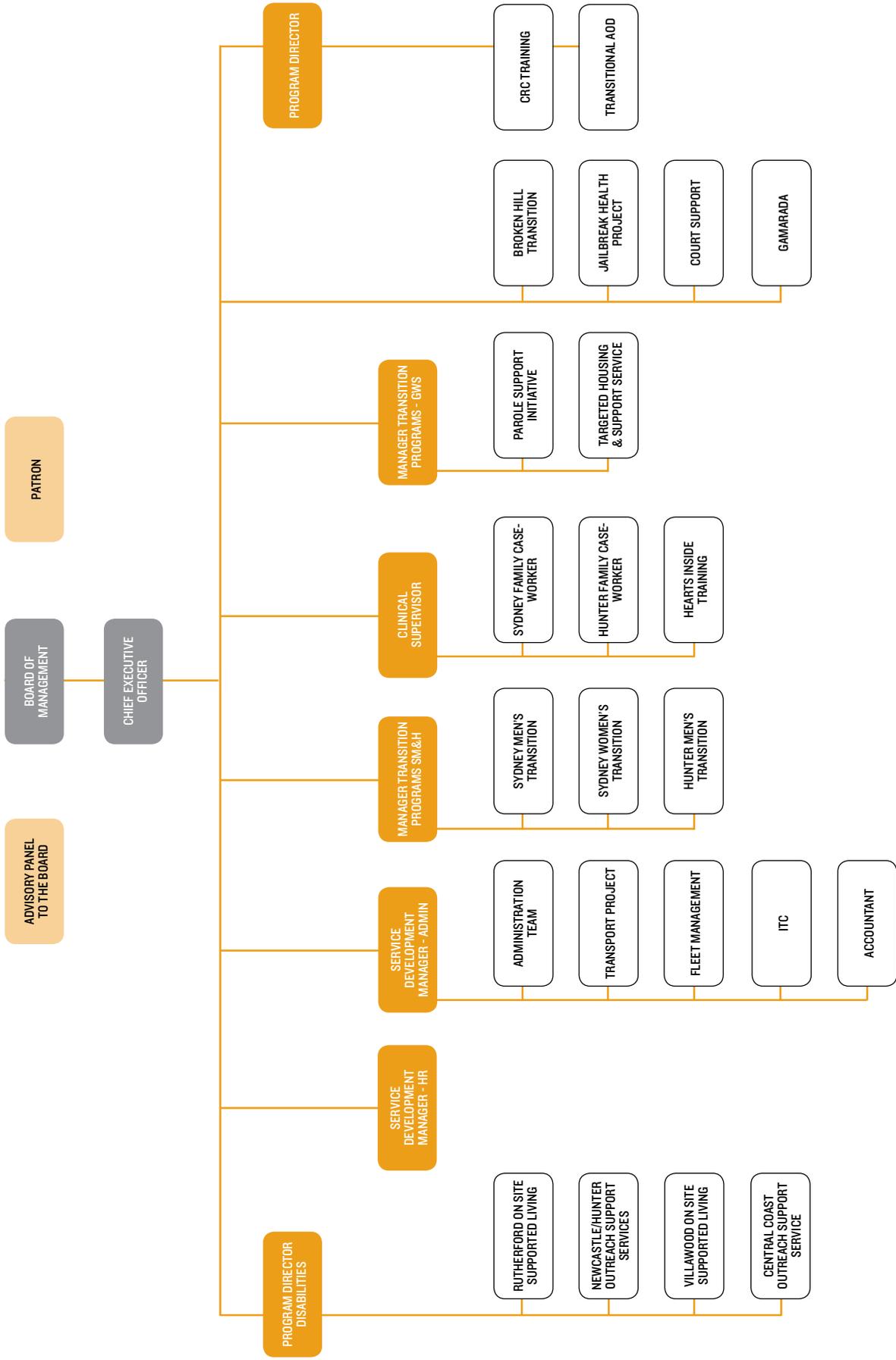
The documentary is a powerful account of a program that is transforming lives and preventing recidivism in a local community. It features the stories of three men and their journeys through the criminal justice system towards empowerment to regaining control of their lives. The documentary has screened on National Indigenous Television and is being used for training community services across sectors. It has been identified as a successful model for education in community engagement, trauma informed care principles in accordance with national standards, cultural competency and justice reinvestment.

Participants may join Gamarada programs on referral. For further details on Gamarada or the documentary contact Ken Zulumovski at ken.z@gamarada.org.au or phone 0433 346 645. Find us at www.gamarada.org.au or www.facebook.com/Gamarada

Ken Zulumovski Kira-dhan, Kabbi Kabbi Nation

Volunteer Director - Gamarada Indigenous Healing and Life Training Ltd
Volunteer Manager - Gamarada Community Engagement Program

ORGANISATIONAL CHART



HUMAN RESOURCES STAFFING

39

NEW STAFF MEMBERS
HAVE BEEN RECRUITED
TO THE ORGANISATION
IN THE PAST YEAR

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

CRC has experienced considerable growth in the past financial year, recruiting 39 new staff members to the organisation. This can be attributed in part to new projects such as the Drug and Alcohol Transition Service based in Sydney and the Outreach Support Service based in the Hunter. We have also experienced growth in the number of administrative and finance staff we have, particularly in our head office at Broadway. These positions are critical in enabling our sustainability at this time of growth.

During the past 12 months, paid staff have worked alongside 40 volunteers within the local Court system.

The beginning of the financial year in July 2012 saw CRC staff covered by the old Social and Community Sector Award (SACS) begin to have their rates of pay translated across to the Social, Community, Home Care and Disability Services Industry Award (SCHADS). However most staff are still being paid under the SACS Award because rates of pay remain higher than under the SCHADS Award. It has been a juggling act to negotiate this process, which also takes into consideration

CRC BELIEVES THAT OUR STAFF ARE THE ORGANISATION'S MOST VALUABLE ASSET. WE STRIVE TO PROVIDE A SUPPORTIVE, PROFESSIONAL, RESPECTFUL AND CULTURALLY SAFE WORK ENVIRONMENT

changes made under the Equal Pay case implemented in December 2012. This will continue for some years until rates of pay under the SCHADS Award overtake rates of pay under the SACS Award.

We have said farewell to two of our long term staff members over the past year: Michael Self, Men's Transition Worker and Ruth Clarke, Family Support Worker, both from CRC's Newcastle office have moved on. Our thanks and best wishes go to Michael and Ruth. We also sadly lost one of our bus drivers, David Dalgarno, who passed away this year. His loss will be felt keenly by his family and CRC staff.

HUMAN RESOURCES

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 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.

PROFESSIONAL DEVELOPMENT IS CRITICAL IN BUILDING THE ORGANISATION'S CAPACITY TO BETTER ADDRESS THE INCREASINGLY DIVERSE ISSUES FACING OUR CLIENT GROUP

Over the past year, CRC staff attended many hours of external training covering topics as diverse as suicide prevention, domestic violence, personality spectrum disorders, problem gambling, acquired brain injury, Aboriginal cultural competency, employment law, housing, narrative therapy, working with adults affected by foetal alcohol spectrum disorders and building and empowering caseworker resilience.

This professional development is in addition to the core-training already provided to CRC staff that includes but is not limited to; security awareness, Senior First Aid, Child Protection, Manual Handling, Discrimination and Harassment Prevention and working with men who sexually offend.

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 staff have presented at community meetings with government and non-government agencies to raise the profile of our clients and have attended and/or presented at many conferences.

Over the past year staff have given talks to TAFE students of Community Welfare. They have attended agency days at various correctional centres, and participated in community events and consultation days.

CRC staff represent the needs of prisoners, ex-prisoners and their families through their participation in interagency and consultative committees. These include committees convened and attended by government departments and non-government agencies.

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. She is also a member of the Justice Health and Forensic Mental Health Network Board of Management and the Premiers Council on Homelessness.

GOVERNANCE

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

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.

CRC BOARD MEMBERS ARE DRAWN FROM A DIVERSE RANGE OF PERSONAL AND PROFESSIONAL BACKGROUNDS OFFERING EXPERTISE IN A RANGE OF AREAS

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

- **President** - Stephen Grieve
- **Vice-President** - Jason Kara
- **Treasurer** - Stuart Loveday
- **Secretary** - Gary Gahan
- Ordinary Member** - Brian Norman
- Ordinary Member** - Michael Levy
- Ordinary Member** - Chris Hartley
- Ordinary Member** - Ruth McCausland
- Ordinary Member** - Larry Billington

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

During the past 12 months the Board of Management has farewelled Mindy Sotiri and Angela Owens. We sincerely thank them for their commitment and invaluable contribution to the Board over the past years.

In the past year the Board has participated in an external review of the organisation by Sphere Consulting. The review focused on the internal structure of CRC and provided options for increasing organisational capacity and sustainability.

Over the next 12 months the Board will work with the CEO and staff to develop a new Strategic Plan for the organisation.

Training will also be conducted for all Board Members regarding their obligations and how they should be implemented under the Work Health and Safety (WHS) Act 2011.

RISK MANAGEMENT

CRC takes the management of risk seriously. Through strategic planning, ongoing review and policy development, CRC works to reduce and manage risks and/or threats that may have an impact on the service and staff. We utilise the skills and knowledge of our staff and draw on the expertise of external consultants on a needs basis to ensure we operate in a risk adverse environment.

We continue to make safety a priority for CRC staff. During induction new staff are briefed about Work Health & Safety (WHS) processes and are introduced to legislation introduced in January 2012. The Work Health & Safety Act (NSW) was a much needed update of workplace safety legislation, clarifying the obligations of both employers and employees and creating consistent legislation across all jurisdictions.

CRC continues to appoint new Health & Safety Representatives (HSRs) to represent staff in relation to any WHS issues they may have. As the organisation grows more HSRs will be appointed to represent staff in new locations.

Our Core Training Program has been expanded to include two new training courses that address possible WHS risks to staff. Manual Handling training has been rolled out to all staff across the organisation. It covers risky manual handling tasks such as assisting clients to move furniture, as well as addressing the needs of office-based staff who may suffer injury due to having a sedentary role. Discrimination, Harassment and Bullying Prevention Training has also commenced, beginning with CRC management. During

the upcoming year we intend to train all CRC staff and will include this training in induction processes in recognition of the serious risk that bullying and harassment pose. CRC will also launch a new Bullying and Harassment Policy. This has been developed with input from an external policy consultant and the Anti-Discrimination Board of NSW.

At the start of 2013 we appointed an external consultant, Willis, to conduct a compliance review of CRC's WHS systems and processes. The review identified that while some gaps did exist in current policy and procedure and systems, we are in a healthy state. This is testament to our staff and their commitment to work safety and to the organisation for continuing to invest resources in ensuring a safe workplace. We will continue to work with Willis during 2013-2014 with a focus on updating policy and procedure, implementation of change processes, strategic planning and risk management.

CRC continues its strong history of sound financial review and management. The Board of Management, CEO and finance staff work closely to ensure we eliminate financial risk for the organisation and operate in accordance with accountability standards and contractual arrangements.

WE UTILISE THE SKILLS AND KNOWLEDGE OF OUR STAFF AND DRAW ON THE EXPERTISE OF EXTERNAL CONSULTANTS ON A NEEDS BASIS TO ENSURE WE OPERATE IN A RISK ADVERSE ENVIRONMENT

ACKNOWLEDGEMENTS

In addition, CRC would like to acknowledge the staff, volunteers, members, partners and funding bodies that have enhanced our work during 2012/13.

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 2013 our staff were 70 in number.

CLIENTS

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

CRC MEMBERS

CRC would like to acknowledge the 250+ 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 and we are grateful for their commitment and dedication. (The names of our volunteers have been deliberately withheld to maintain their anonymity outside of their work).

PARTNERSHIPS

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.

2012 ANNUAL GENERAL MEETING

CRC would like to thank everyone who joined

us as we celebrated our 61st AGM. We would like to thank The Honourable Jillian Skinner MP, Minister for Health, Minister for Medical Research for her 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 like to thank Kate Pinnock for hosting the Forum and our speakers The Honourable Jillian Skinner MP, Kat Armstrong from Women In Prison Advocacy Network (WIPAN) and Bruce Wright. We would also like to thank MC Rafa, Shazza T and the Carl Stewart Band for providing the entertainment.

EXTERNAL CONSULTANTS

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

FUNDING BODIES

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

- Corrective Services NSW
- Corrective Services NSW/Housing Action Plan
- Department of Education, Employment & Workplace Relations
- Department of Health and Ageing
- Family and Community Services
- Ageing Disability and Home Care
- Community Services
- Community Builders
- GEO Group
- Legal Aid Commission NSW
- NSW Health
- Street Smart Australia
- Sydney Lord Mayor's Fund

TREASURER'S REPORT
2012/13 FINANCIAL YEAR

In the financial year ended 30 June 2013, Community Restorative Centre Inc (CRC) income exceeded expenditure by \$62,188 (In 2011/12, we achieved a smaller surplus of \$2,487, which was restated* to \$116,622). This resulted in accumulated funds of \$996,374 at financial year end. (\$306,718 in 2011/12, subsequently restated at \$934,186.)

As a result of substantial and rapid growth in CRC's projects and services, both income and expenditure expanded during the last two financial years. This growth was supported by successful grant applications to the NSW Government and resulted in new projects described elsewhere in this report.

As a result of this growth, CRC Management and the Board took the prudent decision to review and overhaul CRC's accounting and financial record keeping systems. Chartered Accountants Stewart Brown, one of Australia's top accounting firms were engaged to carry out the review and make recommendations to ensure more robust systems were in place to support CRC's increasingly complex funding and grants structure.

One change resulting from the review was a change in accounting policy relating to the purchase of motor vehicles, and the subsequent calculation of depreciation of property, plant and equipment and related provisions. This resulted in a restated adjustment of the year-end figures at 30 June 2012.

CRC remains in a healthy financial position with cash holdings at the end of the year totalling \$2,784,625, an increase of \$980,981 over the previous year. Much of this comprises under-expended and in-advance project income, which totalled \$1,719,373 as at 30 June 2013. This relates mainly to one Corrective Services NSW-funded project and four services funded by the NSW Family and Community Services: Ageing, Disability and Homecare.

THE FINANCIAL FUTURE

The level of funding uncertainty makes long term organisational planning and sustainability a challenge for all not-for-profit organisations. CRC will continue to work with non-government and government agencies to advocate for a continu-

ation of funding in this much needed area of service provision.

In addition to the ebb and flow of government strategies impacting on available funding, the majority of CRC's funding remains on one to three year tendering cycles, leaving financial and job security tenuous. Our challenge remains to demonstrate clearly to government the efficacy of our work and seek a greater role with the NSW Government in the development of new, best practice models for reducing crime and its impact on victims and increasing the resilience of individuals, families and communities.

The CRC Board has approved a strong and realistic budget for the next financial year 2013/14. With a new organisational structure in place following a separate organisational review, and with new financial record keeping and accounting systems, a new payroll management system and strengthened financial controls in place, CRC is well placed to handle current and future expansion with ongoing confidence and certainty.

Finally, I wish to pay tribute to and acknowledge the skill and dedication of Mr Nick Gill of Kensington Business Solutions who served as CRC's accountant for over 15 years. Nick's commitment to CRC and his careful management of our financial records and advice to our CEO and Board are very much appreciated.

Stuart Loveday
Honorary Treasurer
September 2013



CRC GRATEFULLY ACKNOWLEDGES THE FOLLOWING FUNDING GRANTS, EXCLUDING GST, RECEIVED DURING 2012/13:

Corrective Services - NSW	1,115,396
Corrective Services NSW - HAP	1,244,801
FACS - Ageing, Disability and Home Care, NSW	2,542,192
FACS Community Services, NSW SHS	475,039
FACS Community Services - NSW Community Builders	95,549
NSW Health	239,936
Dept of Health and Ageing	204,108
The GEO Group - Transport	94,841
NSW Legal Aid Commission - Court Support	45,402
StreetSmart	4,000
Sydney Lord Mayor's Fund.....	3,774
Donations.....	925
DEEWR Parental and Community Engagement.....	298,331

**COMMUNITY RESTORATIVE CENTRE INCORPORATED ABN 75 411 263 189
FINANCIAL REPORT - 30 JUNE 2013 COMMITTEE'S REPORT**

The Committee members present the operating report of the Community Restorative Centre Incorporated for the year ending 30 June 2013 and report as follows:-

NAMES OF COMMITTEE MEMBERS

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

Name of Committee Member	Position Held
S Grieve	President
J Kara	Vice President (appointed 25 September 2012)
M Sotiri	Vice President (resigned 25 September 2012)
S Loveday	Treasurer
G Gahan	Secretary
A Owens	Committee Member (resigned 13 December 2012)
B Norman	Committee Member
M Levy	Committee Member (appointed 13 December 2012)
L Billington	Committee Member (appointed 13 December 2012)
R McCausland	Committee Member (appointed 13 December 2012)
C Hartley	Committee Member (appointed 13 December 2012)

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

PRINCIPAL ACTIVITIES

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

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

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

OPERATING RESULT

The operating result of the Association for the financial year was an operating surplus of \$62,188 (2012: \$116,622).

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

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

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



Jason Kara
Vice President
1 October 2013



Stuart Loveday
Treasurer



BRYAN RUSH & CO
CHARTERED ACCOUNTANTS
since 1928

COMMUNITY RESTORATIVE CENTRE INCORPORATED
ABN 75 411 263 189
FINANCIAL REPORT - 30 JUNE 2013

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

Principal: David Conroy FCA

Address:
Level 2/154 Elizabeth Street
Sydney NSW 2000

Telephone: 02 9267 9227

Fax: 02 9261 3384

Email: admin@bryanrush.com.au

ABN: 95 373 401 379

Report on the Financial Report

We have audited the accompanying financial report of the Community Restorative Centre Incorporated, which comprises the statement of financial position as at 30 June 2013 and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the statement by the members of the Committee.

Committees' Responsibility for the Financial Report

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

Auditor's Responsibility

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

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

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

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

Independence

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

COMMUNITY RESTORATIVE CENTRE INCORPORATED

ABN 75 411 263 189

FINANCIAL REPORT - 30 JUNE 2013

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

Auditor's Opinion

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

- (i) giving a true and fair view of the Association's financial position as at 30 June 2013 and of their performance for the year ended on that date; and
- (ii) complying with Australian Accounting Standards - Reduced Disclosure Requirements (including the Australian Accounting Interpretations) and the *Associations Incorporation Act NSW 2009*.

Bryan Rush & Co
Chartered Accountants



D. Conroy
Principal

01 October 2013

COMMUNITY RESTORATIVE CENTRE INCORPORATED ABN 75 411 263 189
STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2013

	Note	2013 \$	2012 \$
ASSETS			
Current assets			
Cash and cash equivalents	4	2,784,625	1,803,644
Trade and other receivables	5	227,732	66,716
<i>Total current assets</i>		3,012,357	1,870,360
Non-current assets			
Financial assets	6	1,708	1,994
Property, plant and equipment	7	383,516	456,551
<i>Total non-current assets</i>		385,224	458,545
TOTAL ASSETS		3,397,581	2,328,905
LIABILITIES			
Current liabilities			
Trade and other payables	8	2,289,887	1,259,214
Provisions	9	87,112	121,691
<i>Total current liabilities</i>		2,376,999	1,380,905
Non-current liabilities			
Provisions	9	24,208	13,814
<i>Total non-current liabilities</i>		24,208	13,814
TOTAL LIABILITIES		2,401,207	1,394,719
NET ASSETS		996,374	934,186
EQUITY			
Retained earnings		996,374	934,186
TOTAL EQUITY		996,374	934,186

The accompanying notes form part of these financial statements

COMMUNITY RESTORATIVE CENTRE INCORPORATED
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2013

	Note	2013 \$	2012 \$
Revenue	2	5,166,314	4,800,382
Other income	2	-	4,917
		<u>5,166,314</u>	<u>4,805,299</u>
Expenses			
Staff costs		(3,728,149)	(3,487,534)
Administration expenses		(342,086)	(324,290)
Depreciation	3	(128,935)	(110,752)
Other expenses		(769,455)	(651,875)
Project expenses		(117,479)	(83,929)
Repairs and maintenance		(12,769)	(25,682)
Subscriptions		(5,253)	(4,615)
		<u>(5,104,126)</u>	<u>(4,688,677)</u>
Profit before income tax		62,188	116,622
Income tax expense		-	-
Profit for the year		62,188	116,622
Other comprehensive income for the year		-	-
Total comprehensive income for the year		<u><u>62,188</u></u>	<u><u>116,622</u></u>

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2013

	Retained Earnings \$	Total \$
Balance at 1 July 2011	817,564	817,564
Comprehensive income		
Profit for the year	116,622	116,622
Other comprehensive income	-	-
Total comprehensive income for the year	<u>116,622</u>	<u>116,622</u>
Balance at 30 June 2012	<u>934,186</u>	<u>934,186</u>
Balance at 1 July 2012	934,186	934,186
Comprehensive income		
Profit for the year	62,188	62,188
Other comprehensive income	-	-
Total comprehensive income for the year	<u>62,188</u>	<u>62,188</u>
Balance at 30 June 2013	<u>996,374</u>	<u>996,374</u>

The accompanying notes form part of these financial statements

COMMUNITY RESTORATIVE CENTRE INCORPORATED
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2013

	Note	2013 \$	2012 \$
Cash flows from operating activities			
Receipts from customers and government		6,217,882	4,661,819
Payments to suppliers and employees		(5,279,046)	(4,080,520)
Donations received		925	1,088
Dividend received		-	-
Interest received		97,120	81,398
<i>Net cash flows from operating activities</i>		<u>1,036,881</u>	<u>663,785</u>
Cash flows from investing activities			
Purchase of property, plant and equipment		<u>(55,900)</u>	<u>(175,528)</u>
<i>Net cash flows from investing activities</i>		<u>(55,900)</u>	<u>(175,528)</u>
Net increase in cash and cash equivalents		980,981	488,257
Cash and cash equivalents at the beginning of the financial year		<u>1,803,644</u>	<u>1,315,387</u>
Cash and cash equivalents at the end of the financial year	4	<u><u>2,784,625</u></u>	<u><u>1,803,644</u></u>

The accompanying notes form part of these financial statements

COMMUNITY RESTORATIVE CENTRE INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

NOTE 1 - STATEMENT OF ACCOUNTING POLICIES

REPORTING ENTITY

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

The financial statements were approved by the Committee Members on 1st October 2013.

BASIS OF PREPARATION

The committee members have elected to early adopt the Australian Accounting Standards - Reduced Disclosure Requirements as set out in AASB 1053: Application of Tiers of Australian Accounting Standards and AASB 2010-2: Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements. As a consequence, the Association has also early adopted the following Amending Standards containing reduced disclosure requirements:-

- AASB 2011-2: Amendments to Australian Accounting Standards arising from the Trans- Tasman Convergence Project - Reduced Disclosure Requirements; and
- AASB 2012-7: Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements in respect of AASB 2010-6: Amendments to Australian Accounting Standards - Disclosures on Transfers of Financial Assets.

The Association has also adopted the following amendment:-

- AASB 2011-9: Amendments to Australian Accounting Standards - Presentation of Items of Other Comprehensive Income.

AASB2011-9 requires entities to group items presented in Other Comprehensive Income (OCI) on the basis of whether they are potentially reclassifiable to profit or loss subsequently, and changes the title of "statement of comprehensive income" to "statement of profit or loss and other comprehensive income". The revised accounting standard applies to annual reporting periods beginning on or after 1 July 2012.

The financial report is a general purpose financial report prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements (including Australian Accounting Interpretations), and the requirements of the Associations Incorporation Act 2009.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of the financial statements are presented below and have been consistently applied unless otherwise stated. The Association is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

HISTORICAL COST CONVENTION

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

COMMUNITY RESTORATIVE CENTRE INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

NOTE 1 - STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

SIGNIFICANT ACCOUNTING POLICIES

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

COMPARATIVES

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

INCOME TAX

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

GOODS AND SERVICES TAX (GST)

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

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

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

REVENUE RECOGNITION

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

MEMBERS SUBSCRIPTIONS

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

GRANTS (INCLUDING GOVERNMENT GRANTS) AND DONATIONS

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

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

COMMUNITY RESTORATIVE CENTRE INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

NOTE 1 - STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

REVENUE RECOGNITION (CONTINUED)

SALE OF GOODS AND SERVICES

Revenue from the sale of goods is recognised upon the delivery of goods to customers. Revenue from the rendering of a service is recognised upon the delivery of the service to the customer.

INTEREST

Revenue from interest is recognised on an accruals basis.

CASH AND CASH EQUIVALENTS

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

TRADE RECEIVABLES

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

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

PROPERTY, PLANT AND EQUIPMENT

RECOGNITION AND MEASUREMENT

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

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

DEPRECIATION

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

The depreciation effective life used for each class of depreciable assets is: Motor vehicles 3-5 years

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

COMMUNITY RESTORATIVE CENTRE INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

NOTE 1 - STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

IMPAIRMENT OF ASSETS

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

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

FINANCIAL INSTRUMENTS

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

INITIAL RECOGNITION AND MEASUREMENT

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

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

CLASSIFICATION AND SUBSEQUENT MEASUREMENT

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

Amortised cost is calculated as: (i) the amount at which the financial asset or financial liability is measured at initial recognition; (ii) less principal repayments; (iii) plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the effective interest method; and (iv) less any reduction for impairment.

AVAILABLE-FOR-SALE FINANCIAL ASSETS

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

COMMUNITY RESTORATIVE CENTRE INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

NOTE 1 - STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

FINANCIAL INSTRUMENTS (CONTINUED)

FAIR VALUE ESTIMATION

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

IMPAIRMENT

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

DERECOGNITION

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

TRADE AND OTHER PAYABLES

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

EMPLOYEE BENEFITS

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

PROVISIONS

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

COMMUNITY RESTORATIVE CENTRE INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

NOTE 1 - STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

LEASES

Leases of property, plant and equipment where the Association has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property and the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in other long term payables. Each lease payment is allocated between the liability and finance charges so as to achieve a constant rate on the finance balance outstanding.

The interest element of the finance cost is charged to the statement of comprehensive income over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases are depreciated over their estimated useful lives.

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the statement of comprehensive income on a straight-line basis over the period of the lease. Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

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

KEY ESTIMATES

IMPAIRMENT

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

ESTIMATION OF USEFUL LIVES OF ASSETS

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

COMMUNITY RESTORATIVE CENTRE INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

	2013	2012
	\$	\$
<u>Note 2 - Revenue</u>		
Revenue		
Members subscriptions	962	(564)
Community services grant	448,419	426,994
Corrective services grant	2,033,795	2,178,911
Department of health grant	132,500	128,800
Department of ageing, disability and home care grant	2,271,136	1,673,096
Other grants	61,865	208,616
Legal aids grants	46,428	45,402
Other operating revenue	73,129	56,641
	<u>5,068,234</u>	<u>4,717,896</u>
Other revenue		
Donations received	925	1,088
Interest income	97,120	81,398
Dividends	35	-
	<u>98,080</u>	<u>82,486</u>
<i>Total revenue</i>	<u>5,166,314</u>	<u>4,800,382</u>
Other income		
Net gain on the disposal of property, plant and equipment	-	4,917
<i>Total other income</i>	<u>-</u>	<u>4,917</u>
<i>Total revenue and other income</i>	<u>5,166,314</u>	<u>4,805,299</u>
<u>Note 3 - Expenses</u>		
Depreciation		
Motor vehicles	128,935	110,752
<i>Total depreciation</i>	<u>128,935</u>	<u>110,752</u>
Rental expenses relating to operating leases	211,243	161,420
<u>Note 4 - Cash and cash equivalents</u>		
Cash at bank and on hand	1,384,871	455,267
Short term bank deposits	1,399,754	1,348,377
<i>Total cash and cash equivalents</i>	<u>2,784,625</u>	<u>1,803,644</u>
<u>Note 5 - Trade and other receivables</u>		
<u>Current</u>		
Trade receivables	10,578	35,335
Other receivables	46,996	20,610
Accrued income	10,496	7,145
Prepayments	159,662	3,626
<i>Total current trade and other receivables</i>	<u>227,732</u>	<u>66,716</u>

COMMUNITY RESTORATIVE CENTRE INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

	2013	2012
	\$	\$
<u>Note 6 - Financial assets</u>		
<u>Non-current</u>		
Available-for-sale financial assets	1,708	1,994
<i>Total non-current financial assets</i>	1,708	1,994
<i>Movements in carrying amount</i>		
Net carrying amount at 1 July 2012	1,994	1,994
Revaluation increment (decrement)	(286)	-
Net carrying amount at 30 June 2013	1,708	1,994
<u>Note 7 - Property, plant and equipment</u>		
	Motor Vehicles	Total
	\$	\$
At 30 June 2012		
Cost	629,625	629,625
Accumulated depreciation	(173,074)	(173,074)
<i>Net carrying amount</i>	456,551	456,551
<i>Movements in carrying amounts</i>		
Net carrying amount at 1 July 2012	456,551	456,551
Additions	55,900	55,900
Depreciation charge for the year	(128,935)	(128,935)
Net carrying amount at 30 June 2013	383,516	383,516
At 30 June 2013		
Cost	685,525	685,525
Accumulated depreciation	(302,009)	(302,009)
<i>Net carrying amount</i>	383,516	383,516
	2013	2012
	\$	\$
<u>Note 8 - Trade and other payables</u>		
<u>Current</u>		
Trade payables	71,896	253
Grants received in advance	374,866	565,066
Grants unexpended	1,344,507	-
Liabilities to employees	391,157	346,746
Other payables	107,461	347,149
<i>Total current trade and other payables</i>	2,289,887	1,259,214

COMMUNITY RESTORATIVE CENTRE INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

	2013 \$	2012 \$
<u>Note 9 - Provisions</u>		
<u>Current</u>		
Office relocation	43,617	43,617
Employee entitlements - long service leave	43,495	78,074
<i>Total current provisions</i>	<u>87,112</u>	<u>121,691</u>
<u>Non-current</u>		
Employee entitlements - long service leave	24,208	13,814
<i>Total non-current provisions</i>	<u>24,208</u>	<u>13,814</u>

Note 10 - Key management personnel

Remuneration of key management personnel

The aggregate amount of compensation paid to key personnel during the year	<u>341,308</u>	<u>303,472</u>
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Note - 11 Commitments

Operating lease commitments

Non-cancellable operating lease commitments are as follows:

Within one year	209,673	209,673
Later than one year but not later than five years	107,923	317,597
	<u>317,596</u>	<u>527,270</u>

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

Note 11 - Related party transactions

Professional services received by committee and associates

All members of the Management Committee act in an honorary capacity and have done so during the year. A business associated with Ms M Sotiri provided consultancy services to the association during the year amounting to \$23,350 (2012: \$21,700). These services were provided in normal commercial terms and conditions. There were no balances outstanding at the end of the financial year.

Note 12 - Economic dependency

The association considers that it is economically dependent on revenue received from the Commonwealth and State Government Departments with respect to its programs. The Management Committee believe that this revenue will continue to be made available to the association although, a number of funded programs will be approaching the end of their funding period at 30 June 2014 and a new tender will be required to be submitted to retain that funding. The total amount of government funding received during the financial year was \$4,947,715 (2012: \$4,616,417) and this represented 95.8% of total revenues (2012: 96.1%).

Note 13 - Contingent liabilities

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

COMMUNITY RESTORATIVE CENTRE INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

Note 14 - Events occurring after balance date

There were no significant events occurring after balance date.

Note 15 - Change in accounting policy

The Association has determined in the current year that it will prepare general purpose financial statements. In order for this to be achieved it is necessary that the company to amend its accounting policy with respect to Property, Plant and Equipment. The previous accounting policy was to expense the cost of equipment and motor vehicles at the time of purchase, with any residual value received on disposal being offset against the cost. In the case of motor vehicles money was provided each year to ensure that there were sufficient funds available at the time of replacement to cover the cost of the new vehicle, less any trade in value received. The new accounting policy is disclosed in Note 1.

Therefore, in accordance with the treatment as prescribed in *AASB 108 "Accounting Policies, Changes in Estimates and Errors"* and with particular reference to AASB108.22 the company has retrospectively disclosed the change in accounting policy by restating the prior periods and the opening balances as follows:-

	per 2012 Financial Statements	per 2012 Restated Comparatives
	\$	\$
Statement of Financial Position		
Property, plant and equipment	-	456,551
Provision for car replacement	170,917	-
Retained earnings	306,718	934,186
Statement of Profit or Loss and Other Comprehensive Income		
Depreciation expense	-	110,752
Other expenses (motor vehicle expenses)	224,887	-
Profit for the year	2,487	116,622

CONDOLENCES

The staff of CRC would like to acknowledge the passing this year of Tamara Thorpe, Kayleen Kerwin, Mark Baker and Heidi Ellery.

Our sympathies and best wishes go to their families and friends. The CEO and Board of Management would like to acknowledge CRC staff and the support and input they provided these clients in their final days.

PROFESSOR EILEEN BALDRY BIBLIOGRAPHY

From page 9:

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- 3** NSWLRC op cit
- 4** ARC Linkage Project at UNSW 'People with mental health disorders and cognitive disability in the criminal justice system in NSW' Chief Investigators: Baldry, Dowse, Webster; Partner Investigators: Butler, Eyland and Simpson: ARC Linkage Project at UNSW 'Indigenous Australians with mental health disorders and cognitive disabilities and the criminal justice system.' CIs: Baldry, Dowse, Trollor & Dodson; PI: Indig. For details go to: <http://www.mhdcd.unsw.edu.au/>
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