

# ANNUAL REPORT

2020–2021



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### 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 Locations

#### Head Office Canterbury

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Canterbury NSW 2193

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Phone: 02 9288 8700  
Fax: 02 9211 6518

Email: [info@crcnsw.org.au](mailto:info@crcnsw.org.au)

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

*With respect to the  
Gadigal Peoples*

#### 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*

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*

#### Coniston/Dubbo/ Liverpool/Mt Drutt/ Newcastle/ Strawberry Hills

In partnership with DCJ Housing

*With respect to the Dharawal,  
Wiradjuri, Darug, Awabakal,  
Worimi and Gadigal Peoples*

#### Newtown

In partnership with Newtown  
Neighbourhood Centre

*With respect to the  
Gadigal Peoples*



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## Founding Principles

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

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 people in prison 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 or loved one imprisoned. This support should help sustain their relationships with their relatives in prison, and enable the re-establishment of family upon release, if in the best interest of all parties. People should leave prisons in a better physical, emotional and educational state than when they entered. They should be given a sense of personal dignity and worth, as well as real chances to obtain employment or other forms of community connection and re-establish themselves in the community. Many people in prison have experienced significant social and economic disadvantages that underpin their offending and reoffending. People require support to move out of this cycle. All clients of CRC have the right to support that is non-judgemental and preserves their confidentiality and dignity.



Credits: All artworks were created by participants in the Songbirds Arts Program or the Miranda Project.

Design: Bettina Kaiser art + design, bkad.com.au



1951

CRC, then called the Civil Rehabilitation Committee, is established

CRC becomes a non-government agency

1963

1980

CRC establishes a Family Support Centre at Long Bay Correctional Complex

CRC's Accommodation Service commences operations

1985

1987

The Hawke government announces a Royal Commission into Aboriginal Deaths in Custody

## History of CRC

The organisation now known as the Community Restorative Centre was established in 1951, when the Comptroller-General of Prisons, Mr L. C. Nott, recommended to the Minister of Justice that a representative prison after-care committee be set up with the assistance of officers from the newly established Parole Service.

The Parole Service consisted of two officers who were responsible for the supervision, assistance and placement of people who had been discharged, as well as counselling men serving a term of imprisonment on personal problems relating to adjustment. Parole officers maintained regular contact with those placed under supervision after discharge.

The new organisation held its first meeting on November 15 and was called the Civil Rehabilitation Committee. CRC aimed to provide assistance for people in custody in the period of transition from prison into the community. It helped with accommodation, employment and any other support needed by people who had been in contact with the criminal justice system. The initial success of the committee raised the possibility of the establishment

of other branches. The first CRC group set up outside of Sydney was in Newcastle. Between 1951 and 1966 other committees were established in Wollongong, Moss Vale, Tamworth, Bathurst, Cooma, Dubbo, Canberra and several suburban offices throughout Sydney. The early CRC volunteers had a mixed relationship with the Department of Prisons. Some within the department, such as Frank Hayes, the parole officer tasked with developing prison welfare services, were closely associated with the formation of the organisation, whereas others were more derisive, calling the volunteers "crim-lovers".

In the 1960s, Frank Hayes made the decision to reduce the direct involvement of parole officers in CRC and in 1963, CRC became a non-government agency, allowing it more autonomy from the department and in its work, although it continued to be funded by a government grant. At the end of 1963, CRC's Bankstown branch purchased a property at Bass Hill for the purpose of establishing the first halfway house in Australia to accommodate young people released from prison. This was to be the first project sponsored by the Judge Rainbow Memorial Fund, named for His Honour Judge Rainbow, QC, a noted humanitarian who was President of the Prisoners' Aid Association of New South Wales and the Australian Prison After-Care Council. The Judge Rainbow Half-Way House continues to operate, in its current location in Glebe, as an independent organisation now known as Rainbow Lodge.

In 1969, the Department of Prisons was renamed the Department of Corrective Services, reflecting a belief in the ability of prisons to reform people. Despite this shift, problems in the prison system remained. In 1970, riots broke out in Bathurst



**“ Imprisonment as a concept is not a desirable state for man or animal and should be carefully justified and not dispensed without careful thought. ”**

- John Morony, Comptroller-General of NSW Prisons 1960-68

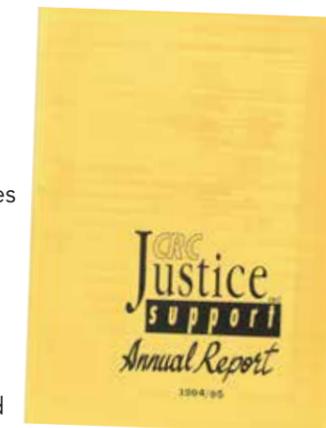
Gaol in response to the appalling conditions in which people were held. After the riot, some prison officers participated in systematic flogging of prisoners. This was followed in 1974 by a second, larger riot, during which prison officers fired on inmates. The gaol was gutted by fire and temporarily closed. The Bathurst riots, as well as allegations of brutality in other prisons, led to an alliance between people in prison and those advocating reform from the outside - including the Council for Civil Liberties, the Penal Reform Council and various lawyers and academics - throughout the 1970s, culminating in the Nagle Royal Commission into NSW Prisons, which was tabled in 1978 and recommended more than 250 changes to the penal system.

In 1980, CRC established a Family Support Centre at the Long Bay Prison Complex to provide services to the relatives and friends of people imprisoned or detained at Long Bay. The Centre advertised its services at two promotional weekends that included an exhibition of inmates' art and crafts. The following year, CRC trialled a Court Support Scheme at the Central Court of Petty Sessions in Liverpool Street, Sydney. The scheme was staffed by volunteers and funded by the New South Wales Law Foundation. CRC continues to provide support to families via the Telephone Information and Referral Service and our Family Caseworker, and the Court Support Scheme still operates with the help of volunteers in 16 local courts across the Sydney metropolitan region, Newcastle, Wollongong and the Central Coast.

CRC's Accommodation Service began operating in 1985 as a men's service, with a crisis house staffed

24 hours and three supported satellite properties. In 1997, CRC added a women's housing program providing long-term accommodation support for women leaving prison. By 2005, the 24-hour model had been discontinued, with CRC focusing on short, medium and long-term pathways for people leaving crisis accommodation. The service was ultimately defunded as a result of the 2014 Specialist Homelessness Service (SHS) government reforms.

Throughout the 1980s there was growing concern and demands for action, particularly within Aboriginal communities, to address the number of First Nations people dying in custody. In 1987, the Hawke government announced a Royal Commission into Aboriginal Deaths in Custody to investigate deaths in police and prison custody over a period of nine years. The final report in 1991 made 339 recommendations, which the Commonwealth government committed \$400 million to implementing. Despite this commitment, in the 30 years since the report was tabled, another 474 Aboriginal people have died in custody and the number of First Nations people incarcerated in Australian prisons continues to rise. Aboriginal people still constitute a significant proportion of CRC's client base, particularly in our programs for women.



The 1990s saw the continued expansion of the prison system, with the opening in 1994 of the Junee Correctional Centre, the first privately run correctional centre in NSW, followed by the 900-bed Metropolitan Reception and Remand Centre, Australia's largest correctional centre, at Silverwater in 1997 and Australia's first Supermax prison, the High Risk Management Unit, at Goulburn Correctional Centre in 2001. This expansion reflected the ever-increasing growth in NSW's prison population. The female population, in particular, had exploded. A 2000 NSW parliamentary committee found that the number

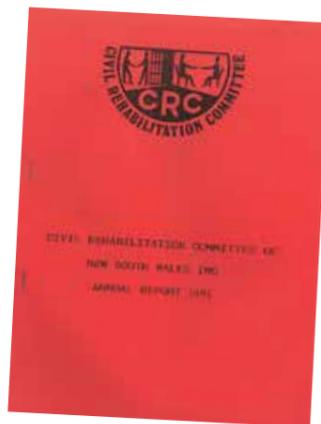
**“ The treatment of persons sentenced to imprisonment or a similar measure shall have as its purpose, so far as the length of sentence permits, to establish in them law-abiding and self-supporting lives after their release and to fit them to do so. The treatment shall be such as will encourage their self-respect and develop their sense of responsibility. ”**

- United Nations Standard Minimum Rules for the Treatment of Prisoners (1955)



## History of CRC (continued)

of women being jailed had grown alarmingly. The committee report detailed a 40 per cent increase in the female prisoner population since 1994; with a 14 per cent increase of First Nations women in custody.



In response to this increase in the number of women being incarcerated, CRC

developed gender-specific programs addressing the needs of women leaving custody. In 1991, CRC piloted a Domestic Violence Project that included a Domestic Violence Worker and three volunteers based at Waverley, Kogarah and Bankstown courts. 1992 saw the commencement of the Women at Work Project, which sought to “redress unfavourable prejudice associated with women ex-offenders and encourage gender equity”. Funding was provided by the NSW Department of Industrial Relations, Employment, Training and Further Education to increase self-esteem, confidence and job-seeking skills in the client group. Unfortunately, funding for both these projects ceased as a result of changes to government priorities.

“ **Sentencing people to jail avoids dealing with the social and human injustices in the community which contribute to the framework in which criminal behaviour develops.** ”

- Justice Vincent of Victoria, speaking on sentencing at the Australian Bicentennial Legal Convention, 1988

The 1997 PRAID (Prisons, Relationships, AIDS and Infectious Disease) Project included a program on Radio Skidrow 88.9FM that played dedications, read stories and poems from people inside and included

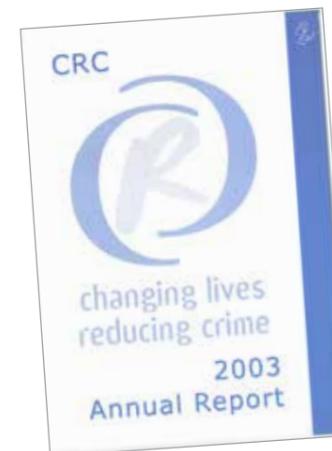
a forum on different issues around health, prison and the criminal justice system in general. In 2002, the project was renamed the Jailbreak Health Project. JHP provides a range of innovative and accessible health-promotion activities in relation to HIV, hepatitis and sexual health, targeting people in prison, people with a history of incarceration, their partners and families. The Jailbreak program continues to air weekly on prison radio, Koori radio and other community radio stations.

By the late 1990s, CRC had identified systemic advocacy as a significant element of the organisation’s work. The duties of the Prisoner’s



Advocate position created in 1998 included lobbying community agencies to better meet the needs of people who had been incarcerated, liaising with politicians and bureaucrats on issues relevant to post-release and reintegration support, and monitoring policy and procedures targeting people in jail. In 2014, CRC created the Advocacy, Research and Policy Unit to provide expert community-sector advice to government and other key stakeholders on reintegration, recidivism, the needs of families of incarcerated people and best practice in the community sector when working with people on release from prison.

Providing reliable information and support for people navigating the criminal justice system has been an important element of CRC’s work for many years. In 2003, CRC appointed a resource/information



people affected by the criminal justice system.

In 2006, when the Compulsory Drug Treatment Correctional Centre was set up to accept people who had been sentenced to a Compulsory Drug Treatment Order by the Drug Court in Parramatta, CRC responded with a Drug Court Welfare Support Project aimed at increasing access for participants to essential services through referral and advocacy. Two years later, CRC received funding to establish a Drug Crime Diversion Capacity Building Project tasked with working with residential treatment centres to increase access for clients with a history of involvement in the criminal justice system. In 2012, CRC established the Transition Alcohol and Other Drug Project with three fulltime staff working with people on release from prison, with a particular focus on AOD support and counselling.

The NSW Government’s \$3.8 billion Prison Bed Capacity Program, announced in 2016, involved the construction or expansion of 17 correctional centres across NSW to accommodate the ever-expanding population of NSW prisons. The number of women in prisons, in particular, had increased dramatically. In 2016, CRC developed the Miranda Project, an innovative, gender-specific program operating to divert women with a history of DFV from the criminal justice system, as well as providing support for those transitioning into the community.

project worker to update the resources CRC produced for people in prison and in the community, other services and the general public. In 2008, the Intake Service was established to provide ongoing and accessible information and assistance via telephone. The following year the program became the Telephone Information and Support Service, providing advice, support and referrals to

The following year, CRC received philanthropic funding to establish the Post-Release Music and Arts Project. The program provided song-writing and arts workshops inside select NSW prisons and community-based workshops for people at risk of criminal justice system involvement. In 2020, the program was expanded to include theatre workshops, set to be rolled out as soon as the prisons open up post-COVID. Also in 2017, 10 high-intensity program units (HIPUs) were set up to deliver rehabilitation programs to about 1,200 people each year serving short sentences of six months or less. CRC began delivering “Getting Out Staying Out” pre-release and reintegration workshops in the HIPUs in early 2019.

The start of the COVID-19 pandemic in 2020 saw CRC staff working from home and finding new and creative ways to meet clients’ needs without face-to-face visits. After a brief return to normality, lockdown resumed in June 2021, and staff were once again limited in terms of both in-reach in the prisons and outreach in the community. Despite this, CRC staff have continued to support their clients in very challenging circumstances.



Throughout its 70 years of operation, CRC has remained true to its founding principles: that people leaving prison have a right to re-establish their lives in the community without stigma or discrimination, and that they should be offered support that eases their transition back into the community and assists them to break the cycle of disadvantage and incarceration that so many have been trapped in. Regardless of changes and challenges in the criminal justice system, CRC has been unwavering in its commitment to providing services that meet the needs of our clients and supporting them to make the changes in their lives that will enable them to move away from the criminal justice system for good.



## Vision

A just, safe and inclusive society that is working towards decriminalisation and decarceration.

## Purpose

CRC supports individuals, families and communities impacted by the criminal justice system, and works for positive social change.

## Values

- 1 Social disadvantage is an underlying cause of incarceration and people should not be criminalised or discriminated against as a consequence of their disadvantage.
- 2 Australia's history of colonisation and oppression is reflected in and a cause of the relationship between Australia's Aboriginal and Torres Strait Islander peoples and the criminal justice system.
- 3 The application of the law reflects broader inequalities and is not always just.
- 4 Imprisonment is overused, is a failed response to crime, causes more harm than good and leads to more imprisonment.
- 5 For as long as there are prisons, they should be fair, just and humane environments that respect universal human rights.
- 6 There is a need for community-based alternatives to the criminal justice system.
- 7 People who have been released from prison should not experience perpetual punishment.
- 8 The families and kin of people who are incarcerated are often serving an invisible sentence and require acknowledgement and support.

## Strategic Priorities

1. Transformative services and advocacy
2. Expanding and upscaling our service delivery
3. Organisational strength
4. Funding and fundraising
5. Communications



## Funding Partners

CRC is grateful to the following funders who provided support during 2020/21:

- NSW Department of Communities and Justice (Corrective Services NSW)
- NSW Department of Communities and Justice (Women NSW)
- NSW Department of Communities and Justice (COVID-19 Domestic and Family Violence Funding)
- NSW Health (Drug and Alcohol Treatment Services)
- Central Eastern Sydney Primary Health Network
- Wentwest Western Sydney Primary Health Network
- Sydney Local Health District
- Federal Department of Prime Minister and Cabinet (National Indigenous Australians Agency)
- Legal Aid NSW
- Australian Federal Police
- Paul Ramsay Foundation
- Judith Neilson Foundation
- Lara Goodridge
- Marie and Gordon Esden

For a full list of CRC's donors, see p.50.

CRC also receives funding through partner NGOs to operate specialist services to people exiting custody as part of the Department of Communities and Justice funded Going Home Staying Home projects. CRC's GSHS partners in 2020/2021 are:

- B Miles Women's Foundation
- Newtown Neighbourhood Centre
- Link Wentworth Community Housing

CRC is also grateful to the following organisations for generous one-off grants to fund specific projects.:

- Network of Alcohol and Other Drugs Agencies
- Social Sector Transformation Fund (Department of Family and Community Services)
- Club grant (West's Ashfield)



## Acknowledgements

CRC would like to acknowledge the staff, volunteers, members, partners and funding bodies that have made our work possible during 2020/21.

### Staff

At CRC, our staff are at the heart of what we do. At June 30, 2021, there were 48 staff employed. Our skilled, diverse and dedicated team works towards delivering a safe, effective service for clients that we know works.

### 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 a crucial role in the delivery of services within CRC, and we are grateful for their commitment and dedication. This year our remarkable and skilled Court Support Volunteers have worked tirelessly to support more than 18,834 court attendees in 16 local courts.

### Students

Thank you to the students who did placements at CRC over the course of the year. Your energy and passion for the work we do is inspiring, and your contributions were invaluable.

### 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.

### 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 12 months.

### Condolences

CRC would like to recognise those clients and former staff members who passed away in the previous year and pass our sincere condolences on to their friends and families.



## Patron's Message

The year 2021 marks the 70th anniversary of the Community Restorative Centre (CRC). Events to mark this anniversary will hopefully take place in 2022, now that the COVID-19 pandemic has begun to recede.

The small minority of Australians who were living 70 years ago will remember events of that time that stand out for recollection. They include celebration of the 50th anniversary of Federation in 1951, marked by the book *Prosper the Commonwealth*, written by Sir Robert Garran, first Secretary to the Attorney-General's Department. He had seen, and sometimes drafted, many of the changes to law and policy that accompanied the emergence of Australia as a new federal nation.<sup>1</sup>

In 1980, the many disparities in sentencing of federal prisoners came under the scrutiny of the Australian Law Reform Commission. The Commission's report showed many differences in sentencing practices in the several jurisdictions of Australia. Some States recorded significantly more and higher custodial sentences. Others significantly lower. But the highest of all per capita incarcerations were found amongst First Nations Peoples in Australia.

### Indigenous Prisoners & Disproportion

Shocking levels of custodial sentences (including among the young) and deaths in custody of

Indigenous prisoners led to a Royal Commission on Aboriginal Deaths in Custody in 1991. It found that the Aboriginal population was the most over-represented and disproportionately punished in this way, and that the figures were "disturbing and not improving".<sup>2</sup>

Although First Nations Peoples made up only about 2% of the national population, they constituted 27% of the national prison population. A new investigation by the ALRC in 2017 resulted in its report *Pathways to Justice – An Inquiry into the Incarceration Rate of Aboriginal and Torres Strait Islander Peoples*.<sup>3</sup> Although many suggestions have been made for improvement in the path to reform, it remains very slow indeed. Throughout the 70 years of the work of CRC, the disproportionate levels of imprisonment and their sequelae have been amongst the most serious of the deleterious consequences of the interface of Australia's settler society and Indigenous Peoples.

### Runaway Prison Numbers

An editorial in the *Criminal Law Journal* contained the following description of people cycling through the prison system:<sup>4</sup>

"Until recently incarceration numbers and rates in Australia were at record levels – considerably above the historic norms. At the turn of the 20th century, the imprisonment rate per 100,000 of the (ad hoc) population was 126 persons. During the next quarter century there was a significant

reduction in prison numbers. In 1925 the rate was 52 per 100,000 population and remained relatively steady for over 80 years apart from a spike in the mid-1930s and early 1970s. The rate rose to 80 in 1970 and dropped to 66 per 100,000 by 1985. Since that time there has been a steady increase in the incarceration rate. Prison numbers broke through the 30,000 mark for the first time on 30 June 2013, at which point the rate of imprisonment was 170 prisoners per 100,000 adults. Prison numbers continued to grow for the next 5 years, growing to 44,159 in the March quarter 2020. The increase in prison numbers shows no sign of abating. ... There are far too many non-violent and non-sexual offenders in Australian prisons, thereby violating the principle of proportionality."

Notwithstanding this worrying trend, many surveys of community and even expert opinion showed steady persistence in Australia of a highly punitive culture that can possibly be traced to our origins as convict settlements. Usually the largest cohort of opinion about the perceived severity of judicial sentences in Australia is that they are "too lenient" (38%). Somehow, there is a need for informed analysis and realistic acquaintance with overseas models and local practices in order to improve the actual achievement of reform agenda and turn it around from its current trajectory.

### Change & No Change In 70 Years

The main changes that I would list in the past 70 years in which CRC has existed would include the following:

1. The move to a harsher sentencing regime – evidenced by an approximate tripling of the incarceration rate over the past three decades in Australia;
2. The increase in sentencing tariffs that have been especially stark in relation to people charged with alcohol and drug offences. Many now receive higher custodial penalties than convicted murderers;
3. An increased move towards standard (but not fixed) penalties in some jurisdictions, notably in New South Wales. This has occurred in a bid to curtail inconsistencies stemming from the so-called "instinctive synthesis" favoured by the majority in the High Court of Australia and therefore applied by judges throughout the nation;<sup>5</sup> and
4. An ever-increasing number and proportion in the incarceration rate of Indigenous imprisonment, now 13 times that of the rest of the community. The rate has actually grown since the Royal Commission report of 30 years ago.

Just as important as the changes that have occurred in custodial sentencing in Australia over the past 70 years are the changes that have not occurred, despite the Royal Commission, law reform, academic and other suggestions for reform:

<sup>1</sup> Robert Garran, *Prosper the Commonwealth*, Angus & Robertson, Sydney, 1958.

<sup>2</sup> Australia, Royal Commission into Aboriginal Deaths in Custody (1991), Canberra, Vol. I [9.4.1].

<sup>3</sup> ALRC 133 (2017).

<sup>4</sup> Mirko Bagaric, "Incarceration Trends Over the Past Decade: The Need for More Effective Risk and Needs Assessments and Rehabilitative Measures" (2020) 44 *Criminal Law Journal* 3.

<sup>5</sup> *Makarian v The Queen* (2007) 228 CLR 357 at 370 [24] ff; Cf at 397 [110]. See also HD Bennett and GA Broe, "Judicial Neurobiology, Makarian Synthesis and Emotion: How Can the Human Brain Make Sentencing Decisions?" (2007) 31 *Criminal Law Journal*, 75.

## Patron's Message (continued)

1. Imprisonment remains basically the only sanction available to judges for dealing with serious offenders. The development of more alternatives has sadly eluded our lawmakers;
2. No rehabilitative techniques have been developed that enjoyed notable success. The recidivism rate of offenders has not significantly declined;
3. There has been a nearly total disconnect between sentencing in practice and the dynamic of modern technology. The only small exception has been the use of electronic monitoring as a sanction in a small number of cases admitted to bail. Whilst the world rushes to embrace technology, custodial sentencing has generally resisted it;
4. There remains a continued lack of momentum towards uniform Australian sentencing objectives and practices. A roadmap was provided by Professor Duncan Chappell and the ALRC back in 1980.<sup>6</sup> It is time to retrieve that report from the government warehouse and enact many or most of the recommended proposals.
5. Most recently, in relation to serious complaints against miscarriages of justice in criminal appeals, some Australian jurisdictions, but only some (South Australia, Tasmania, Victoria and hopefully soon Western Australia), have enacted a right, by leave, to enjoy second entitlement to appeal against conviction and sentence in cases of new and compelling evidence. Yet no Aus-

tralian jurisdiction has established a professional and efficient Criminal Cases Review Commission to supplement the imperfect 1907 statutory procedures of courts of criminal appeal.<sup>7</sup> Are we in New South Wales so much better than in other jurisdictions that we are not in need of improving our post-trial scrutiny of suspect convictions and sentences? I think not.

### The Unexpected Covid Dividend?

In the June quarter 2020, the number of prisoners in Australia suddenly decreased by 5%. Total prisoner numbers dropped to 41,784. This represented an unexpected and substantial reversal of all the recent trends. All of the reasons behind this decrease in prisoner numbers are as yet unclear. However, it does seem the decrease may have been a consequence of government restrictions implemented to reduce the risks of the impact of the COVID virus (and its Delta variant) on criminal activity and on the willingness of judges to impose custodial sentences to be served in already overcrowded prisons.<sup>8</sup>

A challenge for CRC is to turn this unexpected, but beneficial, development in custodial punishment into a genuine case study to measure the repeated policy of statutes and judicial opinions. Custodial punishment should indeed be a "last resort". Its imposition should be confined to identified instances of violent and other crimes where no other punishment is suitable to the facts proved at trial. The opportunity for advocacy based on a "COVID

bonus", in favour of non-custodial sentencing options, should not slip through our fingers. When in due course the great losses of COVID-19 are ultimately assigned to a footnote to human history, it may be hoped that one ray of light that emerges from the pandemic will be seen as the need for reduction of the previously growing rates of incarceration in Australia. And the fact (if, as expected, it can be proved) that this happened without any measurable increase in crime or serious anti-social behaviour.<sup>9</sup> Reform of custodial punishment should remain the target of CRC. Addressing individual grievances and needs is good and just. But collaborating with others to achieve greater rationality and proportionality in our criminal justice system is essential for real change to occur.



**The Hon. Michael Kirby AC CMG\***

**PATRON OF THE  
COMMUNITY RESTORATIVE CENTRE**

<sup>6</sup> ALRC 15 (1980).

<sup>7</sup> M.D. Kirby, "A New Right of Appeal as a Response to Wrongful Convictions: Is it Enough?" (2019) 43 Criminal Law Journal 299.

<sup>8</sup> M Bagaric, above n7. See Also M Bagaric, Gabrielle Woolf and D McCord, "United States Sentencing Developments: The World's Largest Mass Incarcerator Goes into Decarceration Mode" (2019) 43 Criminal Law Journal 130.

<sup>9</sup> The Australian Productivity Commission is stepping into the unattended reform proposals.

\* Former Justice of the High Court of Australia (1996-2009); former President of the Court of Appeal of New South Wales (1984-96); inaugural Chairman of the Australian Law Reform Commission (1975-84). The writer acknowledges assistance from conversations with Professor Mirko Bagaric, Dean of Law at Swinburne University, Melbourne



## Chair's Report



It is an immense privilege to have served as the Chair of CRC's Board of Directors over the past few years. This year has been no exception, though it has been an exceptional year.

While navigating all the challenges involved with working remotely amidst an environment of significant uncertainty and stress, CRC staff have continued to provide incredible support and advocacy for people involved in the criminal justice system and their families.

COVID-19 has continued to reveal just how much of a public-health nightmare prisons can be. People in custody have been at high risk of contracting COVID and also of unknowingly transmitting COVID to others when released from custody. There have been issues with people in custody accessing timely testing and vaccinations. Many people in custody have been cut off from all communication with loved ones, as well as from lawyers and other support workers.

And this year we did not see the same drop in the prison population that we saw in 2020. Instead we saw a ramped-up policing response to the pandemic; statistics from Revenue NSW reveal that in July and August this year, police issued more than 28,000 public-health fines - 13 times the number issued in all of 2020. And the brunt of this punitive response has been felt most acutely, as per usual, by Aboriginal and Torres Strait Islander people, by those who are homeless, with cognitive disability, who have mental-health and drug and alcohol issues, who live in already over-policed communities.

The important role that CRC plays in advocating for and amplifying the voices of people most affected by the criminal justice system was made even more critical in this environment.

Amidst this, and after decades of quietly getting on with the work of providing life-changing support and research, policy advice and advocacy grounded in the experiences of its clients, their families and communities, 2021 has also seen well-deserved recognition of CRC's impact. New philanthropic and government funding partnerships have been secured that will bring urgently needed resources for CRC, both for programs supporting people in contact with the criminal justice system and also for data management, research and evaluation.

**“ The important role that CRC plays in advocating for and amplifying the voices of people most affected by the criminal justice system was made even more critical in this environment. ”**

The potential of the new data, research and evaluation capacity at CRC is significant. The community sector is frequently asked to show evidence of its impact. However, the opportunity to do this comprehensively has been limited by resourcing. CRC has previously engaged independent evaluators to explore the outcomes and impact of its programs, and although these evaluations have been overwhelmingly positive, they were small-scale and limited in their contribution to the broader evidence base.

A recent evaluation of the effectiveness and impact of CRC support that was funded by the NSW Health NGO Evaluation Grant Scheme marks the beginning of a new era in community-led evidence on reducing recidivism and incarceration. The evaluation took a mixed methods approach that included quantitative and cost benefit analyses that my UNSW colleague

Dr Rebecca Reeve and I contributed, along with qualitative investigation of the perspectives and expertise of CRC clients and staff.

Embedding new research and evaluation expertise, including enhanced linked data capacity and a First Nations researcher within CRC, will bring critical insights into how policy and programs might be improved for the people whom they are ultimately intended to benefit.

Governments need to urgently listen to and learn from the expertise in the community sector. In just the latest in a long list of government reports and inquiries, the Productivity Commission has recently released a new report on prisons. It notes that Australia is locking up a record number of people, that the incarceration rate is currently at its highest level in a century, and that this increase has been happening while crime rates have in fact been decreasing. The questions the Productivity Commission investigated were: “Is the current policy of increased use of imprisonment producing benefits for Australia that outweigh the costs? And what, if any, are the alternatives?” The report states that it summarises the information, data and options that policymakers require to answer these questions. It talks about the need to build the evidence base as a critical first step in identifying effective alternatives to incarceration.

And yet nowhere in the report does it consider or even mention the decades of expertise in the community sector about ‘what works’ for people leaving custody. Once again, what is considered rigorous evidence by governments doesn't have much in common with the realities of the lives of people in contact with the criminal justice system.

The increased data, research and evaluation capacity embedded within CRC can play an important and ground-breaking role in bridging the gap between effective service delivery and the broader policy

**“ Governments need to urgently listen to and learn from the expertise in the community sector. ”**

and research questions around how best to reduce recidivism, disadvantage and incarceration.

I sincerely thank CRC's committed Board of Directors. I pay particular tribute to Dr Michael Levy AM, long-term Board member and former Clinical Director of Justice Health Services (ACT), a public health physician with national and international experience in prisoner health. Michael is stepping down from the Board but will continue to champion CRC's work in other ways. We thank him deeply for his service and dedication. I also acknowledge our patron, the Honourable Michael Kirby AC CMG, and our eminent advisory panel.

On behalf of CRC's Board of Directors, I pay tribute to CRC's wonderful CEO, Alison Churchill, and CRC's extraordinary staff and clients. We see your tireless and important work and are committed to serving and amplifying it in every way possible.

**Dr Ruth McCausland**  
CRC BOARD CHAIR



## CEO's Report



It is with pride and a little disbelief that I reflect on the fact that I have spent more than 20 years working at the Community Restorative Centre (CRC). While it sounds like an impossibly long time in one organisation, CRC has provided me with incredible challenges, ongoing learning and the opportunity to work with some amazing human beings.

Despite the ever-changing face of the organisation in response to shifts in funding, new knowledge and input from the people with whom we work, the heart of CRC has remained steadfast. The original intentions of the founders continue to be handed down from one generation of staff to another. It is truly a gift to be able to carry the mantle of such an incredibly grounded organisation.

On this 70th anniversary, I thought it might be fitting to reflect on what lies at the heart of CRC - the values and beliefs that underpin our work.

CRC operates within a social-justice framework, recognising the inherent value of each person and their entitlement to dignity, equality and respect. We believe that all people have the right to be treated fairly, as well as to make genuine choices about their own lives. These values form the basis on which an individual's right to participate in the civil, political, economic, social and cultural aspects of society is predicated. We understand that for the most part, people affected by the criminal justice system, their families and communities have rarely been accorded these rights. We recognise that First Nations peoples in particular continue to experience the impacts of colonisation and dispossession in the form of an ongoing denial of their right to self-determination

and continued inequality of opportunity.

It could be argued that CRC's founding principles are not dissimilar to many organisations working with people on the margins of society. Our uniqueness does not lie in our values, but in the translation of these values into practice, underpinned by the insights of the people we support, learnings from international and national best practice, research and our own experience in the field.

“ CRC operates within a social-justice framework, recognising the inherent value of each person and their entitlement to dignity, equality and respect. ”

While there are many who continue to focus on the individual psychology of offending behaviour, it is impossible to deny that our prisons warehouse society's most disadvantaged people. People who have experienced poverty, physical and mental ill health, homelessness, trauma, domestic and family violence, cognitive disability, low levels of educational attainment, lack of access to employment opportunities and addiction.

Social and economic marginalisation, discrimination, the impact of colonisation, racism and the failure of government institutions and agencies to respond holistically to the systemic causes of disadvantage mean many people have never had the benefit of real choice and control over their lives. The necessity of addressing the underlying social determinants of criminal behaviours should be at the forefront of

government responses to crime. This is the sphere in which CRC works, and where we believe it is possible to have the greatest impact on assisting people to create new pathways away from the criminal justice system.

CRC operates a diverse range of services to people impacted by the criminal justice system. No matter the funder or the model of engagement, we assist people to develop agency in their lives and create opportunities for them to live a fulfilled and meaningful life.

Transitional support has been a focus of service delivery at CRC for many decades. We have advocated strongly for increases in funding to support the expansion of our work in this area. While we have made many approaches to government representatives, the paucity of what is considered rigorous, evidence-based research within the not-for-profit sector has been used as a justification for denying funding. The lack of financial support from government - that would enable the research and program evaluation necessary to produce the required evidence base - has previously thwarted our ability to break through this barrier. It is therefore incredibly exciting that in our 70th year a number of significant shifts have occurred that will enable CRC to demonstrate the efficacy of our work.

Funding received in 2018 from NSW Health enabled a significant evaluation of CRC's Alcohol and Other Drugs (AOD) transitional program in partnership with the University of New South Wales. The evaluation highlights the incredible achievements of people when provided with long-term, relational, self-directed engagement and support. The details of the evaluation outcomes are presented in the piece penned by Associate Professor Dr Ruth McCausland and Dr Mindy Sotiri in this report.

We know that safe, affordable housing is physically and metaphorically a foundation from which people can rebuild their lives. In June 2021, CRC received a two-year grant from the Department of Communities and Justice (DCJ) to pilot a Reintegration Housing Support Program, which will see 12 CRC staff co-located in DCJ Housing offices to assist people recently released from prison to access accommodation, along with support to transition into the community. The grant includes funding for an external evaluation of the program, which CRC believes will demonstrate the effectiveness of support in reducing homelessness and rough sleeping. While implementing a new program during a pandemic is an enormous challenge, we are hopeful the work will have a significant positive impact on the trajectories of people leaving prison into homelessness.

“ No matter the funder or the model of engagement, we assist people to develop agency in their lives and create opportunities for them to live a fulfilled and meaningful life. ”

The past two decades have seen an exponential increase in the number of women incarcerated in NSW prisons. For First Nations women, this increase has been even more marked. We know that the majority of women in prison have histories of domestic and family violence and trauma, and that strategies frequently utilised by women to resist violence are criminalised during reporting. The impact of women's incarceration on individuals, children, families and communities is profound. This



## CEO's Report (continued)

year, the Paul Ramsay Foundation (PRF) has partnered with CRC to continue and enhance the work of the Miranda Project for a further three years, supporting women exiting prison and developing pathways to divert them at the earliest possible point of their contact with the criminal justice system. The funding from PRF, along with a two-year extension from Women NSW, will enable the Miranda Project to continue to provide an effective support system that will assist in stemming the flow of women through the criminal justice system.

The partnership between CRC and PRF extends beyond funding for direct service provision.

The Foundation has also provided funds to expand CRC's Advocacy, Research and Policy Unit (ARPU), enabling CRC to employ an additional three staff members to assist the Director. PRF's commitment to working collaboratively with CRC in order to build our

**“CRC heads to the end of its 70th year with an optimism that systemic change to positively impact the lives of people involved in the criminal justice system is at last the focus of discussions within government.”**

capacity to rigorously evaluate programs will enhance our reputation as a leading voice and advocate in the criminal justice space. We at CRC are excited at the opportunity to work with a funder to jointly explore possibilities for interrupting the cycle of disadvantage for women, their children and communities. With the funding from both PRF and Women NSW also including provision to conduct program evaluations, CRC envisages a significant opportunity to contribute

to the evidence base around best practice diversion and support for women exiting custody.

The majority of CRC's funding is swallowed up by expenditure on service delivery, leaving little available to cover the costs of maintaining infrastructure. Earlier this year, CRC successfully applied for a major grant from the Social Sector Transformation Fund, one of only three offered in the top category. This funding will enable the purchase of a new database to replace our existing client-management system, one that is customisable and fit for purpose.

CRC heads to the end of its 70th year with an optimism that systemic change to positively impact the lives of people involved in the criminal justice system is at last the focus of discussions within government. We hope to have a continuing voice in those discussions and to contribute vital evidence to “what works” in terms of desistance and breaking entrenched cycles of criminal justice system involvement.

I would like to acknowledge and thank all of CRC's funders, from government to the various foundations, trusts and individuals who support us. Without them, none of our work would be possible. I would also like to thank our Board of Directors, who provide strong governance and leadership across all areas of the organisation, and ensure we never lose focus on our mission.

I would like to highlight the tireless work that often goes unacknowledged, but forms the engine room of the organisation: our back office staff, who ensure our phones are answered; our policies, procedures and legislative obligations are current; that we maintain our quality assurance accreditation; that our staff are paid and our finances are in order; that our IT infrastructure, software and data security operates at

an optimal level; and that our recruitment processes are equitable and our staff wellbeing is constantly monitored and reviewed.

I would like to acknowledge the incredible work of Michelle Bryant, Program Director of Operations and Service Delivery, and HR Manager Cathy Saunders for their leadership, compassion and tireless work in supporting the physical and emotional wellbeing of our staff over an extremely challenging year.

This year CRC farewelled the fabulous Dr Mindy Sotiri. Mindy has been instrumental in creating our models of support, the creative-arts programs that provide incredible opportunities for people involved in the criminal justice system and increasing the visibility and amplifying the voices of the people with whom we work. She will be truly missed and we have left the door ajar should she wish to return in the future.

Finally, I would like to offer my thanks to our managers and all our staff, paid and unpaid, for their experience, dedication, values, ethical practice and sense of humour. Without them, CRC would not be the incredible place it is today.

**Alison Churchill**  
CHIEF EXECUTIVE OFFICER



## Advocacy, Research and Policy Unit

For the past 20 years, alongside our service delivery work, CRC has provided advice to government and key stakeholders, often in the role of an informal peak organisation, on reintegration, recidivism, the needs of families of incarcerated people and building pathways outside of custody. Six years ago, CRC formalised this expert advisory function by creating the Advocacy, Research and Policy Unit.

This unit is dedicated to providing expert community-sector advice that is grounded in international evidence-based research, as well operational expertise. It is our view that too often operational and community expertise with regard to criminal justice populations is missing from evaluation, research, analysis and service delivery design.

Our advocacy, research and policy work is focused on three key areas:

- Decarceration
- Building pathways out of the justice system and advocating for adequate resourcing of community-led responses
- Understanding and responding to systemic and structural drivers of recidivism and confronting perpetual punishment for formerly incarcerated citizens

The end of 2020 saw major changes in the ARP Unit, with the departure of long-time Director Dr Mindy Sotiri. We would like to acknowledge Mindy's incredible contribution to CRC over the past 23 years in a variety of roles across the organisation, as well as for her work in setting up and establishing the ARP Unit as a leading voice in advocacy for people involved in the criminal justice system. Mindy has contributed significantly to shaping and consolidating our work, particularly in enabling the voices of people with lived experience to come to the fore. We look forward to partnering with her in her new role as Executive Director of the Justice Reform Initiative.

Over the next three years, the Advocacy, Research and Policy Unit will continue to harness the individual and collective knowledge of people with lived experience, as well as drawing on models of grassroots service delivery both nationally and internationally to inform our practice. As a strategic priority, the Unit will work to grow an evidence base that is created in partnership with the people whom we support. Systemic advocacy and recommendations regarding government policy will remain central to the Unit's work.

## Research achievements this year

In 2021, a major evaluation of CRC programs was completed. The evaluation was funded by a NSW Health NGO Evaluation Grant Scheme and undertaken by Dr Mindy Sotiri, Dr Ruth McCausland, Dr Rebecca Reeve, Lucy Phelan and Terry Byrnes, and is due to be released before the end of 2021.

***"They're there to support you and help you, they're not there to judge you": Breaking the cycle of drug use and release. Evaluation of the Community Restorative Centre's AOD and reintegration programs***

The evaluation found that people leaving prison and receiving CRC support experienced a significant reduction in criminal justice system contact relative to a comparison cohort. The findings showed that CRC support had a dramatic impact on clients' trajectories, significantly reducing their contact with the criminal justice system (including time in custody and rates of reoffending). The analysis found that there are significant social and economic benefits to CRC programs, including savings to the criminal justice system of millions of dollars each year.

The evaluation identified key elements of CRC's service-delivery model that contribute in significant ways to its success. The qualitative study highlighted that there is a need to understand the practical and relational kinds of support people require within the context of structural and systemic disadvantage. It found that incarceration disadvantage is itself located in the context of a lifetime of other kinds of disadvantage; that meeting basic welfare, housing, health and support needs is fundamental to building a life outside of the prison system, and that the way in which support is provided (flexible, outreach, relational, long-term) and the manner in which

people who have experienced incarceration and disadvantage are treated by workers (respectful, non-judgemental, compassionate, consistent) is a fundamental factor in achieving change in a range of areas, including breaking cycles of recidivism and alcohol and other drug use.

The evaluation found that people leaving prison and receiving CRC support experienced a significant reduction in criminal justice system contact relative to a comparison cohort. The findings showed that CRC support had a dramatic impact on clients' trajectories, significantly reducing their contact with the criminal justice system (including time in custody and rates of reoffending). **Following CRC intervention, the number of days in custody fell by 65.8 per cent, the number of new custody episodes fell by 62.6 per cent and the number of proven offences fell by 62.1 per cent.** The analysis found that there are significant social and economic benefits to CRC programs, including savings to the criminal justice system of millions of dollars each year.



## The Year in Review

### Michelle Bryant Program Director, Operations and Service Delivery

At the beginning of this period, we were all settling into a the new "COVID normal" way of working. Our brilliant and resilient staff were mostly working from home, doing their best to support our clients in unprecedented circumstances. I would like to acknowledge our wonderful frontline staff and managers for their ingenuity and determination to push through the difficulties they encountered as they continued to support and keep safe our clients in the face of real adversity. Being unable to have face-to-face visits, transport clients or visit people in correctional centres was extremely challenging for them.

As 2020 rolled along, NSW Government restrictions were eased and our service delivery slowly returned to (almost) normal, with a strong emphasis on hygiene and safety. When our HIPU workshops recommenced in August our facilitators were required to wear masks for the entire day, and we give a huge shout-out to our staff for enduring this. We know the HIPU participants were grateful to see the friendly mask-covered faces of our staff. This was the first time people inside had seen a non-custodial human for six months, as visits from family, friends and services were suspended in March.

We became a little more tech-savvy, using Zoom and Teams against a backdrop of cats, dogs, kids and exotic locations to connect with each other as best we could. Our managers and staff came up with new ways to stay connected while working from home, but for some of us, feelings of isolation and missing contact with co-workers and clients was very challenging.

As 2021 began and we returned to work after a much-needed Christmas break and some summer sunshine, service delivery was happening in a "COVID safe" way and things were kind of "normal" for most of the period.

Our new Family Casework program commenced in February. Funded by the NSW Office of Responsible Gambling, the program provides support to families impacted by the criminal justice system. Many thanks to Alex and Susan for all their hard work in implementing this program.

In June we had a very welcome addition to the CRC Management Team: Lisa Collins commenced in the role of Manager of Transition Programs - Sydney Metro. Lisa is now managing our SHS-funded programs (Women's Transition, Penrith/Wentworth Housing, Boarding House Outreach) and the Extended Reintegration Service (ERS).

Australia was faring quite well as COVID continued to spread across the world, but at the end of June Greater Sydney went back into lockdown as Delta hit our shores. All client contact switched to telephone, AVL or SMS messaging as staff returned to working from home. Our Court Support Program was suspended again and correctional centres across all of NSW went into lockdown, which meant HIPU and Music & Arts programs were also suspended, just as we were on the cusp of commencing the new theatre workshops program "Songbirds in the Wings" at the SPC at Long Bay!

I would like to say a very BIG thank you to all our frontline workers, who go about their work with such integrity and passion through fires, floods, pandemics and mouse plagues: we really appreciate all that you do. Thanks also to the clever, skilled, dedicated bunch of managers who oversee our service-delivery teams - Paul, Marisa, Lisa and Alex.

And to the glue that holds us all together and keeps us safe, and able to do our jobs and get paid! - a big thank you to Cassie, Cathy, Gwen, Jill, Lesia and Rhys. And of course to our amazing CEO, Alison, for her guidance, support, humour and great leadership.





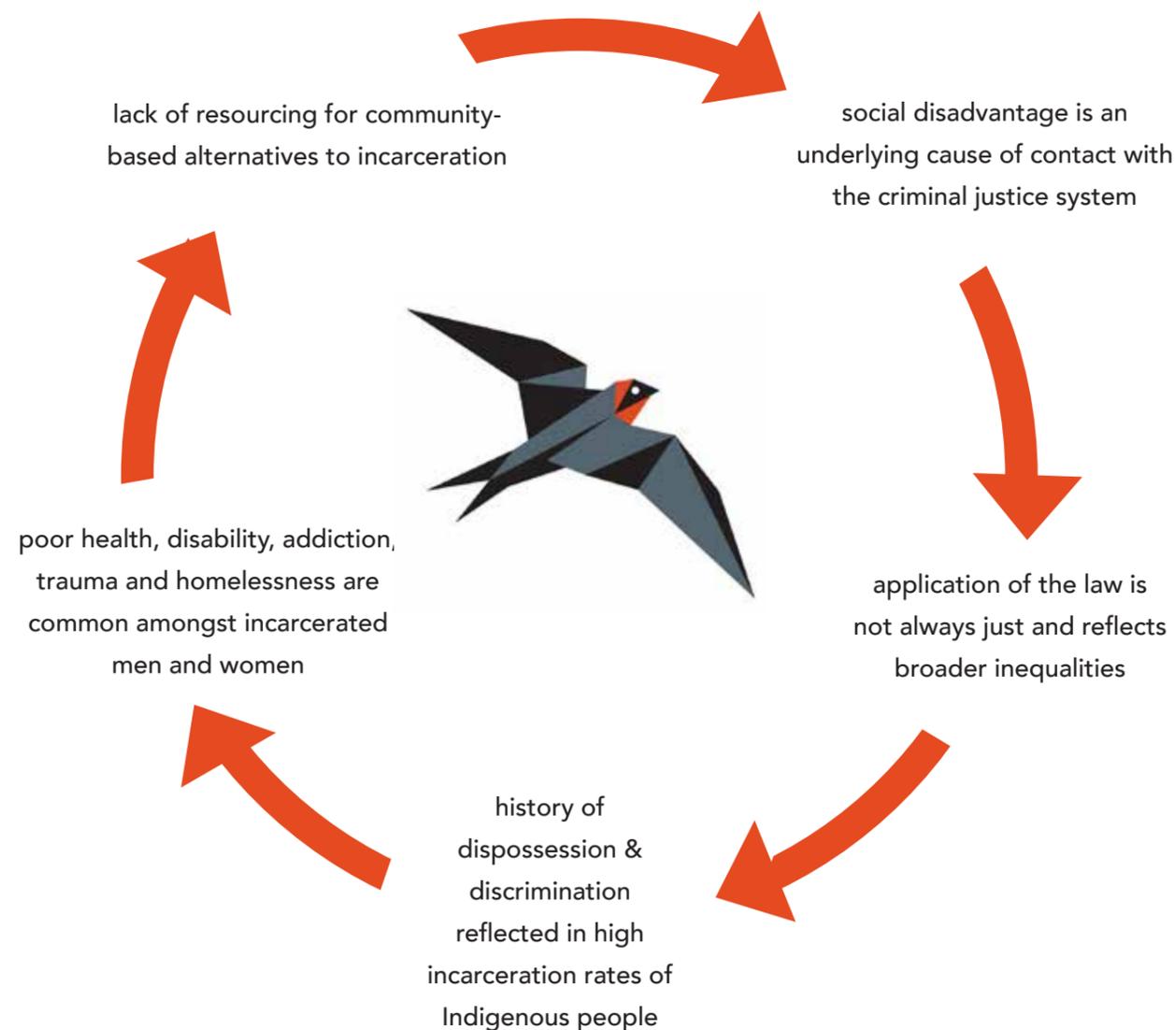
CRC has been quietly providing life-changing support and advocating for systemic change in criminal justice policy and practice for almost 70 years, developing and implementing **holistic, evidence-based service models** and

leading the sector in its **research, policy advice and advocacy**.

The criminal justice system has become Australia's default response to managing social problems.

**Imprisonment is overused, harmful, costly and criminogenic, causing rather than reducing crime.**

In response, CRC restores hope and dignity, building pathways beyond the criminal justice system through the following areas of work:



<b>Systems</b>	<ul style="list-style-type: none"> <li>bringing an independent and critical voice through policy advice, research and advocacy to enable more effective responses to the structural drivers of reoffending &amp; incarceration</li> <li>building the evidence base for best practice in the community sector and systemic responses to incarceration</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>ensuring clients can access housing, AOD, disability, health and other critical services by collaborating with relevant government and key stakeholders</li> <li>advocating for other services and sectors to consider the specific needs and perspectives of people in the criminal justice system</li> </ul>
<b>Families and communities</b>	<ul style="list-style-type: none"> <li>information and support for families with loved ones in prison</li> <li>focused on the intergenerational impacts of incarceration</li> <li>tailored model of support for women in the justice system</li> <li>working with over-incarcerated communities</li> </ul>
<b>Individuals</b>	<ul style="list-style-type: none"> <li>holistic, long-term, intensive, relational case work with people in and leaving custody and throughout the process of reintegration</li> <li>ensuring voices of people with lived experience of the criminal justice system are heard and informing CRC's approach</li> </ul>

# CRC's Approach

**Trusted and authoritative source of information and advice** for men and women in contact with the criminal justice system, families and services through the Telephone Information and Referral Service (TIRS) and Family Support

**Best practice model of case management and support** for incarcerated people to access programs, services and prepare for release from custody

**Targeted post-release and reintegration programs** for vulnerable groups leaving custody (First Nations, women, people with cognitive disability, mental health & AOD issues)

**Indigenous transition program** for Aboriginal people with complex needs in Broken Hill/Wilcannia

**Innovative Models of Diversion**

**Specialist Service Delivery**

**Community Voice and Expertise**

**Changing Lives Improving Outcomes**  
**Creating Pathways Out of the Justice System**  
**Building the Evidence Base**

**Advocacy, Research and Policy**

**Miranda Project** is an innovative model of support for vulnerable women at risk of contact with the criminal justice system and domestic violence, co-located with Penrith Women's Health Centre and collaborating with other women's services

**Songbirds** music program for people in custody at risk of criminal justice involvement

**Family support program** for people with loved ones in custody

**Lived experience** expertise is embedded in all aspects of research and service delivery design

**Collaboration with universities** to design, inform and produce rigorous research

“ Now I'm in happy days, you know. I've got a home, a permanent, stable home. I have food in my cupboards, you know, it's just ... it's amazing. I've got somewhere that's mine, it's my home, you know. I've got NDIS. It's just gold. ”

“ I felt like I was lost. And I needed like, well, more or less, let's put it this way: someone to hold my hand and walk beside me during the process of me getting my life together. ”

“ I've suffered extensive domestic violence. Which led me into the use of alcohol and other drugs to cope. But we were setting goals in where I wanted to be in my life. And I decided that this was as good a place as any to start my life over again, which I have. ”

## CRC Case Management Model:



**We can never imprison our way to a safer society**

## CRC Project Overview

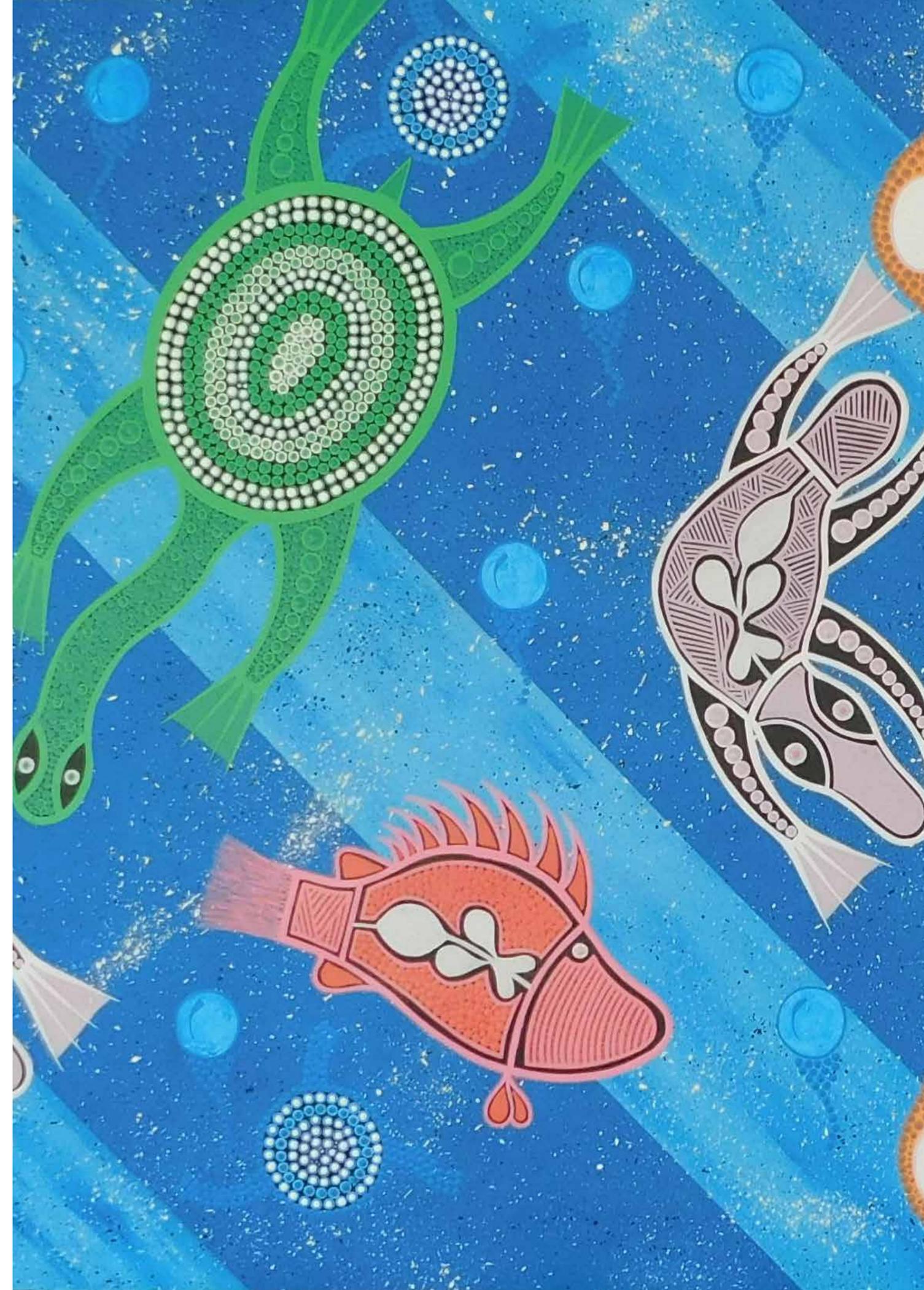
In 2020/2021 CRC delivered a range of services across five sites in NSW.

CRC provides targeted support to people transitioning from prison into the community, support to families of people in prison, assistance to people attending court, health promotion, arts and music programs, cultural engagement and the provision of information and support to the communities with high rates of incarceration.

All CRC programs seek to build pathways outside of the criminal justice system, support people who are adversely impacted by the justice system and in doing so address explicitly the systemic and structural factors that drive the over-incarceration and over-supervision of disadvantaged populations in NSW.

CRC recognises that prison populations around the world are characterised by multiple and complex disadvantage, in combination with inadequate access to social services and limited opportunity for civic participation. CRC also recognises that reducing incarceration and recidivism requires an approach that directly addresses the social causes of crime and imprisonment.

To this end, CRC provides services along the criminal justice continuum. From the Court Support project at the front end to the long-term reintegration programs for people who have experienced incarceration and are leaving prison, all CRC projects aim to support diverse populations who are involved with the criminal justice system.



## Community Programs

### Telephone, Information and Referral Service (TIRS)

The TIRS service provides information and referrals to anyone impacted by the criminal justice system, including families, people in prison and people on release from prison. The service is also available for any service provider or individual seeking information relating to imprisonment, release or the broader criminal justice system. Family members face multiple practical and emotional difficulties when they have a loved one involved in the criminal justice system. Finding information about prison operating procedures can be confusing and difficult. For example, knowing how to book a visit or finding where someone is being held can be stressful and

complicated. The TIRS service, via the provision of specialist knowledge of the criminal justice system and prison procedures, aims to alleviate this burden.

TIRS was able to continue to operate as usual despite the COVID-19 shutdown. Over time, Corrective Services published more information on their website about provisions relating to COVID-19 in prisons, meaning this information was accessible to families and therefore fewer calls to TIRS regarding correctional centres and COVID-19 were received. However, some callers who had contacted TIRS about other issues spoke of their ongoing distress, mainly around the length of time that face-to-face visits had been suspended.

### Common presenting issues

- referral to CRC program
- accommodation
- seeking assistance with finding post-release employment
- one-off counselling
- legal/court matters
- post-release support (not CRC)
- seeking help with arranging for someone to be bailed to residential drug rehab
- concerns about accessibility and quality of medical treatment in custody

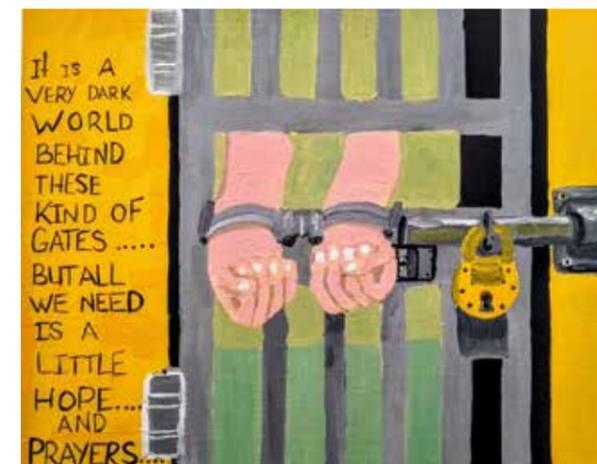
### Case study

A young Aboriginal man called Mark called CRC, having just been released from custody on bail. Mark said a SAPO had told him to contact CRC upon being granted bail and that this was one of his bail conditions. It was unclear whether he had misunderstood what he had been told or whether a SAPO had given him this incorrect information. The TIRS Worker explained that this is not how CRC programs work and was concerned that if support from CRC was indeed a bail condition, Mark would be at risk of breaching through no fault of his own. Mark had a place to live but needed to find some support around his substance use in the Mount Druitt area. The TIRS Worker emailed Mark information about local AOD services and the best way to access an assessment to establish what kind of support would benefit him most. The information was emailed to him so that he could easily pass these onto his solicitor and allow them to contact the TIRS Worker in case there were any issues around a breach of bail.

(name has been changed)

### Caller stats

TIRS received a total of 1309 calls, which was slightly higher than last year:



## Family Service

### Contact Coordination and Support Service

Keeping in touch with someone in prison can be costly, both financially and emotionally. For those having to travel long distances the impact can be even greater. The Travel Assistance and Brokerage program provides assistance to families experiencing financial hardship who are travelling long distances to visit a family member or kinship relative in custody. This can include reimbursement for petrol, public transport fares, taxis and, in some circumstances, overnight accommodation. CRC provides this service in recognition of the importance of maintaining family ties and connection during a period of imprisonment.

Face-to-face visits were recommenced in late November 2020 after a lengthy suspension from earlier in the year. Visits were restricted in time, number of visitors and level of physical contact permitted, leading to many families being reluctant to travel long distances, preferring to continue with video visits instead. Only 49 brokerage payments were made during the 2020-21 financial year.

CRC's Family Support Service used to facilitate video visits for family members who were unable to travel to visit loved ones. Many families are unable to make regular visits due to time, distance, health issues or cost. By giving families the opportunity to keep in touch via video visits, CRC provided a positive alternative for those who were unable to make the journey to a prison. Since the beginning of COVID-19, correctional centres have started providing family video visits directly to the family's own devices at home. This has many advantages over them being provided at CRC, including no need to travel to Canterbury, more frequent visits permitted and ability to show the person in custody around their home and include pets in visits.

### Case study

CRC hosted one Family Video Conference (FVC) at Canterbury in early June for a family who were unable to access FVCs from home. The family was referred to CRC by the Aboriginal Liaison Officer based at Wyong Local Court, where they used to attend for video visits before relocating to Sydney. The family did not have access to a smart device so were unable to have a FVC at home with their loved one, who was incarcerated at Goulburn Correctional Centre. After the introduction of FVCs to the family home, it appeared that some correctional staff were unaware that these visits used to be facilitated at CRC's office. It was necessary to explain this to the AVL unit officer at Bathurst, who was very helpful with the booking and facilitation of the visit once he understood CRC's role. Family members who attended the FVC were the partner and young daughter of a man in custody and the man's sister. The visit went well, with family members positive about the experience. CRC's Family Caseworker was able to identify unmet housing needs of the man's partner and young daughter and provide advice and support.



### Family Casework Service

When a person goes to prison their family can be left feeling scared, anxious, angry or embarrassed while at the same time trying to understand a system they know little about. They may also feel socially isolated yet reluctant to seek support because of the stigma attached to incarceration. For many families, the incarceration of a loved one may lead to financial and practical difficulties and many changes that can be stressful.

The NSW Department of Customer Service and the Office of Responsible Gambling funded this new program for two years, which has enabled CRC to provide a counselling and casework support service for the families of people in prison or being released from prison. The need for this service had been unmet since 2019. The project plan was reviewed with the new Family Caseworker following recruitment and policies and procedures around service provision developed and adopted.

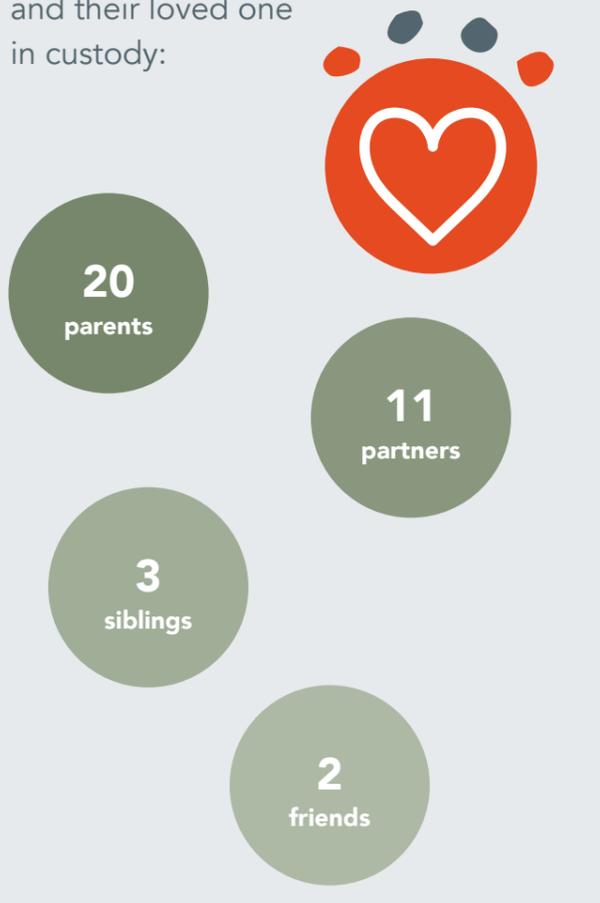
Susan Hawkeswood commenced work with CRC on February 10, 2021 as Family Caseworker.

Susan worked at a neighbourhood centre for more than five years before joining CRC, and in addition to counselling she is skilled in assisting people facing issues around housing, Centrelink and securing practical and financial aid.

36 clients were provided with brief intervention or ongoing counselling and casework between February and June.



Relationship between the CRC client and their loved one in custody:



### Common presenting issues included:

- Financial stress resulting from incarceration of family member
- Concerns about family prison visits
- Need to assist family member in custody to access AOD rehabilitation services
- Concerns of family members around accommodation issues for a family member exiting custody
- How to talk to children about the family member in custody
- Grief, loss, and trauma relating to the absence of the person in custody
- Concerns about the accessibility and quality of physical or mental health care in custody

The Family Caseworker has also engaged in several speaker engagements and community outreach activities to raise awareness of the program. Given the nature of the program's funding, it has a focus on the impact of gambling on the families of people in custody. Training developed by Office of Responsible Gambling, entitled 'Gambling Harm Minimisation Training', was provided to CRC casework staff by Wesley Mission Gambling Counselling Service in May.

Work also began on the provision of training of a broad range of family agencies, including family related agencies in the Canterbury-Bankstown LGA as well as NSW-wide or national services assisting populations such as Aboriginal and Torres Strait Islander people, people in the older age bracket, the LGBTIQ+ community and culturally and linguistically diverse communities. This training will focus on the impact of incarceration on the families of people in custody.

### Case study

Freda, who is from a culturally and linguistically diverse background, was referred to CRC's Family Caseworker by a local neighbourhood centre. Freda wanted to make a complaint about her treatment at a Sydney correctional centre following being banned from visiting after breaching COVID regulations. At the end of the ban period, Freda was allowed to book a visit but upon arrival was placed in a room on her own and after waiting for 90 minutes, was told to leave without seeing her son. This happened four times. The Family Caseworker helped Freda to make a complaint to the NSW Ombudsman about the way she was treated. The Family Caseworker attended a teleconference with the NSW Ombudsman, Freda, and an Arabic interpreter. After requesting information from the Sydney correctional centre on Freda's behalf, the Ombudsman advised CRC of a breakdown in the correctional centre's administrative procedures due to a staff absence and subsequent lack of communication. As a result of the Ombudsman's intervention, the visit restriction placed on Freda was referred to the appropriate department for a decision on the length of the restriction and measures were put in place at the correctional centre to ensure that future staff absences are covered to maintain accurate administrative procedures.

(names have been changed)



### Court Support Scheme

CRC's Court Support Scheme (CSS) was established in 1982 and operates in 16 local courts across the Sydney metropolitan area, Central Coast, Newcastle and Wollongong. Funded by the Community Legal Centres Program administered by Legal Aid NSW, CSS is available for defendants, witnesses, victims of crime, as well as the many friends and families of those attending court. The CSS is made up of more than 50 volunteers who give freely of their time to help people navigate the court system. For those facing the stress of their first court appearance, multiple adjournments or having a family member in custody, being assisted in a friendly manner can make a real difference. Court support volunteers provide information on court protocol, sources of legal assistance, emotional support and referrals to other services. CSS volunteers do not offer legal advice and there is no referral or fee required for its service. This volunteering initiative delivers an outstanding commitment to improving access to justice for many, especially to the most vulnerable and disadvantaged members of our community.

In 2020/2021, 37 volunteers supported more than 18,834 court attendees in 16 local courts.



### Jailbreak Health Project

The Jailbreak Health Project focuses on reducing the risk of transmission of HIV, hepatitis and sexually transmissible infections for populations involved in the criminal justice system. At the heart of the project is the Jailbreak radio show: a weekly half-hour radio program for people in prison, their families and their supporters. Jailbreak seeks to raise community awareness about prison and provide support and referrals for those affected by prison, as well as providing a platform for the voices of people inside.

### Case study

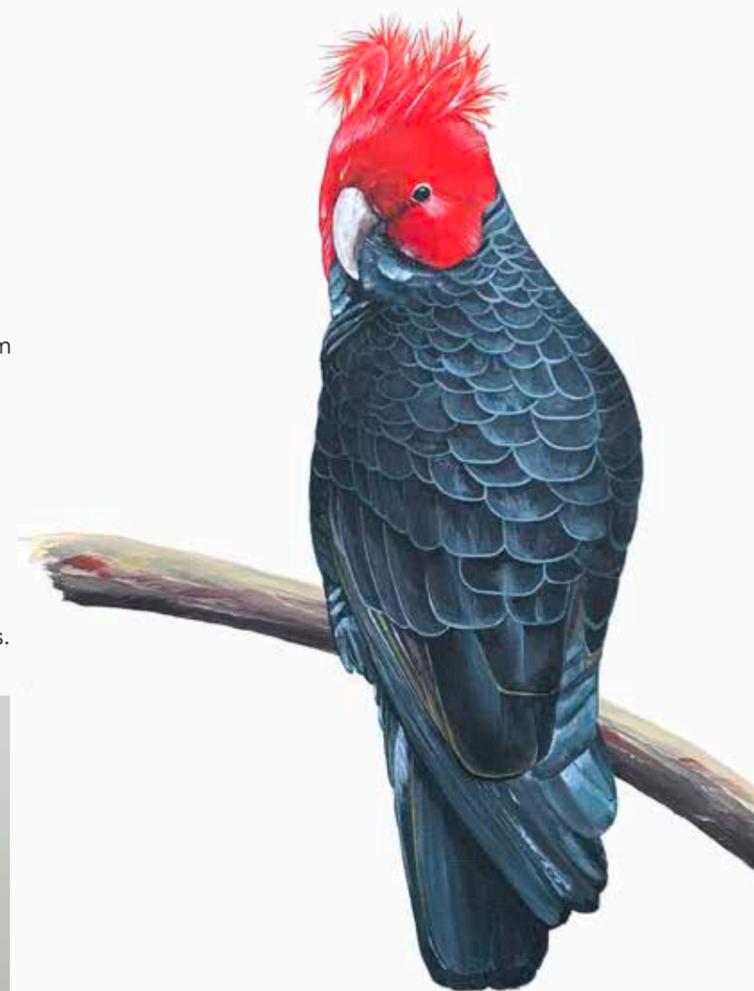
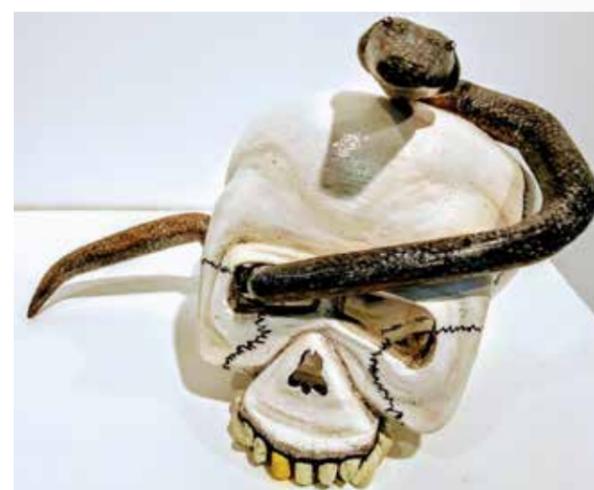
A Court Support volunteer offered reassurance to a woman whose husband was being held in the police cells next door on a non-domestic violence related assault charge. The woman, who had never had any contact or previous experience with the criminal justice system, was highly stressed while she was waiting for her husband to be brought before the court to request bail. The Court Support volunteer was able to arrange for

the woman to speak with a Legal Aid lawyer who had visited her husband in the police cell that morning. The Court Support volunteer explained what the court process involved and showed the woman where to meet her husband if bail was granted by the court, which it was. The woman was grateful for the assistance provided.

In 2020/2021, Jailbreak broadcast 52 weeks of the year a total of 475 programs: 104 one-hour programs on Koori Radio 93.7 FM and 371 half-hour programs nationally on the Community Radio Network (CRN), which included more than 1,300 HIV, Hepatitis C and sexual health-related promotions. Additionally, Jailbreak produced 153 programs, provided podcasts on demand via Sydney's 2SER 107.3 FM and broadcast on a growing number of regional and metropolitan community radio stations, including:

- Sydney's 2SER 107.3 FM Sundays 9.30 pm; Thursdays 5 am
- Sydney's Skid Row 88.9 FM Thursdays 2 pm
- Melbourne's 3CR 885 AM Fridays 10.30 am
- Canberra's 2XX 98.3 FM Wednesdays 10 am
- Bathurst, Orange and the Central West on 92.3 FM & 94.7 FM Thursdays 10 pm
- Nowra Bay & Basin 92.7 FM Saturdays 9.30 pm
- Castlemaine's 94.9 MAINfm Sunday 11 pm (Victoria)
- Kempsey's TANK FM Fridays 11.30 pm

Jailbreak continues to work in partnership with Corrective Services NSW's Media Unit and the Statewide Prisoner Digital Communications Initiative on the provision of a digital link to Jailbreak podcasts.



## Transition and Reintegration Support Programs

During 20/21 CRC worked with 756 clients in our transitional and reintegration projects

PROJECT	Intensive Case Work	Less-intensive group work and interventions
1800 Project	-	13
ERS	13	-
Indigenous Justice BH	55	45
Indigenous Justice Wilcannia	26	16
Inner City Women's	91	-
NNC	34	-
The Miranda Project	37	49
AOD	270	-
Wentworth	77	-
Pathways Home	23	7

### Alcohol and Other Drugs Transitional Support, Sydney

The Transitional Alcohol and Other Drugs (AOD) Project is an outreach-based holistic counselling service for men and women with a history of involvement in the criminal justice system and complex AOD issues. It provides pre-release and outreach AOD support to people exiting NSW correctional centres across the Greater Sydney metropolitan region, including people on remand. The project is focused on working with people who have complex needs including mental illness and/or cognitive impairment. In 2020/21, the AOD program provided 270 clients with intensive casework support.

### Women's Transitional Services

The Women's Transitional and Reintegration Services are outreach case management, transitional and reintegration services for women exiting NSW correctional centres who have experienced multiple and complex disadvantage and are at risk of homelessness and ongoing criminal justice system involvement. The Inner-City Women's Transitional Service supports women who will return to the inner city and surrounding suburbs. It is part of the InnerCity Service for Women with Complex Needs and operates in partnership with specialist services B Miles and Detour House. In 2020/21, the program provided 91 clients with intensive casework support.

### Penrith / Nepean / Blue Mountains Transitional and Reintegration Service

The Penrith/Nepean/Blue Mountains project works with people on release from prison who have experienced multiple and/or complex disadvantage, and who are at risk of both homelessness and ongoing criminal justice system involvement. This project is focused on people who want to reside after custody in the Nepean, Penrith or Blue Mountains region. Transitional workers offer pre-release support and planning, and short, medium and long-term intensive holistic case management (including assistance with housing). In 2020/21, the program provided 77 clients with intensive casework support.

### Transitional Boarding House Support, Inner Western Sydney

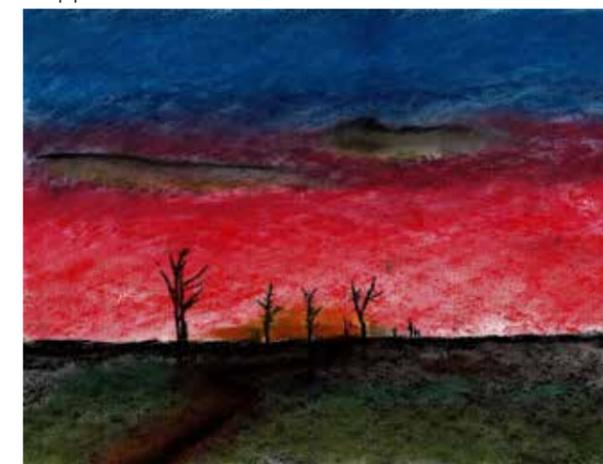
The CRC/Boarding House Project works with people on release from prison who are homeless or at risk of homelessness, and who are seeking to live in a boarding house in the Inner Western Sydney region. The CRC transitional worker offers pre-release support and planning, and short, medium and long-term intensive holistic case management. In 2020/21, the program provided 34 clients with intensive casework support.

### Extended Reintegration Service (ERS), South Western Sydney

This project works with people on release from prison who are homeless or at risk of homelessness, have a Corrective Services' risk assessment of high to medium high (utilising the LSI-R tool) and have a mental illness and/or intellectual disability. ERS is a partnership with NSW Corrective Services, South Western Sydney Area Health Service and NSW Housing. CRC transitional workers offer pre-release support and planning, and intensive holistic case management for up to nine months post release. In 2020/21, the ERS program provided 13 clients with intensive casework support.

### The Miranda Project

The Miranda Project provides a range of supports to women who are at risk of both ongoing criminal justice system involvement and family and domestic violence. Miranda is co-located with Penrith Women's Health Centre and provides gender-specific, specialist support to women who have frequently spent their lives being 'managed' in the criminal justice system, rather than being supported in the community. Many women Miranda works with return from prison to violent situations because they don't have any other options after release. The Miranda Project is an attempt to disrupt this cycle. Miranda Project workers support women with a range of issues including social and emotional wellbeing; physical and mental health; child and family contact; legal needs; staying safe; and sourcing accommodation. Miranda achieves this via individual holistic case management, outreach support in the community, in-reach into the prisons and a range of social, recreational and educational group activities in a safe women only drop-in space. Miranda offers a vital safe social-engagement space alongside practical support, skill development and connection with other key services. The Miranda Project is run by women for women and works to empower women to live lives that are free from both the criminal justice system and violence. In 2020/21, the program provided 37 clients with intensive casework support and 49 clients with less-intensive support.



In 2020/2021, we worked with

**756** clients.

626 clients were supported with intensive case work and 130 clients were supported with less intensive interventions.



### Pathways Home

This program provides outreach case-management support for young people aged 10-24 residing in Western Sydney who have been involved with the criminal justice system and need support for drug and/or alcohol use. The Pathways Home Program works with young people while they are in custody and post-release. Transitional workers offer pre-release support and planning, and long-term holistic case management in the community.

Pathways Home supports young people in the following areas:

- Parramatta
- Cumberland
- Blacktown
- The Hills Shire

In 2020/21, the program provided 23 clients with intensive casework support and 7 clients with less-intensive support.



### Broken Hill and Wilcannia Transitional and Reintegration Service

This project works with people on release from prison into the Broken Hill and/or Wilcannia Regions who are Aboriginal and Torres Strait Islander and have experienced multiple and complex disadvantage and are at risk of ongoing criminal justice system involvement. CRC transitional workers offer pre-release support and planning along with short, medium and long-term intensive holistic case management.

In 2020/21 the Broken Hill and Wilcannia Transitional and Reintegration Service provided intensive case work to 55 clients in Broken Hill and 26 clients in Wilcannia. The program also offered less-intensive support in the form of group work and short-term case work in Broken Hill (45 clients) and Wilcannia (16 clients).

### Case study

“ I was 8 years old when my father first used me to assist him with break and enters by putting me into open windows so that I could unlock the back door for him. I learnt from a very young age how to break into houses and take what was not mine. Dad sold or traded the stuff we stole to buy drugs for him and his mates. I was 12 years old when I first started using drugs. I used drugs to forget about the things I had done and things that were done to me. My mother was also an addict and Mum and Dad were constantly fighting. My father would bash my mother, end up in jail, and then come out and do the same thing over and over. I am now aged 20. I sat in jail for five months waiting for an opportunity to have a bed available in a rehab – a bail application could not be considered until I had a bed. Eventually I was bailed to attend rehab at Footsteps in Port Augusta, four hours away from my family. ”

Troy is a 20-year-old client of the Transitional and Reintegration Service with a long history of offending that began when he was a juvenile. He has been using a variety of drugs since the age of 12. TRS assisted him with his application for bail in order to attend Footsteps Road to Recovery Residential Rehabilitation in South Australia.

Bail was conditional on the availability of a bed in rehab. The application was successful and TRS staff transported Troy to Footsteps in Port Augusta. TRS linked Troy with other services to provide further support around his previous substance use.



## In-Prison Programs

### Post Release Music and Arts (Songbirds: Ballads Behind Bars)

The CRC Post-Release Music & Arts project provides songwriting and arts workshops inside select NSW prisons and workshops for people at risk of criminal justice system involvement. The project engages professional songwriters and artists to support, teach and mentor people in prison and on release, and partners with other music and arts providers to facilitate access. This service has been supported by the City of Sydney, Thyne Reid Foundation, Lara Goodridge and the Berg Family Foundation.

#### The Post-Release Music and Arts project works to:

- Develop unique creative opportunities for vulnerable populations who have frequently been unable to access mainstream opportunities;
- Create meaningful community pathways after prison for people with long histories of disadvantage;
- Facilitate the development of an identity and a sense of belonging outside of criminal justice settings;
- Facilitate paid work opportunities in creative industries;
- Reduce social isolation and other risk factors that frequently contribute to ongoing criminal justice system involvement; and
- Make really beautiful art and music.

In 2020/21 the Post-Release Music and Arts program continued to provide workshops both in-person (where possible) and remotely, despite the challenges of the COVID-19 pandemic. Monthly art workshops were delivered from mid-January until June in Long Bay's Special Purpose Centre and Hospital, and music workshops were offered in four separate Correctional Centres before the rise in COVID-19 cases led to in-prison activities being suspended. Weekly Zoom and live music sessions at Ozanam Learning Centre have also continued from March until the present time.

Songbirds' long-awaited Theatre workshops were set to be rolled out at Long Bay just before the most recent lockdown, and will begin as soon as in-prison activities resume.

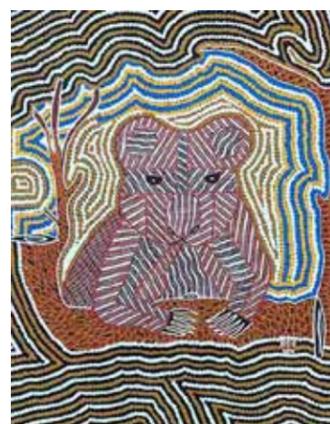
### The Getting Out Staying Out Program

The Getting Out, Staying Out Program (GOSO) is an eight-hour, pre-release reintegration workshop program funded by CSNSW and delivered to High Intensity Program Units (HIPUs) across NSW. Supporting participants with information, knowledge and key services, the workshops equip and prepare participants for release, transition and reintegration to the community. Using a variety of methods of learning such as discussion, role play, whiteboard mapping, group work, shared experiences and writing release plans, we aim to create a positive learning experience for all participants. The program is delivered by two dedicated facilitators and is supported by CRC case workers and AOD workers. With a focus on empowerment, shared knowledge, building confidence and showing attention to each person in the group, we role model communication styles, provide a safe environment to share experiences and work with a trauma-informed model. We encourage participants to seek appropriate treatment and support on the outside.

In 2020/2021 CRC delivered 70 workshops across 10 different Correctional Centres and provided pre-release support to 629 men and women in custody.

In 2020/2021, the Post-Release Music and Arts program delivered

**106** arts & music workshops  
in 4 separate Correctional Centres  
in NSW.





## Staff Health and Wellbeing

### CRC's Staff Health and Wellbeing

CRC's formal Staff Wellbeing Program was central to the support offered to staff during what proved to be another testing year for our committed team.

The wellbeing program is designed to enhance staff wellbeing and resilience and strengthen our organisational resources to support our staff to manage the pressures of working within our service environment. Staff experienced significant disruptions to their work life with lockdown conditions meaning most staff worked from home until early 2021, and then again with a hard lock down in Sydney in June this year. Keeping staff morale, engagement and wellbeing at front of mind during this pandemic has been a management priority.

Now more than ever staff wellbeing is a critical investment for employers to increase engagement and reduce potential psychological injury. It makes good sense to support staff to be healthier both physically and mentally, and the pay-off for organisations includes reduced costs in terms of staff turnover, as well as lower Workers Compensation Insurance premiums. Our Staff Wellbeing Program is informed by conducting regular worker wellbeing surveys to measure job satisfaction, work/life balance and psychological wellbeing. The tools used to measure worker wellbeing include those developed by NADA which recently teamed up with researchers from Curtin University for the AOD Workforce Study: NGO Insights 2021. Early results from the study indicate that CRC staff have better measures of wellbeing and engagement compared to other services in the NGO sector, a sign of a healthy and resilient workforce.

CRC's Staff Wellbeing Program builds on a strong tradition of supporting staff wellbeing at CRC. The program complements CRC's comprehensive Work Health & Safety System, which includes a Workplace Wellbeing Policy and COVID-19 related WHS procedures. The provision of Clinical Supervision for all frontline staff and managers and the option of Cultural Supervision for First Nations staff is a priority. Introducing choice of supervisor, both clinical and cultural, is designed to meet the varied needs and styles of working of staff.

Access to Employee Assistance Program (EAP) is available for all staff and volunteers, which includes counselling, mediation, crisis response, training and management support services. Self-care is encouraged at all stages of the employee life cycle, including during recruitment, induction, during supervision and via the distribution of information and regular Friday Facts e-newsletters from HR.

CRC's reputation for caring for staff wellbeing as well as it cares for client wellbeing is evident and will continue to strengthen over 2021/2022.

### Reconciliation Action Plan

#### Innovate: Implementing Reconciliation Initiatives

Since October 2020, CRC's Reconciliation Action Plan Working Group (RAPWG) has committed to meeting each month via Zoom with the aim of submitting our first draft RAP to Reconciliation Australia. CRC's Reconciliation Action Plan Working Group (RAPWG) is comprised of 16 members, including First Nations staff, members of Senior Management and frontline staff. The CRC RAPWG is lead by Co-Chairs, Gail Gray (Miranda Project Case Worker) and Claire McMahon (Senior Transition Worker). CRC chose to develop an Innovate RAP, with the aim of advancing

reconciliation within the organisation and within our unique sphere of influence. CRC is witness to the over-representation of Aboriginal and Torres Strait Islander peoples in the criminal justice system and understands that this arises out of genocidal policies, intergenerational trauma, racism and the inequality that First Nations people continue to experience. Our RAPWG have remained committed to truth telling throughout the development of our RAP and believe that this is essential in achieving genuine reconciliation. Our vision is for a society in which all people are treated fairly and equitably and we strive to be part of the solution by raising awareness of and addressing this inequity. We anticipate that our Innovate RAP will provide a solid framework to build on the existing strengths of our organisation, actively engage staff in reconciliation, and drive the implementation of reconciliation strategies. Key actions and areas of focus include, relationships, respect, opportunities, and governance. With progress made, it is anticipated that our draft Innovate RAP will be submitted to Reconciliation Australia by December 2021 for review. In the meantime, our staff continue to work alongside our Aboriginal and Torres Strait Islander clients in order to achieve best possible outcomes, with the ultimate goal of contributing to a reduction in the numbers of First Nations people incarcerated in this country. The RAPWG look forward to sharing CRC's Reconciliation Action Plan once it is endorsed by Reconciliation Australia.

### Accreditation

In 2019 CRC was awarded full accreditation against the Quality Improvement Council (QIC) Health & Community Services Standards, with this recognition in place until mid-2022.

CRC has chosen to maintain its commitment to quality improvement, reviewing its established quality management and service delivery systems as well as the enhancements recommended by the Quality Innovation Performance (QIP) accreditation assessors in 2019. A mid-cycle review by QIP assessors undertaken in November 2020 gave assurance that CRC was well on the right track to developing more cohesive tools for our service delivery and for achieving re-accreditation.

Department of Communities and Justice have determined that homelessness providers must meet the Australian Service Excellence Standards (ASES) - or equivalent - by 30 June 2023. CRC was able to have confirmed that its QIC Health & Community Services Standards accreditation will meet all aspects of the ASES.

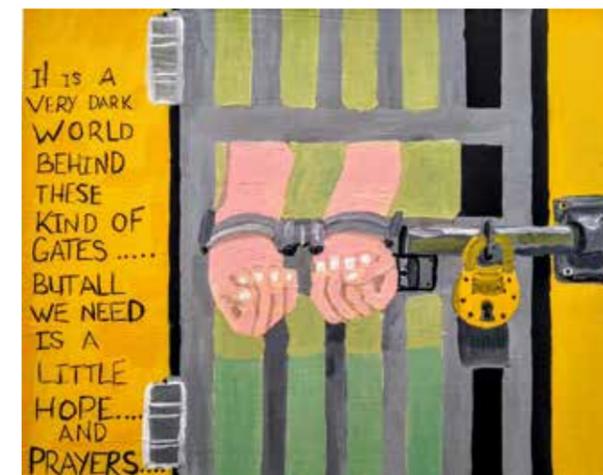
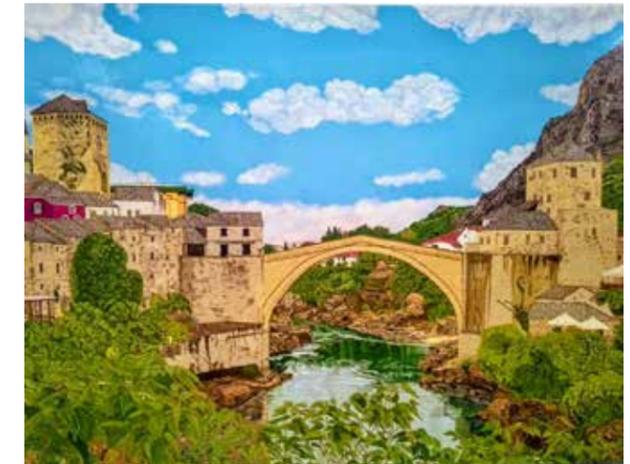
With a strong, positive organisational culture, CRC reaffirms its commitment to ensuring the best possible outcomes for the people and communities with which we work.



## Donors

CRC would like to acknowledge the significant philanthropic and independent donor contributions that have been fundamental to the operations of CRC's services this year. CRC would particularly like to thank the following foundations and individuals, whose generosity and commitment to social justice has enabled the delivery of significant social and community programs to people at risk of criminal justice system involvement:

- Michael Levy
- Community Underwriting
- Dinny Navaratnam
- Fell Foundation
- Zonta Club of Sydney
- Garth Mansfield
- Brad Cox
- Gideon Meyerowitz-Katz
- Ian Farmer
- Adrian Morris
- John Olip
- Zonta Club Cumberland West Inc.
- Zonta Club of Nepean Valley
- Berkeley Insurance
- Vicki Styles
- Kyra Thorncraft
- Paypal Giving Fund
- Helen Matthews
- Kathleen Lamoureux
- Ross Forsyth
- Orien Jennings – Garden Sounds Family
- Dave Thomson
- Martin Bibby
- Aidross Ramli
- Carolyn Galvin
- Janet Chester
- Jo Stewart
- Sozoe Young
- Darryl Evanoff
- Eimear Spruhan
- Greer Chester
- Sr Marcia Cox
- Thomas Newell
- Matthew Cooper
- Gert Boel
- Juliet Cunneen
- Ms M Tracanelli
- Elizabeth Dunnin
- Tanya Scales
- Grant Van de Pol
- Rachel Bobir





# Annual Report Financials

2020–2021



**COMMUNITY RESTORATIVE CENTRE LIMITED**

**ABN 75 411 263 189**

**FINANCIAL REPORT - 30 JUNE 2021**

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**COMMUNITY RESTORATIVE CENTRE LIMITED**

**ABN 75 411 263 189**

**FINANCIAL REPORT - 30 JUNE 2021**

**DIRECTOR'S REPORT**

The Directors present the operating report of the Community Restorative Centre Limited for the year ending 30 June 2021 and report as follows:-

**NAMES OF COMMITTEE MEMBERS**

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

<b>Name</b>	<b>Position Held</b>
R McCausland	Director/Chair
P MacGillivray	Director/Secretary
I Farmer	Director
S Loveday	Director
M Levy	Director
N Lojszczyk	Director
I O'Mahoney	Director

The Directors 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 Company prior to the Annual General Meeting.

Community Restorative Centre Limited 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 Company's principal activities from the previous year.

**OPERATING RESULT**

The operating result of the Company for the financial year was an operating surplus of \$3,229 (2020: Deficit \$60,838).

**SIGNIFICANT CHANGES IN STATE OF AFFAIRS**

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

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



R McCausland  
Director



I Farmer  
Director

8th October 2021

**COMMUNITY RESTORATIVE CENTRE LIMITED**

**ABN 75 411 263 189**

**FINANCIAL REPORT - 30 JUNE 2021**

**AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 307C OF THE CORPORATIONS ACT 2001  
TO THE DIRECTORS OF COMMUNITY RESTORATIVE CENTRE LIMITED**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2021 there have been:

- i. no contraventions of the Auditor independence requirements as set out in the Corporations Act 2001 in relation to the Audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.



**Conroy Audit and Advisory**



David R Conroy  
Principal  
Level 2, 154 Elizabeth Street  
Sydney NSW 2000

Dated this 8th October 2021

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

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2021**

	Note	2021 \$	2020 \$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	8,870,639	3,428,425
Trade and other receivables	5	286,255	453,290
<i>Total current assets</i>		<u>9,156,894</u>	<u>3,881,715</u>
<b>Non-current assets</b>			
Financial assets	6	1,620	1,812
Property, plant and equipment	7	3,774	13,540
Right of Use Assets	8	170,753	324,817
<i>Total non-current assets</i>		<u>176,147</u>	<u>340,169</u>
<b>TOTAL ASSETS</b>		<u>9,333,041</u>	<u>4,221,884</u>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	9	6,575,079	1,351,033
Provisions	10	460,164	436,254
Lease Liabilities	11	147,768	152,931
<i>Total current liabilities</i>		<u>7,183,011</u>	<u>1,940,218</u>
<b>Non-Current liabilities</b>			
Provisions	10	49,612	36,709
Lease Liabilities	11	35,248	183,016
<i>Total non-current liabilities</i>		<u>84,860</u>	<u>219,725</u>
<b>TOTAL LIABILITIES</b>		<u>7,267,871</u>	<u>2,159,943</u>
<b>NET ASSETS</b>		<u>2,065,170</u>	<u>2,061,941</u>
<b>EQUITY</b>			
Retained earnings		<u>2,065,170</u>	<u>2,061,941</u>
<b>TOTAL EQUITY</b>		<u>2,065,170</u>	<u>2,061,941</u>

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

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2021**

	Note	2021 \$	2020 \$
<b>Revenue</b>	2	4,681,314	4,498,814
<b>Other income</b>	2	221,846	394,276
		<u>4,903,160</u>	<u>4,893,090</u>
<b>Expenses</b>			
Staff costs		(3,894,905)	(3,837,940)
Administration expenses		(198,647)	(208,450)
Depreciation	3	(163,830)	(156,195)
Motor vehicle expenses		(126,838)	(126,754)
Occupancy Costs		(86,131)	(114,749)
Other expenses		(235,527)	(240,772)
Project expenses		(188,204)	(261,438)
Repairs and maintenance		(623)	(1,836)
Subscriptions		(5,226)	(5,794)
		<u>(4,899,931)</u>	<u>(4,953,928)</u>
<b>Surplus/(Deficit) before income tax</b>		3,229	(60,838)
Income tax expense		-	-
<b>Surplus/(Deficit) for the year</b>		3,229	(60,838)
<b>Other comprehensive income for the year</b>		-	-
<b>Total comprehensive income for the year</b>		<u>3,229</u>	<u>(60,838)</u>

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

**STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 30 JUNE 2021**

	Retained Earnings	Total
	\$	\$
<b>Balance at 1 July 2019</b>	2,122,779	2,122,779
<b>Comprehensive income</b>		
Surplus/(Deficit) for the year	(60,838)	(60,838)
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<u>(60,838)</u>	<u>(60,838)</u>
<b>Balance at 30 June 2020</b>	<u>2,061,941</u>	<u>2,061,941</u>
<b>Balance at 1 July 2020</b>	2,061,941	2,061,941
<b>Comprehensive income</b>		
Surplus/(Deficit) for the year	3,229	3,229
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<u>3,229</u>	<u>3,229</u>
<b>Balance at 30 June 2021</b>	<u>2,065,170</u>	<u>2,065,170</u>

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

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30 JUNE 2021**

	2021 \$	2020 \$
<b>Cash flows from operating activities</b>		
Receipts from customers and government	9,230,959	4,683,276
Payments to suppliers and employees	(3,960,570)	(4,978,621)
Donations received	159,514	299,980
Interest received	12,311	44,204
<i>Net cash flows from operating activities</i>	<u>5,442,214</u>	<u>48,839</u>
<b>Cash flows from investing activities</b>		
Proceeds from sale of property, plant and equipment	-	-
Purchase of property, plant and equipment	-	(6,867)
<i>Net cash flows from investing activities</i>	<u>-</u>	<u>(6,867)</u>
Net increase/(decrease) in cash and cash equivalents	5,442,214	41,972
Cash and cash equivalents at the beginning of the financial year	<u>3,428,425</u>	<u>3,386,453</u>
Cash and cash equivalents at the end of the financial year	4 <u>8,870,639</u>	<u>3,428,425</u>

**Note 1 - Statement of significant accounting policies**

Community Restorative Centre is a company incorporated and domiciled in Australia. The financial statements of the Company are as at and for the year ended 30 June 2021.

The Company is a company limited by guarantee and without share capital. In accordance with the constitution of the Company, every member of the Company undertakes to contribute an amount limited to \$20 per member in the event of the winding up of the Company during the time that he or she is a member or within one year thereafter.

The Company is a not-for-profit entity and is primarily involved in providing support to prisoners, ex-prisoners and their families through a range of services.

**Basis of preparation**

Community Restorative Centre Limited applies Australian Accounting Standards - Reduced Disclosure Requirements as set out in AASB 1053: *Application of Tiers of Australian Accounting Standards*.

These financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements of the Australian Accounting Standards Board (AASB) and the *Australian Charities and Not-for-Profits Commission Act 2012*. The company is a not-for-profit entity for financial reporting purposes under Australia Accounting Standards.

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 these financial statements are presented below and have been consistently applied unless stated otherwise.

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.

The company is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$20 each towards meeting any outstanding obligations of the entity during the time that he or she is a member or within one year thereafter.

**Accounting Policies**

**Income Tax**

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

**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.

**Note 1 - Statement of significant accounting policies**

**Property, plant and equipment**  
**(Cont'd)**

**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 Company 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 Company 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 Company 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.

**Leases**

At inception of a contract, the entity assesses if the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised by the entity where the entity is a lessee. However all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low-value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Initially the lease liability is measured at the present value of the lease payments still to be paid at the commencement date. The lease payments are discounted at the interest rate implicit in the lease. If this rate cannot be readily determined, the entity uses the incremental borrowing rate.

Lease payments included in the measurement of the lease liability are as follows:

- fixed lease payments less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options;
- lease payments under extension options, if the lessee is reasonably certain to exercise the options;
- and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

**Note 1 - Statement of significant accounting policies**

The right-of-use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date, as well as any initial direct costs. The subsequent measurement of the right-of-use assets is at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest.

Where a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the entity anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

**Revenue**

Non-reciprocal grant revenue is recognised in the statement of comprehensive income when the Company obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the Company and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied.

When grant revenue is received whereby the Company incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

The Company receives non-reciprocal contributions of assets from the government and other parties for zero or a nominal value. These assets are recognised at fair value on the date of acquisition in the statement of financial position, with a corresponding amount of income recognised in the statement of comprehensive income.

Revenue from the sale of goods is recognised upon the delivery of the goods to customers.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets. Revenue from the rendering of a service is recognised upon the delivery of the service to the customers.

All revenue is stated net of the amount of goods and services tax (GST).

**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 Company 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.

**Note 1 - Statement of significant accounting policies**

**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.

**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 Company 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 Company'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 Company 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.

**Current and non-current classification** Assets and liabilities are presented in the statement of financial position based on current and non-current classification. An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current. A liability is classified as current when: it is either expected to be settled in the company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2021**

**2021**      **2020**  
**\$**            **\$**

**Comparatives**

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

**Critical Accounting Estimates and Judgments**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

*Estimation of useful lives of assets*

The company determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

*Impairment of non-financial assets other than goodwill and other indefinite life intangible assets*

The company assesses impairment of non-financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the company and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

**The Notes to the Financial Statements**

The notes present information that is relevant to an understanding of the material items contained in the financial statements. The notes give prominence to areas of the companies activities that are considered to be most relevant to an understanding of the statement of financial position and the profit or loss and other comprehensive income and statement of changes in members' funds and cashflows and are cross referenced to those statements.

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2021**

**2021**      **2020**  
**\$**            **\$**

**Note 2 - Revenue**

**Revenue**

Members subscriptions	93	248
B Miles Women's Foundation	299,429	273,027
Newtown Neighborhood Centre Incorporated	131,944	130,659
Women's Housing Company Limited	-	37,602
Wentworth Community Housing Limited	202,106	196,760
NSW Department of Communities and Justice, Corrective Services NSW	1,033,003	911,587
Sydney Local Health District	169,300	165,300
NSW Health, Drug and Alcohol Treatment Services	136,168	133,498
NSW Health, Alcohol and Other Drugs	-	58,569
Department of Communities and Justice	73,791	-
Department of the Prime Minister and Cabinet	665,518	750,356
EIS Health Ltd T/As Central & Eastern Sydney Primary Health Network	660,500	620,263
NSW Department of Communities and Justice, Women NSW	313,380	313,380
Legal Aid New South Wales	69,513	75,474
Wentwest Limited T/As Western Sydney Primary Health Network	651,006	418,982
Australian Federal Police	-	81,918
Network of Alcohol and Other Drugs Agencies	60,000	60,000
Other grants	57,142	22,800
Recovery from Unexpended Funds	150,728	242,489
Other operating revenue	7,693	5,902
	<u>4,681,314</u>	<u>4,498,814</u>

**Other revenue**

Donations received	159,514	299,980
Interest income	12,311	44,204
Dividends	21	92
ATO Covid-19 Relief	50,000	50,000
<i>Total other income</i>	<u>221,846</u>	<u>394,276</u>
<i>Total revenue and other income</i>	<u>4,903,160</u>	<u>4,893,090</u>

**Note 3 - Expenses**

Depreciation of Property, Plant & Equipment	9,766	13,045
Amortisation – Right of Use Assets	154,064	143,150
Total Depreciation and Amortisation Expenses	<u>163,830</u>	<u>156,195</u>

**Note 4 - Cash and cash equivalents**

Cash at bank and on hand	119,499	151,681
Short term bank deposits	8,751,140	3,276,744
<i>Total cash and cash equivalents</i>	<u>8,870,639</u>	<u>3,428,425</u>

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2021**

	2021 \$	2020 \$
<b>Note 5 - Trade and other receivables</b>		
Trade receivables	273,833	443,016
Other receivables	3,120	3,120
Accrued income	3,949	4,854
Prepayments	5,353	2,300
Total current trade and other receivables	<u>286,255</u>	<u>453,290</u>

**Note 6 - Financial assets**

Available-for-sale financial assets	1,620	1,812
<i>Total non-current financial assets</i>	<u>1,620</u>	<u>1,812</u>
<b>Movements in carrying amount</b>		
Net carrying amount at 1 July 2019	1,812	2,594
Revaluation increment (decrement)	(192)	(782)
Net carrying amount at 30 June 2020	<u>1,620</u>	<u>1,812</u>

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

	Office Equipment	Motor Vehicles	Total
	\$	\$	\$
<b>At 30 June 2020</b>			
Cost	6,867	19,718	26,595
Accumulated depreciation	(1,377)	(11,668)	(13,045)
<i>Net carrying amount</i>	<u>5,490</u>	<u>8,050</u>	<u>13,540</u>
<b>Movements in carrying amounts</b>			
Net carrying amount at 1 July 2020	5,490	8,050	13,540
Additions	-	-	-
Disposals	-	-	-
Depreciation charge for the year	(1,716)	(8,050)	(9,766)
Net carrying amount at 30 June 2021	<u>3,774</u>	<u>-</u>	<u>3,774</u>

**Note 8 - Right of Use Assets**

Right of Use Assets – Lease Premises	467,967	467,967
Less Accumulated Amortisation	(297,214)	(143,150)
Total Right of Use Assets	<u>170,753</u>	<u>324,817</u>

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2021**

	2021 \$	2020 \$
<b>Note 9 - Trade and other payables</b>		
Trade Payables	700,689	189,963
Grants Received in Advance	5,273,119	622,746
Grants Unexpended	217,988	211,522
Liabilities to employees	125,640	98,639
Income in Advance	257,643	228,163
Total trade and other payables	<u>6,575,079</u>	<u>1,351,033</u>

**Note 10 - Provisions**

<b>Current</b>		
Employee entitlements – annual leave	304,785	298,815
Employee entitlements - long service leave	155,379	137,439
<i>Total current provisions</i>	<u>460,164</u>	<u>436,254</u>
<b>Non Current</b>		
Employee entitlements - long service leave	49,612	36,709
<i>Total non-current provisions</i>	<u>49,612</u>	<u>36,709</u>

**Note 11 - Lease Liabilities**

<b>Current</b>		
Lease liability	147,768	152,931
<i>Total current Lease liabilities</i>	<u>147,768</u>	<u>152,931</u>
<b>Non Current</b>		
Lease Liability	35,248	183,016
<i>Total non-current lease liabilities</i>	<u>35,248</u>	<u>183,016</u>

**Note 12 - Contingent liabilities**

At balance date the Directors are not aware of the existence of any contingent liability.

**Note 13 - Events occurring after balance date**

There were no significant events occurring after balance date.

**Note 14 - Company Details**

The principal place of business for the company is  
251 Canterbury Road  
Canterbury NSW 2193

**FINANCIAL REPORT - 30 JUNE 2020**  
**DIRECTORS' DECLARATION**



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

**Report on the Audit of the Financial Report**

**Opinion:**

We have audited the accompanying financial report of Community Restorative Centre Limited which comprises the statement of financial position as at 30 June 2021, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

In our opinion, the accompanying financial report of Community Restorative Centre Limited is in accordance with Div 60 of the Australian Charities and Not-for-profits Commission Act 2012 including:

- i. giving a true and fair view of the company's financial position as at 30 June 2021 and of its financial performance for the year then ended;
- ii. complying with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-profits Commission regulation 2013.

**Basis for Opinion**

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

**Information Other than the Financial Report and Auditor's Report Thereon**

The directors are responsible for the other information. The other information comprises the information included in the company's annual report for the year ended 30 June 2021, but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance or conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Responsibilities of The Directors for the Financial Report**

The Directors are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-profits Commission Act 2012 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

The directors of the registered entity declare that, in the directors' opinion:

1. The financial statements and notes, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
  - a. comply with Australian Accounting Standards - Reduced Disclosure Requirements; and
  - b. give a true and fair view of the financial position of the Community Restorative Centre Limited as at 30 June 2021 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 Limited will be able to pay its debts as and when they fall due.

This declaration is made in accordance with subs 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013 by:

A handwritten signature in black ink, appearing to be "R McCausland".

R McCausland  
Director

A handwritten signature in black ink, appearing to be "Ian Farmer".

Ian Farmer  
Director

8th October 2021

In preparing the financial report, the Directors are responsible for assessing the ability of the company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or has no realistic alternative but to do so.

#### **Auditor's Responsibilities for the Audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
  - Conclude on the appropriateness of the Directors use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
  - Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



A handwritten signature in black ink, appearing to read "David R Conroy", is written over a faint, light-colored signature line.

David R Conroy  
Principal  
Level 2, 154 Elizabeth Street  
Sydney NSW 2000

Dated this 8th October 2021

