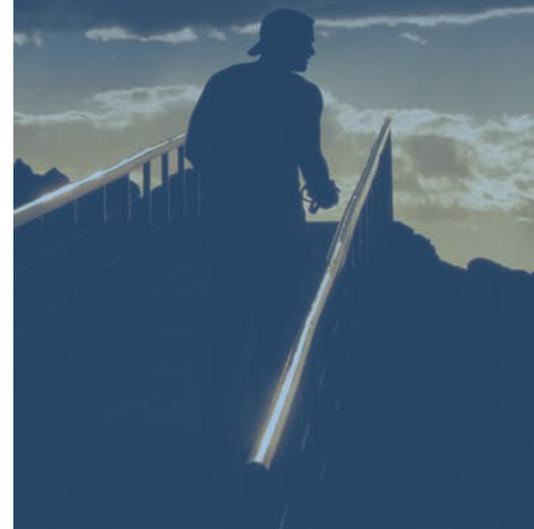


2015/16

CHANGING LIVES  
REDUCING CRIME



COMMUNITY  
RESTORATIVE  
CENTRE

ANNUAL  
REPORT  
2015/16

[www.crcnsw.org.au](http://www.crcnsw.org.au)

ESTABLISHED 1951

## ACKNOWLEDGEMENT OF COUNTRY

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.

# OUR MISSION

CRC aims to change lives positively by supporting people affected by the criminal justice system.

We aim to improve our clients' quality of life by providing a range of practical and emotional support, as well as assisting people to build sustainable pathways out of the criminal justice system and into the community.



**COMMUNITY  
RESTORATIVE  
CENTRE**

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5. History & Positioning
6. Patron's Address (Michael Kirby)
10. Board Report (Stuart Loveday)
11. CEO Report (Alison Churchill)

## CRC OFFICES

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174 Broadway  
Chippendale NSW 2008

*With respect to the Gadigal Peoples*

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### Broken Hill and Wilcannia

PO Box 319, Broken Hill NSW 2880

PHONE: 08 8088 1617

FAX: 08 8087 6407

*With respect to the Wiljkali and  
Baarkintji Peoples*

### Newcastle and Gosford

PO Box 749, Hamilton NSW 2303

PHONE: 02 4978 6700

FAX: 02 4962 5280

*With respect to the Awabakal, Worimi  
and Darkinyung Peoples*

### Bathurst

*With respect to the Wiradjuri Peoples*

### Rutherford

*With respect to the Wonnaura Peoples*

### Villawood

*With respect to the Darug Peoples*

IN ADDITION, CRC HAS STAFF CO-LOCATED  
WITH OTHERS IN THE FOLLOWING REGIONS:

### Penrith/Nepean

In partnership with Wentworth  
Community Housing

*With respect to the Darug and  
Wiradjuri Peoples*

### South Western Sydney and Liverpool

In partnership with Women's Housing  
Company and in partnership with South  
West Sydney Area Health Service

*With respect to the Tharawal,  
Gundungurra and Darug Peoples*

### Newtown

In partnership with Newtown  
Neighbourhood Centre

*With respect to the Gadigal Peoples*

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## 20. Treasurer's Report

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# HISTORY AND POSITIONING

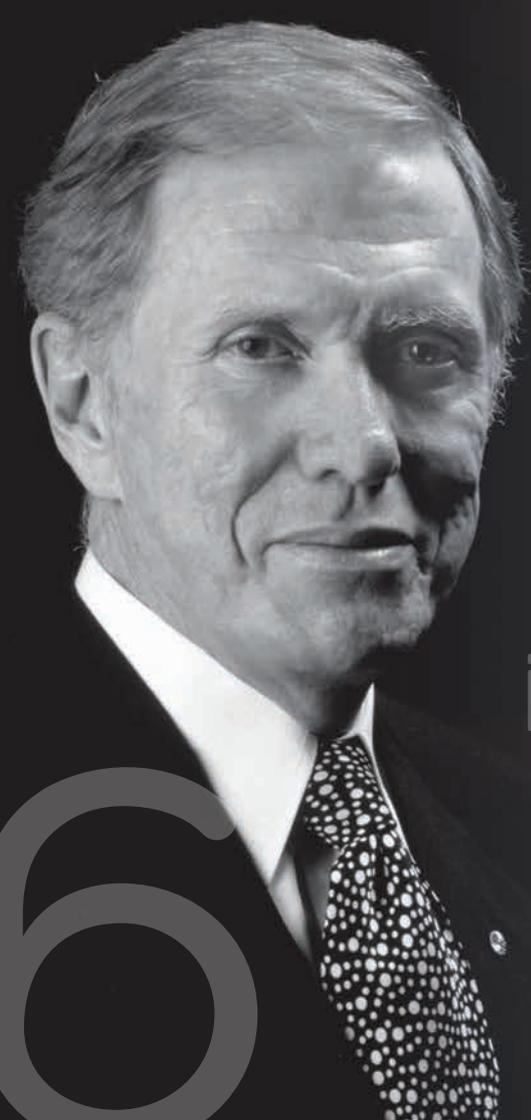
CRC was founded in 1951. The principles underpinning its establishment still form the foundations for much of CRC's service delivery today.

- People released from prison have paid their debt to society and have the right to re-establish their lives in the community without stigma, stereotyping or discrimination. They should be offered support that eases their transition back into the community, improves their life options and assists them to build pathways out of the criminal justice system.
- Families of prisoners should not be punished or suffer from discrimination. They should be entitled to support to minimise the effects of having a relative or loved one 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 prisons in a better physical, emotional and educational state than when they entered, and on release from prison, they should also be given a real opportunity to build community connections.
- Many prisoners are people who have experienced significant social and economic disadvantages that underpin their offending and re-offending. People require support to move out of this cycle.
- All clients of CRC have the right to support that is non-judgmental and preserves their confidentiality and dignity.

# PATRON'S ADDRESS

At the time of the preparation of these remarks, New South Wales is in the midst of a large controversy about the greyhound racing industry: whether it should be closed down, or whether the earlier announced decision to do so should be revoked and a different public policy introduced. Something was needed to combat serious evidence of cruelty to animals. However, the question was whether it should be dealt with by strict regulation, or total prohibition.

A public inquiry, conducted by my former judicial colleague, the Honourable Michael McHugh AC QC, reported the shocking evidence of endemic wrongdoing and intolerable abuse of animals, and this led to an announcement by the State Government that it would follow one of the options in the McHugh report. It would close the industry down completely. This led to a large political outcry; sustained media attacks, complaints of a disproportionate over-reaction, and demands for the substitution of a more proportionate response: regulation rather than prohibition. Under the force of political pressure, the Premier eventually announced a U-turn. Contritely, he admitted that the original public policy had been an over-reaction. A new policy of regulation had to be put in place.



In addressing the inadequacies and cruelties of the prison industry, we have not had an independent public inquiry led by a respected former High Court Justice

## The Hon. Michael Kirby AC CMG<sup>1</sup>

As these events were unfolding, I asked myself what would be required to obtain a similar reversal of government policies in relation to the established cruelty, dangers and inadequate protections for human beings in the State's custodial services? This is not a matter of partisan politics. Sadly, during successive governments (Labor and Coalition), custodial policy affecting prisoners and their families has left much to be desired. The continuing increase in the nation's and the State's levels of incarceration have presented a large and growing challenge to CRC.<sup>2</sup> Rates of imprisonment in Australia have reached historic highs. Worst of all, the number and proportion of incarcerated Indigenous Australians have increased. Although they are no more than 2% of the population, they now constitute over a quarter of the total prison population, representing a 10% increase in less than a decade.<sup>3</sup> This has resulted in overcrowding in our prisons. It has led to legislative changes and policing practices that increasingly turn custodial institutions into a kind of 'revolving door'. Many prisoners are quickly returned to custody because their original incarceration was a product of untreated mental and physical disabilities; a failure to provide them with relevant job training; the reduction in available and suitable employment; and attacks on sound public policy, with intolerance of new strategies and new approaches.

In addressing the inadequacies and cruelties of the prison industry, we have not had an independent public inquiry led by a respected former High Court Justice. Prisoners have not attracted anything like the attention that led to the inquiry into cruelty to greyhound dogs. In saying this, I do not mean to diminish the importance of animal cruelty. In addition to being a patron of CRC, I am a patron of Voiceless, an organisation that speaks for animal welfare and an end to animal cruelty.

Yet somehow it seems easier in Australia to attract the support of good citizens to the important cause of animal welfare than it is to the equally important cause of human beings who happen to be prisoners and offenders. Recently we saw another controversy of public policy concerning the provision of shark nets to protect bathers on beaches along the vast coastline of Australia. This followed media headlines describing a couple of frightening shark attacks.

Both the present and former Prime Minister of Australia asserted, in response to the suggestion that shark nets would be cruel to sharks, that 'people come before animals'. Especially, it seems, animals like sharks. Prisoners, it would appear, are viewed as a species of shark. In many minds, they get what they deserve. This makes it extremely difficult to have sensible debates in our community about legislative options affecting prisons and prisoners (and consequently their families).

This point was made recently in an important paper written by Dr John Paget, former Commissioner and Assistant Commissioner of Corrections in a number of Australian states and, more recently, the Inspector of Prisons in New South Wales and a current board member of CRC. His paper is titled *More NSW Prisons: Evidence Free Public Policy*. Because of his great experience and training, one could have hoped that Dr Paget's views would attract the attention of political leaders and informed citizens of this State.

Unfortunately, the chances of doing so appear slim. The paper was published in July 2016. So far it has not attracted any significant media concern at all.

Dr Paget's paper was stimulated by an earlier government announcement that the Government of New South Wales intended to expend \$3.8 billion in an expansion of the 'prison estate' in New South Wales. According to Dr Paget, such an expansion represents 'a manifest and very expensive failure of public policy'.

He gives three reasons for this conclusion:<sup>4</sup>

'First, the lack of evidence to support the expansion; second, because prisons are a very blunt and inefficient crime control measure; and finally, because the opportunity costs of the expansion of the prison estate at the expense of productive investments to increase community well-being.'

Dr Paget proceeds to deal with each of these arguments in turn. He acknowledges that continuation of our current public policies in relation to prisons in New South Wales will need to provide a large number of beds and other facilities at a huge daily cost of 24 hour services that cannot be avoided in prisons. He quotes the respected NSW Bureau of Crime Statistics and Research that has made the point that, in Australia:<sup>5</sup>

'State and Territory Governments have generally acted as if the best way to control crime is to appoint more police and put more offenders in prison longer but policies directed towards this end have rarely if ever been defended on the basis of evidence.'

Imprisonment is expensive. Adult prison beds cost annually between \$250,000 and \$500,000 for infrastructure and around \$100,000 to run each year. Youth justice beds cost around \$200,000 per year. In the 2013-14 financial year, direct costs of imprisonment increased nationally by about \$1 million every day.<sup>6</sup>

Dr Paget quotes a distinguished expert on public administration to establish what should be the self-evident truth that sound policies need to be followed by politicians and legislation. The latter need good advice 'which is factually accurate and is based on evidence.' Policy cannot succeed if it is 'poorly communicated, ineptly administered or inadequately evaluated.' These are the words of Dr Peter Shergold.<sup>7</sup> He is now the Chancellor of Western Sydney University. Before that, he was John Howard's chief bureaucrat as head of the federal Department of Prime Minister and Cabinet. He was a public servant who knew that populist ideas of politicians and officials often end in tears. Successful strategies need informed and strong leadership. Politicians need to resist the siren song of media shock jocks. Lurching from one political crisis to another is not a way to run a nation or a state. Acknowledging mistakes in past public policy can be good and sometimes fully justified but avoiding those mistakes in the first place should be the goal. At the moment in Australia, we are doing rather poorly in this respect.

A particular instance of decisional failure, according to Dr Paget, is the seemingly insatiable desire of politicians, of all political stripes, for media opportunities to burnish their 'tough on crime' credentials. Dr Paget says:<sup>8</sup>

'Building new prison capacity... allows politicians to avoid other challenging, but potentially more affective, crime control measures... For example, a 10% increase in household income was estimated to produce an 18.9% reduction in property crime and a 15% reduction in violent crime. This is consistent with findings in international research literature that identify low socio-economic status in childhood as a predictor in subsequent criminal and substance abuse behaviours...

There is now a growing acknowledgement in the US, but clearly not in NSW, that public safety is produced, not by expanding the prison estate, but by providing a complex mix of family and community support, education and economic opportunity and social interventions to address individual deficits. This is not easy but it is the business of governments.'

A media driven change to the Bail Act 2013 (NSW) completely ignored the evidence that had been prepared over a 12-month period by the NSW Law Reform Commission and leading judicial figures. It was reviewed and 'toughened' after only one month's experience. Why so? It was because of media attention directed remorselessly at three high profile bail cases. This is a complete rejection of an evidence-based approach to sound public policy. It is a sign that, in the world we now inhabit, 'bad public policy [is] created by a panicked government trying to curry favour with a reactionary media'.<sup>9</sup>

I return to the metaphor of the greyhounds mentioned at the start. Their yelping and their pain – and the long-term community indifference – eventually demanded action. I say nothing as to whether prohibition or regulation was the correct course. The problem with prisoners is that their many cries and crises are generally not heard at all because of their isolation, or when heard, dismissed. Clearly, violent and other crime necessitates measures of custodial punishment, but just as the United States of America is now looking again at its shockingly high levels of incarceration, so must we in Australia. Basically, for the same reasons; incarceration falls too heavily on vulnerable populations. And it costs good citizens far too much, with very poor dividends in return.

I hope that by the time the next annual report of the CRC is written, we have witnessed a 'greyhound' moment in public policy in custodial services in New South Wales and Australia.

Meantime, I thank most sincerely the CRC for helping to fill a gap that sound public policy currently leaves to volunteers and the poorly funded. I have no doubt that a revised, proportionate response to the problem of crime would result in reduced expenditures on the currently ever-expanding needs for prison beds, and an increased expenditure to keep people out of prison and to avoid the 'revolving door'.



The Hon. Michael Kirby AC CMG

14 October 2016

1. Justice of the High Court of Australia (1996-2009); President of the Court of Appeal of New South Wales (1984-96); Chairman of the Australian Law Reform Commission (1975-4); Patron of Community Restorative Centre.
2. Judicial Commission of New South Wales, Sentencing in NSW, research monograph 39, 2015, 43 [5.1].
3. Public Interest Advocacy Centre, cited S. Farthing, 'Overcrowded Prisons', Law Society Journal (NSW), 2015, 24.
4. J. Paget, 'More NSW Prisons: Evidence Free Public Policy', Public Policy Online, 15 July 2016.
5. Bureau of Crime Statistics and Research (NSW), Crime and Justice Bulletin, number 158 (February 2012).
6. Dr C. Jones and Dr G. Guthrie, Efficacy, accessibility and adequacy of prison rehabilitation programs for Indigenous offenders across Australia, The Australian Institute of Judicial Administration (2016), 2.
7. P. Shergold, 'Learning from Failure: Why Large Government Policy Initiatives Have Done Badly Wrong In the Past and how the chances of success in the future can be improved: an independent review of government processes for implementing large programs and projects' Australian Public Service Commission, 2015 iii, 4 cited in Paget, 1.
8. Paget, op cit, 8. (emphasis added)
9. C. Brown and J. Quilter, 'Speaking too Soon, the Sabotage of Bail Reform in New South Wales' (2014) International Journal of Crime, Justice and Social Democracy, 3, 76, cited Paget, op cit, 2 (emphasis added).

# BOARD REPORT

be part of the work of this important, unique and specialist organisation, and look forward to working alongside the CRC team to continue to provide both services, and a voice for those in the community who too often have neither



There is an enormous amount to celebrate in reaching 65 years of age in the Community Sector in NSW, and I am proud to have served on the CRC board for the last 17 years. CRC is one of the few specialist organisations in NSW to have not just survived decades of funding shifts, (alongside decades of frequently politically driven punitive approaches to people leaving prison) but to have found a path to thrive in amongst these challenging conditions. CRC has both navigated and facilitated enormous change over its long and rich history of service provision.

Over the last few years in NSW, shifts in the community sector landscape have required a re-focusing of attention and imagination into finding ways of building reintegration pathways that are truly based in the community, rather than in the criminal justice system. CRC plays a crucial role in advocating for the needs of people exiting prison, and their families, and we have in doing so over the last few years refined our position with regard to this role. Being an advocate in a competitive funding landscape is a complex and at times challenging role. However, CRC is proud to be an advocate for people leaving custody, and proud also to at times be a friendly and constructive critic of government when it is required. The community sector is in a unique position when it comes to standing up for the needs of the most vulnerable in our community. The provision of support to people on release from prison and their families enables CRC as an organisation to develop an on-the-ground understanding of both the impact of imprisonment and the government policies that determine the capacity of people to genuinely move away from the criminal justice system.

At the time of writing, the prisoner population in NSW continues to soar, as do recidivism rates for people with multiple and complex needs and long histories of justice system involvement. Plans for future growth in the NSW prison population through the building of new prisons and commensurate NSW Government funding allocations to support it have arguably never been so bold or so well-funded. This is despite a lack of evidence or a sound policy basis for this growth.

CRC continues to work towards a vision of a community in which imprisonment is truly a last resort, and where for people leaving prison, there are the concrete opportunities for people to break entrenched patterns of imprisonment and poverty. I have been thrilled to be part of the work of this important, unique and specialist organisation, and look forward to working alongside the CRC team to continue to provide both services, and a voice for those in the community who too often have neither.

Stuart Loveday  
CRC Board President

# CEO REPORT

## Alison Churchill CEO

As CEO, in CRC's 65th year of operation I would like to take this opportunity to focus on and celebrate the incredible work carried out by our staff and management, both paid and unpaid.

The people I work with are committed to change. Positive change for individuals, families and communities, but equally or even more importantly, the change to the systems and institutions that often create and perpetuate the inequalities that can lead people into our criminal justice system.

I remain as proud to be a part of this organisation today as I was when I commenced in 1997.

My report can only provide a brief snapshot of the work carried out by the staff of CRC, but I hope it encourages and inspires its readers to reflect on the challenges facing the 12,550 people currently imprisoned in NSW, their families, communities, and those that work to support them.

On any given day of the year, in Broken Hill, Bathurst, the Hunter, Central Coast and the Greater Sydney Metropolitan Region, you will find CRC Transition Project staff sitting with men and women, dressed in their prison greens, inside NSW correctional centres. They will be discussing and designing pre-release plans, unpacking hopes for the future and identifying the many challenges people face upon release.

Although working in a constantly shifting service landscape has its challenges, I am always heartened by the strength, resilience and fortitude that the staff and clients of CRC show in adapting to the challenges that they are faced with





Meeting someone as they walk through the prison gates on their day of release for the first – or perhaps the twentieth - time in their life, is always a significant moment. The post-release journey usually commences instantly, the day someone is released; with a trip to Centrelink, reporting to Community Offender Services, visiting housing, viewing accommodation options, visiting second hand stores to purchase clothing, toiletries and other essentials, a visit to the supermarket for food, visits to health centres and a wide range of other immediate and essential services. Over the next few days CRC staff and clients work together to source furniture and white goods; they organise timetables to navigate the often numerous appointments and justice obligations that are compulsory in order to stay out of prison.

The next few weeks and months will involve frequent and intensive outreach contact between staff and clients, meeting in cafes, parks, houses, service waiting rooms, driving in traffic and the myriad of other places identified as safe and accessible places to talk. These first few months pose the highest risk for client death or re-offending. The working relationship established during this time will form the foundation for the work that follows, work that is essential in order to enhance an individual's wellbeing and hope for a meaningful future.

In addition to the support, advice, referral, practical assistance and counselling that is provided by our Transition teams, CRC's Alcohol and Other Drug (AOD) Transition team deliver targeted outreach AOD counselling to those struggling with, or denied access to, mainstream counselling services in the community. With very few drug and alcohol services in NSW providing counselling or treatment to people with cognitive impairment and/or complex needs, CRC's AOD Transition service provides a unique opportunity for individuals who have frequently never received support, to receive assistance for ongoing drug and alcohol issues with the aim of increasing health and wellbeing, and reducing offending behaviour.

CRC's transitional work extends further than our outreach support to people in the community, and also includes the support of individuals with an intellectual disability, complex needs and who are at high risk of offending, in 24-hour accommodation services. Assisting individuals with daily living skills, budgeting and financial management, compliance with medication for physical and mental illness, alcohol and other drug harm minimisation and abstinence, completing justice orders and the development of meaningful activities and social connectedness are fundamental objectives of the service. Whilst the introduction of the National Disability Insurance Scheme (NDIS) will likely see an end to the funding of such services, CRC will continue its advocacy for the provision of holistic support to this incredibly disadvantaged client group.

CRC is always looking for new creative ways of engaging people leaving custody, to build a sense of community and belonging for this population, and to find a point of contact to begin addressing unmet needs. To this end, our staff in the Broken Hill and Wilcannia regions have well and truly thought outside of the box.

During a week averaging 40 degrees of heat, CRC Managers, staff, clients, teachers and children from Wilcannia public school dug ute-loads of red dirt, sifted tons of rubble, mixed dirt with their bare feet, poured mud into brick casts, disentangled each other from reams of barbed wire, and filled sand bags with no modern equipment to hand.





The result – a large mud brick pizza oven now holding pride of place in the vegetable garden of the school, poised ready for lessons on creating healthy, tasty and fun Wilcannia fast food.

Hot on the heels of the oven came the makeover of the run down Wilcannia basketball court by the staff, clients, and Wilcannia community. A facelift was given to the court surface with all lines repainted, centre and keyway areas painted with the Aboriginal flag design and colours, and the purchase and installation of new rings and backboards. At the time of writing this report new endeavours are afoot involving wooden pallets, so watch this space.

In a similar vein, the Ithaka Community in Glebe reflects the passion and drive of staff to provide alternative and meaningful ways of engaging with people at risk of involvement or re-involvement with the criminal justice system. Ithaka aims to support individuals in restoring and reclaiming self-esteem, self-respect, confidence and wellbeing. This holistic way of working combines more traditional group work with creative activities, enabling participants to experience the development of new skills and opportunities. Ithaka's positive environment, and focus on health and wellbeing provides access to activities including upholstery, carpentry, a sewing circle, photography and gardening. Linkages to a range of employment opportunities, support and treatment services can be established from the centre.

The Jailbreak Health Project continues to set new standards in the delivery of essential peer led health messages to people in custody, their families and the community. The Jailbreak Health Project focuses on reducing the risk of transmission of HIV, hepatitis and sexually transmissible infections. Each year the project's radical radio program is increasing its reach across the state (and interstate). The program provides a voice to the voiceless through their views, music, poetry and stories whilst connecting inmates to their families, friends and the community. Jailbreak is a 'must listen to' radio program for anyone interested in the prison system.

Another first for CRC, and indeed for NSW, is The Miranda Project. Modelled on women's centres in the UK, the project assists women to desist from offending and has the capacity to operate as a key diversionary program as well as providing post-release support for those returning to the community. The program is in its infancy, however, stage one is about to commence in partnership with five Women's Health Centres which will deliver holistic support (including addressing key risk factors for offending) to women involved in or at risk of involvement with the criminal justice system. Stages two and three will focus on the development of a dedicated holistic support centre, as well as the creation of employment opportunities enabling pathways to financial independence and wellbeing.

The families of prisoners are not forgotten at CRC. For every one person imprisoned it is estimated there are a further four to five people who are directly impacted by this incarceration. CRC provides a telephone support and counselling service to families of people who are supporting loved ones inside. This includes sharing information about all aspects of the justice system - courts, where and how to access legal advice, and how to navigate the often complex procedures of the prison system. Grief and loss is often present and so a friendly, non-judgemental approach to supporting families is invaluable.





Practical financial support to assist with the often-expensive process of travelling to hard to reach or long distance correctional centres is part of the service delivered by CRC.

Attending court can be confusing, challenging and distressing. Established in 1982, CRC's Court Support Scheme is one of our longest standing projects, operating in 16 local courts across the Sydney metropolitan area, Central Coast and the city of Newcastle. Staffed by an army of over 50 volunteers, the scheme assists legal professionals and court administrators with the day to day functioning of the court. Over 51,053 defendants, witnesses, victims of crime, families and friends accessed this incredibly successful and vital service last year (an 18% increase on last year). The contribution of our volunteers and the thousands of unpaid support hours provided to the community is highly valued by the whole of CRC as well as the recipients of the service.

Supporting people involved in the criminal justice system is pivotal in ensuring that the best opportunities are available to people pre- and post-release, facilitating contact between families and friends, and addressing the many challenges people connected to or involved in the criminal justice system can face at every stage. CRC provides a Telephone Information and Referral Service that offers vital advice, referrals and information to staff from government and non-government organisations, people pre- and post-release, families and community members. A self-funded service, this project draws on the inherent knowledge and wisdom of staff working in a unique organisation who are committed to providing the best service possible.

Although working in a constantly shifting service landscape has its challenges, I am always heartened by the strength, resilience and fortitude that the staff and clients of CRC show in adapting to the challenges that they are faced with. Alan Watts noted, 'The only way to make sense out of change is to plunge into it, move with it, and join the dance.'

I would like to finish by thanking all of those who have danced alongside and with me during the last year: CRC's Patron the Honourable Michael Kirby, the Board of Management, our Advisory Panel to the Board, the CRC management team and all of those involved in the smooth administration and development of the organisation, our staff both paid and unpaid, our funders, stakeholders, partners and members.

Alison Churchill  
CEO

# CRC SERVICE OVERVIEW

CRC provides services across seven different regions in NSW and offers targeted support to people transitioning from prison into the community, support to families of people in prison, assistance to people attending court, health promotion and cultural engagement through the Jailbreak Health Project, information and support to the community about the criminal justice system, and targeted training for government and community sector workers looking to improve their practice in working with people on release from prison.

## TRANSITIONAL AND REINTEGRATION SERVICES

CRC transitional projects work holistically with people to address the causes of offending, re-offending and recidivism. All projects work with people around a range of issues that impact on post-release success, including: homelessness and accommodation, social isolation, institutionalisation, drug and alcohol misuse, employment, education, family relationships, financial hardship, histories of trauma, as well as associated individual risk factors and behaviours related to offending behaviour.

CRC recognises that transitioning from prison to the community can be extremely difficult, especially for people who have spent most of their lives being 'managed' in criminal justice settings, rather than being supported in the community. However, CRC programs demonstrate that with the right support, people are capable of making extraordinary changes in their lives. CRC believes that when individuals are released from prison, they have served their time, and should be supported to have the opportunity to build productive, happy and healthy lives in the community.

Transitional and Post-Release Support Services provided during 2015/2016 include:

- Inner City Sydney Women's Transitional and Post-Release Service
- South Western Sydney Women's Transitional and Post-Release Service
- Initial Transitional Support (Sydney Metropolitan)
- Initial Transitional Support (Broken Hill)
- Nepean/Blue Mountains Transitional and Post-Release Service
- Inner West Transitional Boarding House Support
- Extended Reintegration Support (South Western Sydney)
- AOD Transitional and Post-Release Support (Greater Sydney Metro Region)
- Transitional and Post-Release Employment Project (Inner Western Sydney)
- The Ithaka Community (St John's Rd)
- Broken Hill Transitional Indigenous Suicide Prevention Project
- Broken Hill Transitional Indigenous Advancement project
- The Miranda Project

CRC is a registered provider for the NDIS and operates specialist services for people with intellectual disability and criminal justice system involvement in the following areas. Disability specific services provided during 2015/2016 include:

- Villawood (On-Site Supported Living)
- Rutherford (On-Site Supported Living)
- Newcastle/Hunter (Outreach Support)
- Gosford (Outreach Support)
- Bathurst (Outreach Support)
- Broken Hill (Outreach Support)

## FAMILY AND COMMUNITY SERVICES

In addition to its targeted transitional and post-release projects, CRC also provides a range of community services to people impacted by the criminal justice system. These services fill significant gaps in the service landscape: for families and loved ones of people in prison (who frequently feel isolated by the experience of having a family member incarcerated), for people requiring non-judgemental, professional support during the difficult process of attending court, for people who want to better understand the health impact of imprisonment via creative means, and for a broader community requiring specific information related to the criminal justice system.

Family and Community Services in 2015/2016 include:

- Telephone Information and Referral Service
- Family Casework
- Travel Assistance and Brokerage (for families visiting Correctional Centres)
- The Jailbreak Health Project
- Court Support Scheme
- Specialist Training (From Prison to the Community, Families of Prisoners)

CRC recognises that transitioning from prison to the community can be extremely difficult, especially for people who have spent most of their lives being 'managed' in criminal justice settings, rather than being supported in the community

2016



# STRATEGIC PLAN

CRC's (2014-2018) strategic plan was developed at a time when government policy, funding, and service procurement practices were undergoing significant change. CRC is currently on track to achieve the five key strategies identified in the plan, including:

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

## ACKNOWLEDGEMENTS

CRC would like to acknowledge the staff, volunteers, members, partners and funding bodies that have made our work possible during 2015/16.

### Staff

At CRC our staff are at the heart of what we do. Our skilled, diverse and dedicated team work towards delivering a safe, effective service for clients which we know works. At 30th June 2016 there were 58 staff employed.

### Clients

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

### Our Members

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

### Volunteers

Volunteers provide such an important role in our organisation and we are grateful for their commitment and dedication. Our remarkable and skilled Court Support Volunteers have worked tirelessly to support over 51,053 attendees this year.

## Court support volunteers Jan and Susan note:

"This volunteering job means spending a couple of hours per week at the Local Court helping clients negotiate the preliminary stages of court appearances. The help we give is usually providing information about such things as which courtroom they're in, how to obtain legal aid, how to find a duty solicitor and barrister, courtroom protocol, where they can wait safely in the case of family and domestic violence matters, how to find police prosecutors, how to lodge documents, how to find the toilets and in some cases we can help by reassuring and giving some TLC to people who are very stressed by the whole experience".

"We do it because, like a lot of people who have liberated themselves from the workforce, we want to give something back to our community, and because doing a little bit of good is better than doing nothing at all".

"The people who benefit are the court attendees, their families and loved ones, and the court's administrative staff. Of course we benefit too because we interact with a fascinating cross section of our fellow human beings from all walks of life, we help them, and we have the satisfaction of the feel good factor when we do this. We also benefit from the friendship of colleagues".

The CSS Co-Ordinator and Volunteer Staff wish to thank Bronwyn McCutcheon and Benjamin Dougall from Legal Aid NSW, the many Registrars, Deputy Registrars and Staff from the Local Courts, The Aboriginal Legal Service, The Salvation Army, MERIT and the Domestic Violence Advocacy Services for their co-operation and guidance.

## Partnerships

CRC has strong formal and informal partnerships with multiple stakeholders across NSW. We would like to thank all our partners for working so hard, in often difficult circumstances, to achieve better outcomes for men and women on release from prison and their families.

## 2015 Annual General Meeting

The 2015 CRC AGM and Forum was held on the 19th of November at Sydney University Law School. Following the election of the Board of Management, Kath McFarlane delivered a moving oration in honour of the late Ray Jackson. At the forum, hosted by Tommy Dean, clients of the Community Restorative Centre shared their stories of desistance, and CRC transitional workers joined them to discuss the challenges of life after prison and reintegration. We would like to thank all of the clients and staff who shared their stories in a bid to better understand the post-release journey.

## External Consultants

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

## Condolences

CRC was devastated by the loss of Russel Sykes this year. During the time that Russel worked with CRC (from April 2013 until October 2015) he was incredibly well loved by his colleagues. And he was an amazing worker for the men and women he supported on release from prison.

Russel had an ability to connect with people from so many different backgrounds, and the men and women he worked with on release from prison felt they could talk with him about anything. He was gentle and calm and unafraid. Uniquely so. Alongside being very smart, skilled and exceptionally kind. Staff and clients of CRC are so lucky we got to spend the time with him that we did. He is deeply missed.

The staff of CRC would also like to acknowledge the passing this year of Viktor Iliasiewicz (Court Support Volunteer between 2004 and 2015). Our sympathies and best wishes go to his family and friends.

## OUR FUNDING PARTNERS

CRC is grateful to the following government funding bodies who provided support during 2015/2016:

- o NSW Justice (Corrective Services NSW, Legal Aid NSW)
- o NSW FACS (ADHC, Housing NSW)
- o NSW Health (Drug and Alcohol Treatment Services and Ministry of Health)
- o Federal Department of Health (NGOTP and Indigenous Mental Health)
- o Federal Department of Prime Minister and Cabinet (Indigenous Advancement Strategy and NAIDOC)
- o Partners in Recovery (Inner West via lead organisation New Horizons)
- o Lord Mayor's Salary Trust

CRC also receives funding through partner NGOs, to operate specialist services to people exiting custody as part of the FACS funded Going Home Staying Home projects. CRC's GSH partners in 2015/2016 are:

- o B Miles
- o Newtown Neighbourhood Centre
- o Wentworth Community Housing
- o Women's Housing Company

# TREASURER'S REPORT

CRC continues to remain in a healthy financial position, becoming more fiscally sustainable each year. While being economically dependent on revenue received from NSW government departments, CRC continues to explore alternative options to fund future projects. CRC remains committed to investing in evidence-based programs, adopting a sustainable cost structure, and offering the community efficacious social outcomes at a fair and transparent cost.



For the financial year ended 30 June 2016, The Community Restorative Centre Inc. (CRC) recorded a net surplus of \$458,586 compared to a surplus of \$748,021 for the same period last year. This resulted in accumulated funds increasing from \$1,852,975 to \$2,311,561 at financial year end. The net increase in cash and cash equivalents of \$1,444,735 (2015: (\$80,604)) resulted in the cash holdings increasing from \$3,794,964 to \$5,239,699 at year end of which \$2,447,349 (2015: \$1,857,462) comprises of under expended and in-advance grant income. Gross revenue totalled \$7,189,040 compared to \$6,622,129 for the same period last year, of which \$6,763,222 (2015: \$6,300,575) was related to grant funding.

The finance team prepares monthly financial reports including information on liquidity and material variances in cost centres. Increased information on each project has led to greater shared organisational understanding of the administrative resources required. This provides assistance to management and the Board as to the likely impacts of funding and policy changes.

CRC continues to remain in a healthy financial position, becoming more fiscally sustainable each year. While being economically dependent on revenue received from NSW government departments, CRC continues to explore alternative options to fund future projects. CRC remains committed to investing in evidence-based programs, adopting a sustainable cost structure, and offering the community efficacious social outcomes at a fair and transparent cost.

I would like to thank management and staff for their efforts and hard work in continuing to deliver high quality services during the past year in the face of significant changes to the funding environment.

Ian Farmer  
CRC Treasurer

# FINANCIAL STATEMENTS

**COMMUNITY RESTORATIVE CENTRE INCORPORATED**

**ABN 75 411 263 189**

**FINANCIAL REPORT - 30 JUNE 2016**

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**COMMUNITY RESTORATIVE CENTRE INCORPORATED****ABN 75 411 263 189****FINANCIAL REPORT - 30 JUNE 2016****COMMITTEE'S REPORT**

The Committee members present the operating report of the Community Restorative Centre Incorporated for the year ending 30 June 2016 and report as follows:-

**NAMES OF COMMITTEE MEMBERS**

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

<b>Name of Committee Member</b>	<b>Position Held</b>
S Loveday	President
R McCausland	Vice President
G Gahan	Treasurer
L Schetzer	Secretary ( <i>resigned 10 June 2016</i> )
J Kara	Committee Member ( <i>resigned 19 November 2015</i> )
C Anthony	Committee Member ( <i>resigned 19 November 2015</i> )
L Billington	Committee Member
M Levy	Committee Member
P MacGillivray	Committee Member
J Paget	Committee Member

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

**PRINCIPAL ACTIVITIES**

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

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

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

**OPERATING RESULT**

The operating result of the Association for the financial year was an operating surplus of \$458,586 (2015: \$748,021).

**COMMUNITY RESTORATIVE CENTRE INCORPORATED**

**ABN 75 411 263 189**

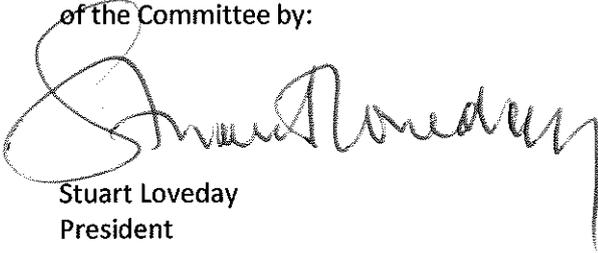
**FINANCIAL REPORT - 30 JUNE 2016**

**COMMITTEE'S REPORT**

**SIGNIFICANT CHANGES IN STATE OF AFFAIRS**

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

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



Stuart Loveday  
President



Ian Farmer  
Treasurer

24 August 2016

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

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2016**

	Note	2016 \$	2015 \$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	5,239,699	3,794,964
Trade and other receivables	5	86,292	149,656
<i>Total current assets</i>		<u>5,325,991</u>	<u>3,944,620</u>
<b>Non-current assets</b>			
Financial assets	6	1,711	1,752
Property, plant and equipment	7	335,207	722,627
<i>Total non-current assets</i>		<u>336,918</u>	<u>724,379</u>
<b>TOTAL ASSETS</b>		<u>5,662,909</u>	<u>4,668,999</u>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	8	3,227,944	2,695,083
Provisions	9	108,234	103,645
<i>Total current liabilities</i>		<u>3,336,178</u>	<u>2,798,728</u>
<b>Non-current liabilities</b>			
Provisions	9	15,170	17,296
<i>Total non-current liabilities</i>		<u>15,170</u>	<u>17,296</u>
<b>TOTAL LIABILITIES</b>		<u>3,351,348</u>	<u>2,816,024</u>
<b>NET ASSETS</b>		<u><u>2,311,561</u></u>	<u><u>1,852,975</u></u>
<b>EQUITY</b>			
Retained earnings		<u>2,311,561</u>	<u>1,852,975</u>
<b>TOTAL EQUITY</b>		<u><u>2,311,561</u></u>	<u><u>1,852,975</u></u>

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 2016**

	Note	2016 \$	2015 \$
<b>Revenue</b>	2	6,978,716	6,614,586
<b>Other income</b>	2	210,324	7,543
		<u>7,189,040</u>	<u>6,622,129</u>
<b>Expenses</b>			
Staff costs		(4,355,919)	(4,311,463)
Administration expenses		(478,061)	(328,794)
Depreciation	3	(301,116)	(154,126)
Motor vehicle expenses		(168,090)	(217,769)
Office accommodation		(202,424)	(236,042)
Other expenses		(894,266)	(369,680)
Project expenses		(296,225)	(209,943)
Repairs and maintenance		(30,037)	(32,952)
Subscriptions		(4,316)	(13,339)
		<u>(6,730,454)</u>	<u>(5,874,108)</u>
<b>Profit before income tax</b>		458,586	748,021
Income tax expense		<u>-</u>	<u>-</u>
<b>Profit for the year</b>		458,586	748,021
<b>Other comprehensive income for the year</b>		<u>-</u>	<u>-</u>
<b>Total comprehensive income for the year</b>		<u><u>458,586</u></u>	<u><u>748,021</u></u>

The accompanying notes form part of these financial statements

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 30 JUNE 2016**

	<b>Retained Earnings \$</b>	<b>Total \$</b>
<b>Balance at 1 July 2014</b>	1,104,954	1,104,954
<b>Comprehensive income</b>		
Profit for the year	748,021	748,021
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<u>748,021</u>	<u>748,021</u>
<b>Balance at 30 June 2015</b>	<u>1,852,975</u>	<u>1,852,975</u>
<b>Balance at 1 July 2015</b>	1,852,975	1,852,975
<b>Comprehensive income</b>		
Profit for the year	458,586	458,586
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<u>458,586</u>	<u>458,586</u>
<b>Balance at 30 June 2016</b>	<u>2,311,561</u>	<u>2,311,561</u>

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30 JUNE 2016**

	Note	2016 \$	2015 \$
<b>Cash flows from operating activities</b>			
Receipts from customers and government		7,440,077	6,346,270
Payments to suppliers and employees		(6,409,662)	(6,015,530)
Donations received		29,829	2,967
Interest received		87,857	109,261
<i>Net cash flows from operating activities</i>		<u>1,148,101</u>	<u>442,968</u>
<b>Cash flows from investing activities</b>			
Proceeds from sale of property, plant and equipment		296,634	17,737
Purchase of property, plant and equipment		-	(541,309)
<i>Net cash flows from investing activities</i>		<u>296,634</u>	<u>(523,572)</u>
Net increase in cash and cash equivalents		1,444,735	(80,604)
Cash and cash equivalents at the beginning of the financial year		<u>3,794,964</u>	<u>3,875,568</u>
Cash and cash equivalents at the end of the financial year	4	<u><u>5,239,699</u></u>	<u><u>3,794,964</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 2016****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 24 August 2016.

**Basis of preparation**

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

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

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

***Historical cost convention***

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

**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.

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2016****Note 1 - Statement of accounting policies (continued)*****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.

***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.

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2016****Note 1 - Statement of accounting policies (continued)*****Property, plant and equipment (continued)*****Depreciation**

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

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

Motor vehicles	3-5 years
Office equipment	5 years

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

***Impairment of assets***

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

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

***Financial instruments***

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

**Initial recognition and measurement**

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

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

**Classification and subsequent measurement**

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

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2016****Note 1 - Statement of accounting policies (continued)*****Financial instruments (continued)***

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

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

***Non-derivative financial assets***

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

***Financial assets at fair value through profit or loss***

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

***Loans and receivables***

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

***Held-to-maturity investments***

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

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2016****Note 1 - Statement of accounting policies (continued)*****Financial instruments (continued)******Available-for-sale financial assets***

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

***Financial liabilities***

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

**Fair value estimation**

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

**Impairment**

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

**Derecognition**

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

***Trade and other payables***

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

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2016****Note 1 - Statement of accounting policies (continued)*****Employee benefits***

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

***Provisions***

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

***Critical accounting estimates and judgements***

The Association evaluates estimates and judgements 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.

***Australian Accounting Standards Not Effective***

The Association has not yet applied any Australian Accounting Standards or Interpretations that have been issued at balance date, but are not yet operative for the year ended 30 June 2016. (the "Inoperative Standards"). The impact of the Inoperative Standards has been assessed and identified as not being material. The Association intends to adopt Inoperative Standards at the date which their adoption becomes mandatory.

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2016**

	2016 \$	2015 \$
<b>Note 2 - Revenue</b>		
<b>Revenue</b>		
Members subscriptions	533	329
B Miles Women's Foundation grant	239,418	154,131
Newtown Neighborhood Centre Incorporated grant	110,250	52,993
Womens Housing Company Ltd grant	236,131	117,451
Wentworth Community Housing Limited grant	185,800	112,103
Family & Community Services grant	31,818	109,910
Corrective Services NSW grant	640,619	973,775
Department of Health grant	521,966	520,116
NSW Health grant	268,217	257,081
Department of Ageing, Disability and Home Care grant	3,526,072	3,528,390
Department of the Prime Minister and Cabinet	650,503	383,300
New Horizons	92,260	-
The Richard Southan Memorial Trust	135,211	-
Other grants	74,511	42,613
Legal aids grants	50,446	48,712
Other operating revenue	97,153	201,332
	<u>6,860,908</u>	<u>6,502,236</u>
<b>Other revenue</b>		
Donations received	29,829	2,967
Interest income	87,857	109,261
Dividends	122	122
	<u>117,808</u>	<u>112,350</u>
<i>Total revenue</i>	<u>6,978,716</u>	<u>6,614,586</u>
<b>Other income</b>		
Net gain on the disposal of property, plant and equipment	210,324	7,543
<i>Total other income</i>	<u>210,324</u>	<u>7,543</u>
<i>Total revenue and other income</i>	<u>7,189,040</u>	<u>6,622,129</u>
<b>Note 3 - Expenses</b>		
<b>Depreciation</b>		
Office equipment	1,036	1,064
Motor vehicles	300,080	153,062
<i>Total depreciation</i>	<u>301,116</u>	<u>154,126</u>
Rental expenses relating to operating leases	202,424	236,043
<b>Note 4 - Cash and cash equivalents</b>		
Cash at bank and on hand	1,946,078	1,046,611
Short term bank deposits	3,293,621	2,748,353
Total cash and cash equivalents	<u>5,239,699</u>	<u>3,794,964</u>

**COMMUNITY RESTORATIVE CENTRE INCORPORATED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2016**

	2016 \$	2015 \$
<b>Note 5 - Trade and other receivables</b>		
<u>Current</u>		
Trade receivables	17,233	-
Other receivables	44,181	41,814
Accrued income	6,025	19,937
Prepayments	18,853	87,905
<i>Total current trade and other receivables</i>	<u>86,292</u>	<u>149,656</u>

**Note 6 - Financial assets**

<u>Non-current</u>		
Available-for-sale financial assets	1,711	1,752
<i>Total non-current financial assets</i>	<u>1,711</u>	<u>1,752</u>
<b>Movements in carrying amount</b>		
Net carrying amount at 1 July 2015	1,752	1,834
Revaluation increment (decrement)	(41)	(82)
Net carrying amount at 30 June 2016	<u>1,711</u>	<u>1,752</u>

**Note 7 - Property, plant and equipment**

	Office Equipment	Motor Vehicles \$	Total \$
<b>At 30 June 2015</b>			
Cost	5,313	1,251,251	1,256,564
Accumulated depreciation	(1,728)	(532,209)	(533,937)
<i>Net carrying amount</i>	<u>3,585</u>	<u>719,042</u>	<u>722,627</u>
<b>Movements in carrying amounts</b>			
Net carrying amount at 1 July 2015	3,585	719,042	722,627
Additions	-	-	-
Disposals	-	(86,304)	(86,304)
Depreciation charge for the year	(1,036)	(300,080)	(301,116)
Net carrying amount at 30 June 2016	<u>2,549</u>	<u>332,658</u>	<u>335,207</u>
<b>At 30 June 2016</b>			
Cost	5,313	717,052	722,365
Accumulated depreciation	(2,764)	(384,394)	(387,158)
<i>Net carrying amount</i>	<u>2,549</u>	<u>332,658</u>	<u>335,207</u>

**Note 8 - Trade and other payables**

<u>Current</u>		
Trade payables	6,110	76,945
Grants received in advance	-	141,625
Grants unexpended	2,447,349	1,715,837
Liabilities to employees	629,215	666,958
Other payables	145,270	93,718
<i>Total current trade and other payables</i>	<u>3,227,944</u>	<u>2,695,083</u>

**COMMUNITY RESTORATIVE CENTRE INCORPORATED****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2016**

	2016 \$	2015 \$
<b><u>Note 9 - Provisions</u></b>		
<u>Current</u>		
Office relocation	43,617	43,617
Employee entitlements - long service leave	64,617	60,028
<i>Total current provisions</i>	<u>108,234</u>	<u>103,645</u>
<u>Non-current</u>		
Employee entitlements - long service leave	15,170	17,296
<i>Total non-current provisions</i>	<u>15,170</u>	<u>17,296</u>

**Note 10 - Key management personnel*****Remuneration of key management personnel***

The aggregate amount of compensation paid to key personnel during the year was:

	<u>447,828</u>	<u>342,114</u>
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**Note 11 - Commitments*****Operating lease commitments***

Non-cancellable operating lease commitments are as follows:

Within one year	175,741	193,402
Later than one year but not later than five years	76,609	207,475
	<u>252,350</u>	<u>400,877</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 12 - Related party transactions**

There were no related party transactions that occurred in which a member of the Management Committee received or became entitled to receive a benefit, other than remunerated benefits disclosed above.

**Note 13 - 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 2016 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 \$6,763,222 (2015: \$6,279,507) and this represented 94.1% of total revenues (2015: 95.1%).

**Note 14 - Contingent liabilities**

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

**Note 15 - Events occurring after balance date**

There were no significant events occurring after balance date.

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

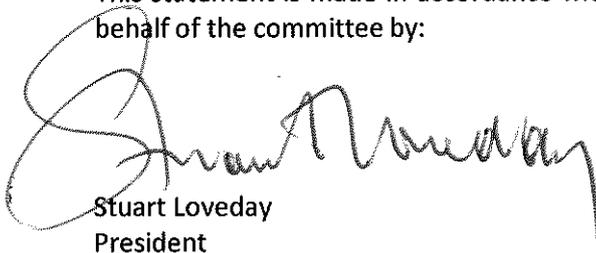
**FINANCIAL REPORT - 30 JUNE 2016**

**STATEMENT BY MEMBERS OF THE COMMITTEE**

In accordance with a resolution of the committee of the Community Restorative Centre the committee members declare that:

1. The financial statements and notes, are in accordance with the *Associations Incorporation Act NSW 2009* and:
  - a. comply with Australian Accounting Standards - Reduced Disclosure Requirements; and
  - b. present a true and fair view of the financial position of the Community Restorative Centre Incorporated as at 30 June 2016 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that the Community Restorative Centre Incorporated will be able to pay its debts as and when they fall due.

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



Stuart Loveday  
President



Ian Farmer  
Treasurer

24 August 2016

**COMMUNITY RESTORATIVE CENTRE INCORPORATED**  
**ABN 75 411 263 189**  
**FINANCIAL REPORT - 30 JUNE 2016**

**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 2016 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 and the *Associations Incorporation Act NSW 2009*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. 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 2016**

**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 2016 and of its performance for the year ended on that date; and
- (ii) complying with Australian Accounting Standards as disclosed in Note 1; and
- (iii) Complying with Div 60 of the ACNC Act 2012.

**Bryan Rush & Co**  
Chartered Accountants



**D. Conroy**  
Principal

26 August 2016



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