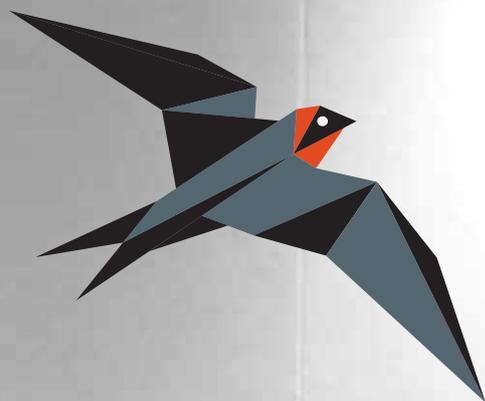


# ANNUAL REPORT

2018–2019



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## ACKNOWLEDGMENT 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 emerging and all Aboriginal peoples within these boundaries.

## Our Locations

### Head Office Canterbury

PO Box 258  
Canterbury NSW 2193

Phone: 02 9288 8700

*With respect to the  
Bediagal 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*

### Broken Hill and Wilcannia

PO Box 319  
Broken Hill NSW 2880

Phone: 08 8088 1617

*With respect to the Wiljkali  
and Baarkintji Peoples*

### South Western Sydney And Liverpool

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

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

Email: [info@crcnsw.org.au](mailto:info@crcnsw.org.au)  
Web: [www.crcnsw.org.au](http://www.crcnsw.org.au)

### Newtown

In partnership with Newtown  
Neighbourhood Centre

*With respect to the  
Gadigal Peoples*



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## History and 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 prisoners should not be punished or suffer from discrimination by the justice system. They should be entitled to support to minimise the effects of having a relative 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 of the prisoner, if in the best interest of all parties.

People should leave prisons in a better physical, emotional and educational state than when they entered. They should be given a sense of personal dignity and worth and real chances to obtain employment or other forms of community connection and re-establish themselves in the community. Many prisoners are people who have experienced significant social and economic disadvantages that underpin their offending and re-offending. People require support to move out of this cycle. All clients of CRC have the right to support that is non-judgmental and preserves their confidentiality and dignity.

Credits: All photos taken by Stuart Spence featuring performers and attendees at the *Songbirds: Ballads Behind Bars* launch at Sydney's Seymour Centre. 21<sup>st</sup> November 2018.

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



## 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 people 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 which 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 overnment funding partners who provided support during 2018/19:

- NSW Justice (Corrective Services, Community Safety Fund)
- NSW FACS (Women NSW, ADHC)
- NSW Health (Drug and Alcohol Treatment Service, and Sydney Local Health District NGO program, and Alcohol and other Drugs Early Intervention Innovation Fund)
- Central and Eastern Sydney Primary Health Network
- WentWest PHN ( Western Sydney Primary Health Network)
- Department of Prime Minister and Cabinet (Indigenous Advancement Strategy)
- Federal Department of Health (NGOTGP)
- Legal Aid NSW
- Penrith City Council

CRC receives funding through partner NGOs to operate specialist services to people exiting custody as part of the FACS funded Going Home Staying Home (GSHS) projects. CRC's GSHS partners in 2018/19 are:

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

CRC would also like to acknowledge the significant philanthropic and independent donor contributions which have been fundamental to the operations of the services of CRC 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 men and women at risk of criminal justice system involvement:

- Thyne Reid Foundation
- Richard Southan Foundation
- Lara Goodridge
- Judith Neilson
- The Berg Family Foundation
- Sydney Community Foundation
- Francesca Nyilas on behalf of UNSW Women's Revue 2017
- StreetSmart Australia
- City Tatts
- Bowlers Club

## Acknowledgements

CRC would like to acknowledge the staff, volunteers, members, partners and funding bodies that have made our work possible during 2018/19.

### Staff

At CRC, our staff are at the heart of what we do. Our skilled, diverse and compassionate team deliver safe and proven effective services for our clients. They have demonstrated resilience and renewed focus during significant organisational change, such as the relocation of our Head Office to Canterbury in October. At 30 June 2019 there were 51 staff employed.

### Clients

The Board of Management and staff would like to acknowledge the clients we work with 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. Our remarkable and skilled Court Support Volunteers have supported more than 52,000 court attendees this year. Our Miranda Program Volunteers continue to contribute to program activities through art workshops run at Penrith Women's Health Centre. CRC would like to thank all our volunteers for working so tirelessly to support some of the most vulnerable in our community.

### Students

CRC prioritises student placements for students with significant barriers, such as lived experience, which may prevent them finding suitable placements in the sector. Thank you to all the amazing students

who did placements at CRC over the course of the year; Peta Daley, Tara Morrison, Geoffrey Burns, and Kerrie Deaves. Your work, interest, and engagement with the work of CRC has been greatly appreciated. Student placements at CRC are a valuable resource from a human resource perspective, with some students successfully attaining employment with CRC at the completion of their placement.

### 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. We would especially like to thank our partners with whom we are co-located in some of our projects: Penrith Women's Health Centre, Wentworth Housing, and Newtown Neighbourhood Centre.

### External Consultants

CRC's Board of Management and staff would like to thank and acknowledge our external consultants for their support and expertise during the past twelve months. We would like to particularly acknowledge Peter Cranko, from PSC partners, who has been instrumental in assisting the development of our new 2019-2023 Strategic Plan. Peter's skill in facilitating and implementing plans against the backdrop of community sector uncertainty, as well as his deep understanding of the ethos and principles driving the work of CRC, has enabled CRC to consolidate our direction and commitment to the social justice and human rights principles underpinning our service delivery.

We would also like to acknowledge Emma Goroncy who continues to offer sensitive and informed external clinical supervision for our frontline managers.

## Condolences

CRC would like to recognise those clients who passed away in the previous year and offer our sincere condolences to their friends and families.

## Message from our Patron



I am proud to be the Patron of the Community Restorative Centre. This year I have made visits to the new premises in Canterbury. I honour and thank the employees and volunteers who help to ensure that its vital work continues on a very small budget.

Apparently, 41% of people released from NSW prisons reoffend within a year of their release. About 51% of people released from NSW prisons return to prison within two years. If we were to take a picture of the NSW prisoner population today, we would see that 76% of people in prison have been to prison before. These are very worrying statistics.

This year the Honourable Gladys Berejiklian MP, Premier of New South Wales, announced that one of the key priorities of her administration will be the reduction of reoffending and recidivism. Despite considerable government investment in policies and programs intended to reduce reoffending over the last four years, recidivism rates continue to grow. Something is seriously wrong. While recidivism rates are necessarily a blunt measure of effective correctional programming, the high rates of recidivism in New South Wales are a clear indication that despite the best intentions of correctional administrators, politicians and officials, the experience of imprisonment, for the majority of people, at best interrupts offending cycles for very short periods of time, and at worst, increases the likelihood of further crimes being committed.

“ Given that 60% of the prisoner population themselves see a strong link between their drug use and their imprisonment, and given the Premier's priority, it would seem timely to again explore the utility (or otherwise) of imprisonment for people struggling with addiction.

While it is heartening to note the Premier's attention to this critical issue, I am hopeful that this priority will extend beyond its symbolic value and translate into critically needed resourcing of the related community sector. CRC offers much needed community-based responses to reoffending. Such responses seek to address the social and systemic drivers and predictors of offending behaviour. They endeavour to work holistically with people in their own communities in order to properly respond to the complex support needs of people who mostly come from backgrounds of extreme disadvantage.

Much of the government investment in this sector over the last four years in NSW has focused on programs that are occupied with a highly individualised understanding of crime and offending. Such approaches locate the solutions to reducing offending wholly within a criminogenic framework, with scant attention paid to any factors outside the individual psychology that might impact on entrenched cycles of imprisonment. In New South Wales it is clear that there is a need to look at – and

to resource adequately – new approaches to reducing re-offending. Such approaches must be honest about the structural factors contributing to recidivism (homelessness, trauma, poverty, systemic racism, and a lack of community support options). Our approach must also be situated in the communities in which people will be living.

At the time of writing there is a Special Commission Inquiry into the use of methamphetamine (the drug ice). This inquiry has travelled round New South Wales listening to individuals and communities talk about both the impact of the drug, the criminalising impact of illicit drug use, and difficulties with regard to access to services and real help. The experience of custody for people who are struggling with addiction, particularly with regard to access (or otherwise) to support and treatment, has been rightly scrutinised. The Commission has heard that more than 40% of people entering New South Wales prisons were active methamphetamine users. The vast majority of this population received no treatment or programs.

Approximately 8000 people a year in the State are unable to receive treatment or support for their addiction. Access to programs on the outside, following release from custody is similarly fraught

Given that 60% of the prisoner population themselves see a strong link between their drug use and their imprisonment, and given the Premier's priority, it would seem timely to again explore the utility (or otherwise) of imprisonment for people struggling with addiction. Sadly, for many politicians in Australia, this is often viewed as a 'bridge too far'.

The Community Restorative Centre is well placed to assist the Government in the task of designing programs that genuinely set out to break the complex cycle of re-offending. I commend this idea to all political leaders in the State. This is one area where the establishment of admirable goals must be backed up with the provision of essential resources, based on sound empirical data, supported with political courage.

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

Former Justice of the High Court of Australia

Patron of the Community Restorative Centre

\* Justice of the High Court of Australia (1996-2009); Patron of the Community Restorative Centre (2012— ).

## Presidents Report



As Chair of the Board of Directors of CRC, writing this report each year is always a great privilege. CRC is an organisation I am immensely proud to serve and to champion.

Reviewing CRC's strategic plan this year and discussing the priorities and challenges for the next five years, I was reminded of just how deeply embedded CRC's core values are in its ways of working. Many organisations struggle to articulate their vision and purpose, but CRC does not; the deep commitment to the human rights and respect that all people deserve to enable them to thrive, including those affected by the criminal justice system, can be seen in CRC's exceptional approach to case work, to research and advocacy, to management, and in its workplace culture.

However, contributing to CRC's annual report each year is also a dismaying reminder of the state of criminal justice policy in NSW. While crime rates have decreased, our prison population has increased. While our Government makes commitments to reducing reoffending, it builds new prisons. While more funding is allocated for 'justice' initiatives to meet reoffending targets, resourcing for long-term, holistic, community-based services and support for people leaving prison remains all too rare.

This is an organisation, and a sector, that must function in a policy environment that is awash with such contradictions. CRC must constantly adapt to and make sense of policy decisions that, from the perspective of the people it supports and advocates for, make no sense whatsoever.

Those in Government champion taking an evidence-based approach. Reducing reoffending became a NSW Government State Priority for 2016-2020 and an

unprecedented investment of \$237 million was allocated to Justice and Corrective Services with the aim of reducing the annual rate of adult reoffending by 5% by 2019. The effort around this target has been largely focused on implementing programs, often imported from other contexts, that have political appeal because they fit with the notion of what 'the problem' is with the rising number of people in our prisons. These are short-term programs that tend to focus on individual behaviour change, on categorising and treating people according to their 'criminogenic needs' and risk factors for reoffending.

But these programs are rarely set up to address the broader structural factors that research tells us contribute to someone's likelihood of ending up in – and returning to – prison, such as lack of secure housing, unmet needs relating to mental health or cognitive disability, problems with drugs or alcohol, lack of access to specialist support or diversionary options – or in fact for some people, all these factors. Such programs do not enable long-term relationships of trust and support to be established, or alternative networks or genuine pathways out of the criminal justice system.

And there is little opportunity for those of us who are practitioners, advocates or researchers in this sector to learn about the detail or critique the evidence base around such programs.

In the past couple of years, we've seen two of the NSW Government's flagship programs designed to reduce reoffending quietly wound up after not meeting their targets. The \$32 million Extra Offender Management Service (EOMS) program was launched in June 2017 in five pilot sites, but closed a year later in four of those sites after it 'failed to meet expected performance targets'.

And Australia's first social impact investment designed to reduce reoffending was announced in 2016 by the NSW Government: the five year On TRACC program designed to provide 3,900 people on parole with support to reintegrate into the community, with an emphasis on the first 16 weeks after release from prison. The successful tenderers to run the program were the Australian Community Support Organisation (ACSO) and arbias. The program was jointly financed by ACSO and the National Australia Bank, with government payments contingent on the program's performance against agreed outcomes. There was much fanfare from Government when On TRACC was launched, touting this as a model that would bring business rigour to solving a complex social problem. However earlier this year, funding for On TRACC was withdrawn, about halfway through its anticipated five year operation. There has been no public announcement of why, but reportedly it was due to the program not meeting its key performance measures set by the Government.

No interim evaluations of either EOMS or On TRACC have been made public by the Government. No insights or reflections as to why these programs may not have met their targets have been provided. Was it the program design that was at fault? The targets? Was something awry in its implementation?

If programs aren't benefiting the people they're designed to support, then public funds shouldn't be used to continue them. But when the fundamental premise of a program's approach is questionable, where is the accountability? Who evaluates not just the individual programs, but whether the Government's overarching policy approach is rigorous and achieving appropriate outcomes?

The reoffending targets set by the NSW Government have been 'refreshed' this year. While reducing the prison population by 5% has remained constant as the goal, the timeline for achieving this has shifted from

“The vast majority of women in prison come from backgrounds of abuse, violence and disadvantage. Their rising numbers in custody are not because women are committing more serious offences, but due to factors such as changes in bail laws.

2019 to 2023. This could present an opportunity for the Government to appropriately resource, implement and evaluate alternative approaches.

Those of us who understand CRC's model and ways of working with people affected by the criminal justice system would argue that it offers much to learn from and build upon after decades of operating as a successful community organisation. There is particular expertise CRC brings in working with clients with multiple and complex needs from backgrounds of systemic disadvantage; these are people that few other services have been willing to work with and who the Government has identified as the 'persistent offenders' that will be the focus of their refreshed strategy.

Yet it is a battle for CRC to secure resources to appropriately support existing clients, let alone expand to respond to the great unmet need amongst thousands of people leaving and returning to prison each year and their families.

One area in urgent need of further investment is CRC's work responding to the growing numbers of women in custody, Aboriginal and Torres Strait Islander women in particular.

The vast majority of women in prison come from backgrounds of abuse, violence and disadvantage. Their rising numbers in custody are not because

women are committing more serious offences, but due to factors such as changes in bail laws. Cycling in and out of prison on remand or short sentences undermines women's capacity to care for children and others in their community, and makes it harder for them to find housing and jobs, compounding their disadvantage. The intergenerational legacy is devastating.

CRC's Miranda Project is an innovative, holistic, trauma-informed, gender-specific model of diversion for women who are attending court, on community orders or exiting prison in Sydney. Run by women for women, the Miranda Project is built on CRC's casework approach and evidence of the success of women's centres in the UK. After seed funding to develop the Miranda model, in 2017 Women NSW provided three years of funding for two specialist workers to provide holistic support including case work, group activities, access to victims counselling and connections with other key services, as well as an evaluation of the model. This is exactly the kind of work that is needed in NSW to build an evidence-based response to one of the most urgent human rights issues in this country.

CRC works to rebuild and restore dignity and hope within a system that grinds out both. It has become increasingly clear to us on the Board, as it is for those working within CRC, that we need new champions for CRC's vision for positive systemic change. While it is critical to work with Government to meet the needs of people who are criminalised and incarcerated and

their families, we also need to look for different ways of resourcing CRC's valuable work. This is the work that our Board of Directors is committed to over the coming years.

On behalf of my fellow Board members, I'd like to pay tribute to CRC's wonderful CEO, Alison Churchill, and CRC's exceptional management team and staff. We celebrate the strengths and resilience of CRC clients. We acknowledge our patron, the Honourable Michael Kirby AC CMG, and our eminent advisory panel. And as Chair I thank our committed Board of Directors. This year we farewelled Board members Gary Gahan and John Paget; we are very grateful for their significant contribution to CRC over many years.

**Dr Ruth McCausland**  
CRC BOARD CHAIR





## CEO Report



CRC has just come to the end of its 68th year of service to people whose lives are impacted by the criminal justice system.

The reasons behind the formation of the organisation in 1951 have the same resonance today as they did then. Whilst we live in a society where many people thrive, people housed in our prisons have rarely had equal access to opportunities and are impacted by low income, poor mental and physical health, lack of affordable and secure housing, inadequate education, addiction, and disability. For our First Nations Peoples, the struggle for constitutional recognition, access to basic resources and opportunities remains one of our country's greatest sins, the results of which are seen in the massive over representation of Aboriginal and Torres Strait Islander people in the criminal justice system. Whilst many things have changed in society over the past 68 years, the underlying social and systemic causes that bring people into contact with the criminal justice system have not.

As we have recently come to an end of our 2014 – 2018 Strategic Plan, we have reflected on our achievements over the last four years. We are very proud of our accomplishments. As an organisation it is important to acknowledge our successes given the incredibly challenging funding and policy environment that we continue to operate in.

Over the life of our 2014 – 2018 Strategic Plan, we have been successful in establishing an Advocacy, Research and Policy Unit. Informed by the experiences of the people we work with, the unit is cementing CRC's reputation as experts in our field. Our presence at conferences, forums, parliamentary inquiries, high level government meetings, and in the media, has increased our ability to give a voice to people leaving prison and affected by the criminal justice system who are frequently not included in policy and service delivery decisions.

### Over the last four years, the Advocacy, Research and Policy Unit has:

- Presented at 28 conferences (local and international)
- Published nine articles and policy/position papers
- Written submissions and provided verbal evidence to five parliamentary inquiries
- Facilitated and participated in 18 media pieces (print, radio and television) overviewing the work of the Community Restorative Centre
- Successfully obtained funds to undertake comprehensive research into best practice in post release (The AOD and Transition programs evaluation project is described further in this report.)

“CRC has been privileged over the past four years to receive philanthropic support enabling the diversification of programs.

The documentation of the best practice principles underpinning our models of support in conjunction with outcome data stemming from our partnerships with academic institutions and Bureau of Crime Statistics and Research, continues to inform our advocacy for changes to funding for the community sector.

Whilst still heavily reliant on government funding, CRC has been privileged over the past four years to receive philanthropic support enabling the diversification of programs. The provision of support that enables the diversion of women from the criminal justice system, projects that provide opportunities for men and women in prison to find opportunities for self-expression via music and art, and increasing opportunities for families to access support have all been possible due to generous donations.

Becoming a Company Limited by Guarantee, developing a new look, via our logo and corporate image, revision of our vision, purpose, values and aims, receiving accreditation under the QIC Health and Community Services standards, reviewing and improving our back office systems and process, have all assisted in strengthening our organisational and governance foundation, essential in supporting our transition into the next four year 2019 – 2023 Strategic Plan.

CRC's success, as always, is due to the skill and dedication of its workforce both paid and unpaid. We would be nothing without our incredible staff and the feedback we receive from the people who access our support. I would like to thank staff at all levels, across

all sites and aspects of the organisation, for their commitment to our work.

I would like to acknowledge and thank all of our funders, partner organisations, individuals and stakeholders who are connected to CRC on a daily basis.

Finally, I would like to thank our Board of Directors who continue to lead CRC with skill, vision, passion and generosity.

I continue to be incredibly proud and fortunate to lead such a wonderful organisation and look forward to fulfilling the ambitions of our 2019 – 2023 Strategic Plan over the next four years.

**Alison Churchill**

## CRC Project Overview

In 2018/2019 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 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)

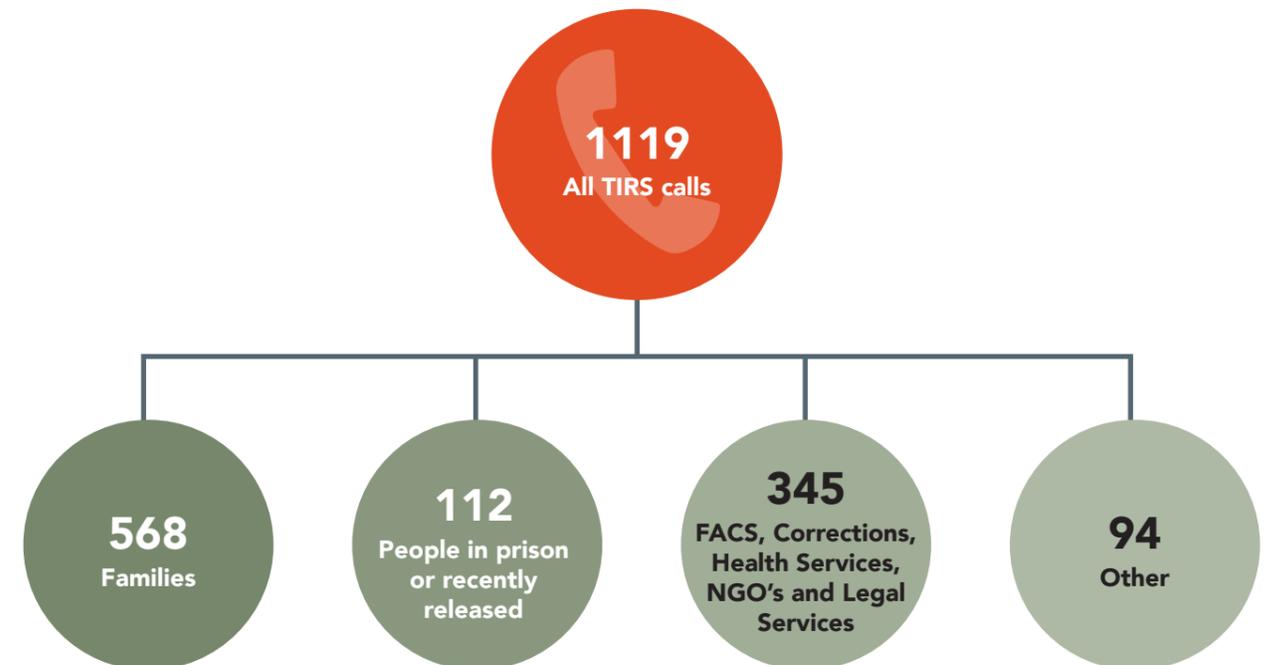
The TIRS service provides information and referrals to anyone impacted by the criminal justice system, including families, people in prison and people on release from prison. The service is also available for any service provider or individual seeking information relating to imprisonment, release, or 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.

The TIRS service receives calls about a diverse range of issues in relation to correctional centres, services and assistance for those being released, along with issues about the broader criminal justice system. Post-release accommodation remains a common query,

with many callers being concerned about people being released into homelessness or very unstable and short-term crisis accommodation. There are also regular calls from people seeking referral to CRC's services and other sources of post-release support. Many callers require assistance with issues related to drug and alcohol, mental health and trauma.

This year, the TIRS service has had a lot of calls about access to the NDIS and people with cognitive disability remaining in custody for extended periods as they have no accommodation post release. There is often a delay as the NDIS determine who can receive funds for 'supported independent living'.

There have also been an increasing number of calls about post-release employment and discrimination against people with a criminal record. As always, factors around stable housing and access to rehab facilities post release make up a significant percentage of calls.



## Community Programs

### Family Service

#### Family Casework

The Family Service provides non-judgmental support, information, referral, counselling, advice and advocacy for families of people in prison in NSW. Family Caseworkers support family members through the stressful period of incarceration, and also in the planning of release and family reintegration following a period of imprisonment. When a person goes to prison their family can be left feeling scared, anxious, angry or embarrassed, as well as 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. CRC's Family Caseworkers support families through the stressful process of incarceration and assist in planning for release and family reintegration following a period of imprisonment. By providing support and information, this service allows families to focus their energy on the important tasks they face, such as caring for children and preparing for visits. Due to changes in funding, 2018/2019 is unfortunately the last year of this critical service. CRC is committed to reviving this service, and will be exploring other avenues for funding over the coming year.

#### Travel Assistance

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. This project provides financial assistance to families experiencing financial hardship who are travelling long distances to visit a family member or kinship relative in a NSW prison. 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.

### Video Prison Visits

The Family Service also facilitates video visits for family members who are unable to travel to visit loved ones. CRC is an approved venue for facilitation of video visits for people who are unable to travel to visit family members and friends in remote prisons. The costs for families and friends visiting prison can be high – physically, emotionally and financially. Many are unable to make regular visits due to time, distance or poor health and children may miss out on other activities if weekends are taken up by constant travel. By giving families the opportunity to keep in touch via video visits, CRC can provide a positive alternative for those who cannot always make the journey to a prison.

#### Family Service: Occasions of Service

<b>Counselling/Support by CRC Caseworker</b>	440
<b>CRC - Family Support Group</b>	114
<b>CRC - Travel Assistance</b>	816
<b>Other</b>	26
<b>Video Conferencing</b>	386
<b>Total</b>	<b>1782</b>

### 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 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 over 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, or 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. Over 52,000 court attendees were provided assistance in the past financial year. 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.

### 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 as well as providing support and referrals for those affected by prison, and providing a platform for the voices of people inside.

In 2018/2019 Jailbreak broadcast 52 weeks of the year via two different radio stations (2SER and Koori Radio) and was also available nationally via the Community Radio Network.

#### Jailbreak:

- Conducted weekly face-to-face visits in three Correctional Centres
- Attended and programmed 10 prison-based NAIDOC events
- Broadcast a 10-week prison NAIDOC series and prime time broadcast simulcast with National Indigenous Radio Service
- Cemented a strong broadcasting partnership with Koori Radio
- And ensured that 100% of content was delivered by people with lived experience.



In 2018/2019,

**52**

volunteers

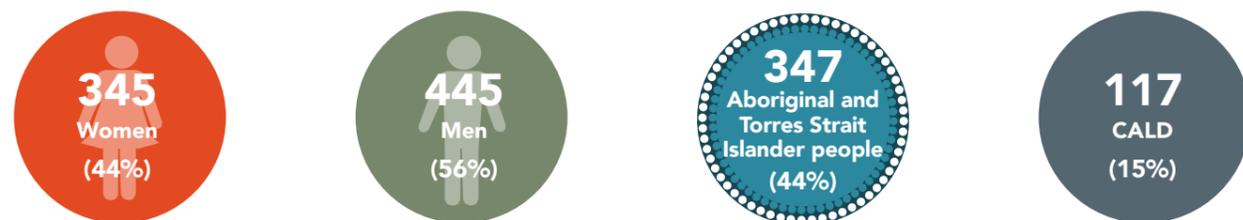
supported over

**52,000**

court attendees in 16 local courts

## Transition, Reintegration and Diversion Support Programs

During 2018/2019 CRC worked intensively in our transitional and reintegration projects with 790 clients.



### 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 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. The AOD project also has a targeted Indigenous program, working specifically with Aboriginal and Torres Strait Islander people who would like assistance with their relationship to drugs and alcohol after prison.

<b>Client Numbers</b>	305
<b>Men</b>	245
<b>Women</b>	60
<b>ATSI</b>	90
<b>Non-ATSI</b>	215
<b>CALD</b>	73

### 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 inner city Service for Women with Complex Needs and operates in partnership with specialist services B Miles and Detour House. The South Western Sydney Women's Transitional Service supports women who will be residing in Bankstown, Fairfield, Liverpool or Campbelltown. It operates in partnership with Women's Housing Company. Both projects are part of the FACS funded Going Home Staying Home (GSHS) partnerships.

	Inner City Service for Women	South Western Sydney Women's Transitional Service
<b>Client Numbers</b>	86	56
<b>Men</b>	-	-
<b>Women</b>	86	56
<b>ATSI</b>	50	16
<b>Non-ATSI</b>	34	40
<b>CALD</b>	2	14

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

The Penrith/Nepean/Blue Mountains project works with men and women on release from prison who have experienced multiple and/or complex disadvantage, 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).

<b>Client Numbers</b>	66
<b>Men</b>	37
<b>Women</b>	29
<b>ATSI</b>	28
<b>Non-ATSI</b>	37
<b>CALD</b>	6

### Transitional Boarding House Support, Inner Western Sydney

The CRC/Boarding House Project works with men and women 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.

<b>Client Numbers</b>	46
<b>Men</b>	41
<b>Women</b>	5
<b>ATSI</b>	3
<b>Non-ATSI</b>	43
<b>CALD</b>	11

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

This project works with men and women on release from prison who are homeless, or at risk of homelessness, have a Corrective Service's 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.

<b>Client Numbers</b>	20
<b>Men</b>	18
<b>Women</b>	2
<b>ATSI</b>	9
<b>Non-ATSI</b>	7
<b>CALD</b>	4

### Inner-City Men's Transitional Project

The Inner City Men's Transitional Service is an outreach case management, transitional and reintegration service for men exiting NSW Correctional Centres who experienced multiple and complex disadvantage. It provides long-term support to men who are looking to live in the City, Eastern Suburbs, Inner West and Southern Areas of Sydney. This project works closely with the AOD transition team to support men who are at risk of homelessness, ongoing criminal justice system involvement, and related drug and alcohol use. Unfortunately after 2018/2019 this project is no longer funded. CRC is committed to increasing the number of intensive specialist support services for men exiting prison in the inner city of Sydney and will endeavour to source funding for this critical service in the future.

<b>Client Numbers</b>	25
<b>Men</b>	25
<b>Women</b>	-
<b>ATSI</b>	9
<b>Non-ATSI</b>	16
<b>CALD</b>	2

### 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 the criminal justice system and free from violence.

<b>Client Numbers</b>	71
<b>Men</b>	-
<b>Women</b>	71
<b>ATSI</b>	27
<b>Non-ATSI</b>	44
<b>CALD</b>	5

### Broken Hill and Wilcannia Transitional and Reintegration Service

This project works with men and women on release from prison into the Broken Hill and/or Wilcannia Regions who are Aboriginal and Torres Strait Islander, 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.

<b>Client Numbers</b>	115
<b>Men</b>	79
<b>Women</b>	36
<b>ATSI</b>	115
<b>Non-ATSI</b>	-
<b>CALD</b>	-

### AOD and Transition Evaluation Project

After receiving funding from NSW Health, a multi-faceted evaluation of CRC's transitional support services is currently underway. CRC has employed a researcher to work with a team at UNSW to investigate the CRC model of support for clients who are transitioning from prison to the community. The project relies on a mix of qualitative data (interviewing clients and staff), a detailed analysis of client recidivism data, a matched comparison study, and an investigation of the cost effectiveness of the model. This research is more comprehensive than any previously undertaken by CRC. We are hopeful that our findings will provide a significant contribution to the evidence base locally and internationally. It is intended that these findings might guide the further development of a concrete set of principles and best practice service model guidelines for supporting people with complex needs leaving criminal justice system settings.



## In-Prison Programs

### Songbirds: Ballads Behind Bars

The CRC Post-Release Music and Arts project provides songwriting and arts workshops inside select NSW prisons and provides community-based workshops for people at risk of criminal justice system involvement.

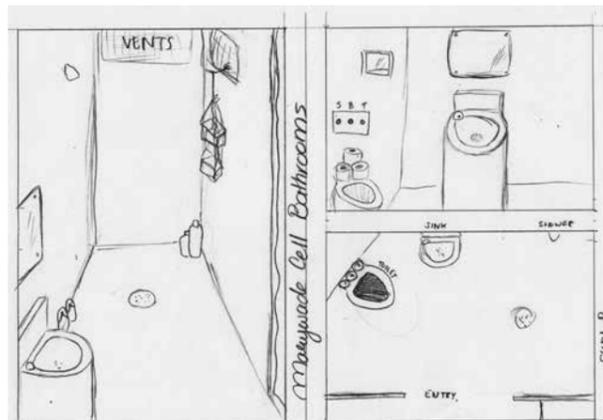
The project engages professional songwriters and artists to support, teach and mentor people in prison, and on release, and partners with other music and arts providers to facilitate access. This service has been supported by the City of Sydney, Thyne Reid Foundation, Lara Goodridge, Judith Neilson and the Berg Family Foundation.

The Songbirds 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 identity and 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 2018/2019 the Songbirds program delivered 15 four to five weeks arts and music workshops in five separate Correctional Centres in NSW. Songbirds also recorded, produced, and released a 20 track CD and launched this at the Seymour Centre.**



Drawing: Participant, CRC Art Inside Program, Mary Wade Correctional Centre

### The Getting Out Staying Out Program

The Getting Out, Staying Out Program is an 8-hour, pre-release reintegration workshop program, funded by CSNSW, delivered to High Intensity Program Units across NSW.

Supporting participants with information, knowledge and key services, the workshops equip and prepare participants for release, transition and reintegration to community.

Using a variety of methods of learning such as discussion, role play, white board 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 we work with a trauma informed model, and encourage participants to seek appropriate treatment and support on the outside.

**In 2018/2019 CRC delivered 26 workshops across nine Correctional Centres and provided support to 193 men and women in custody.**

### Employment Pathways Program

From June 2018 to July 2019, the innovative crime prevention service delivery project, Employment Pathways Program (EPP), successfully provided strong and well received group facilitation, case work, community support and referral pathways to participants. The program maintained and improved on its original plan by providing employment education and clearer pathways specifically for those people soon to be released from prison.

The project was completed with KPI's and target numbers met. The program significantly assisted people reintegrate into the community by offering education around how to become eligible for specific services on release, assisting in acquiring the tools of reintegration and helped clients link with employment and recruitment services. This program demonstrated a substantial demand for employment projects inside NSW Corrections. The funding for this project was limited, but CRC is committed to sourcing funds to expand our capacity in the future to support people looking to connect with employment on release from prison.

This program was funded by the NSW Department of Justice, Community Safety Fund 2017.

**In 2018/2019 the Employment Pathways Project delivered 17 six week workshops to 125 men in eight NSW Correctional Centres.**

## Pathways out of the Justice System: Arts and Music in Promoting Desistance

*“One of the most important things you need as a songwriter is a story to tell. And all of you are ahead of the game. You all have stories to tell.”*

There are currently over 13,000 people incarcerated in NSW prisons, with more than 20,000 cycling in and out of prison each year. Within this population there is a wealth of creative talent that currently has only haphazard opportunities for expression, performance and development. The experience of imprisonment has the capacity to both restrict and produce immense creativity. This dichotomy is now well recognised in multiple international jurisdictions where significant energies and funds have been directed into channelling the creative potential in the criminal justice system. Both the US and the UK have, for many decades, run substantial community led arts programs that seek to support the development of high quality creative works inside prisons, as well as build genuine creative pathways outside of the criminal justice system. Australia also has a number of long-standing programs that seek to connect people in custody with creative practice. There is emerging research about the transformative capacity of arts and music in prison environments in terms of breaking entrenched cycles of imprisonment and allowing skilled artists and musicians behind bars the opportunity to pursue both a practice and an identity that exists entirely outside of the criminal justice system. This annual report showcases some of these programs, and explores the role of arts and music in incarcerated populations.

Regardless of expressions of purpose with regard to crime control, NSW prisons have always housed the most disadvantaged citizens in NSW. 70% of people in prison have been there before with many having spent their whole life being ‘managed’ in criminal justice system settings rather than supported in the community. The complexity and multiplicity of need



of people in prison frequently means that they have been excluded from mainstream support services and opportunities, including creative opportunities. However, within this cohort, there is remarkable and too-often untapped creative capacity. CRC’s Songbirds: Ballads Behind Bars project provides song-writing and arts workshops inside NSW prisons and connects musicians and artists at risk of ongoing criminal justice system involvement with music and arts opportunities both inside and on release. Songbirds was inspired by international programs such as Vox Luminis (Scotland), and Jail Guitar Doors (USA); both programs highlighted in this report, longstanding arts projects which recognise the transformative role music and art can play for incarcerated and disenfranchised populations.

**In this annual report, we hear from organisations across Australia and the world who also see the power of art, music, poetry and creative expression to shine a light in to the lives of people affected by the criminal justice system, and who can join us in testifying to the power of creativity in giving people a voice, a purpose and place in the world. Many of these organisations are leaders in the work they do, and we thank them for helping us define our practice and letting us learn from them. All of them run in difficult environments, with limited funding. All of them report seeing amazing and beautiful things happen as a result of the work they do, and we are so grateful they have taken the time to contribute to our report.**

**Mindy Sotiri**

Program Director Advocacy, Research and Policy





## Somebody's Daughter

[www.somebodysdaughtertheatre.com](http://www.somebodysdaughtertheatre.com)

AUSTRALIA (VICTORIA)

Somebody's Daughter had its beginnings at Fairlea Women's Prison in 1980, starting with a drama workshop for women in the prison. These workshops culminated in the very first public performance at Fairlea by the women, "Passing Through." 30 years later SDT still works in theatre, art and music with women while in prison and after their release. There is a major new performance work and visual art exhibition staged in the prison every year and outside audiences are invited to attend.

It has always been of the utmost importance to recognise that the nights of the public performances and exhibition are the only time during a woman's sentence she can mingle with family and friends in a 'normal' context and not in the green jumpsuits at the visit centre.

Punishment means so little to many of the women we work with – they expect it. They've had it throughout their lives. The opportunity to participate in the arts is not about reform or change, it's about giving the space and skills for someone to discover who they could be and choose to play with that possibility; the space to become all those parts of yourself that you thought you had to hide or protect.

**Maud Clarke**  
Artistic Director

“ I came into contact with Somebody's Daughter Theatre at a time in my life where I was looking for change. I didn't recognise that I was, I just had a feeling. The judge had said I was a pest. I was, and he had given me a chance, sentencing me to a substantial term of imprisonment for the sake of the community, and I believe, myself. I had been holding my breath for most of my adult life. I quickly joined the theatre group within the prison and was taught to just breathe. I did. I breathed, sang, danced, laughed, was nurtured and encouraged. I was released.

**Cath Brigal**



## Red Room Poetry

[www.redroomcompany.org](http://www.redroomcompany.org)

AUSTRALIA (NSW)

Red Room Poetry is an organisation for the creation and commission of new poetry. Through the 'Unlocked' program, Red Room runs workshops in NSW prisons and Juvenile Justice facilities.

### Unlocked (the Red Room Project)

*"If my hand had fallen into yours earlier, I might still be holding you.*

*I'll always remember what you told me: In order to build a castle, learn how to build a house first."*

from 'The Pieces', a group poem by students at John Morony Correctional Centre

Unlocked is an intensive creative literacy program developed by us in collaboration with poets, musicians, artists and educational staff from NSW Correctional Centres. The program unlocks the potential of inmates through the reflective and healing power of poetry, encouraging self-expression and the sharing of personal stories to reconnect with their families and communities.

The innovative poetry workshops focus on creative writing and expression through arts and music with music composition and recording, performing and publishing of poetry in meaningful ways. Unlocked has engaged with over 250 inmates since 2010.

Many inmates have low literacy levels and have had negative experiences with formal education. Due to the massive overrepresentation of Aboriginal and Torres Strait Islander communities in NSW prisons, Unlocked has a strong Indigenous focus. Recidivism amongst young Aboriginal prisoners (18-24) is significantly higher than average, and creative literacy programs like Unlocked can play a key role in reducing those rates by opening possibilities for self exploration and expression.



## The Chat

[www.jrbrennan.com/the-chat](http://www.jrbrennan.com/the-chat)

AUSTRALIA

The Chat is a multi faceted arts project with a team of artists and former prisoners at its core. Over five years they have made and performed an award winning theatre show, published a book and presented at international criminology conferences. Since 2014 the project has received a Green Room Award and sell out seasons including Sydney Festival 2019 while offering ongoing professional opportunities to participants. The key to its success rests on the ability of this group to work and learn together.

A few things that have helped the project and the group succeed:

### Coming from experience:

All artists engaged have experience working with marginalised and traumatised people.

The program includes a clear set of principles and experience of how to navigate the difficult territory when making art with people with lived experience of prison. Participants bring knowledge of the criminal justice system that informs the content and authenticity of the work they create.

### Having a positive focus:

The process environment where the positive qualities of participants are brought out. In this environment participants practice using their positive characteristics. It is rehearsal for change. They are then better equipped to use these qualities outside the project.

### Having a greater purpose:

In the theatre, The Chat is a show. Beyond the theatre, it is a sustained enquiry into the culture and practices that shape the parolee-parole officer relationship, and a contribution to ongoing efforts to improve offender management in Australia.

### It's fun!

The joy and playfulness employed in the creation of The Chat challenges underlying assumptions about what prisoners deserve. It also serves as a strong reason to keep working together – because we all enjoy it!

**J R Brennan**  
Director



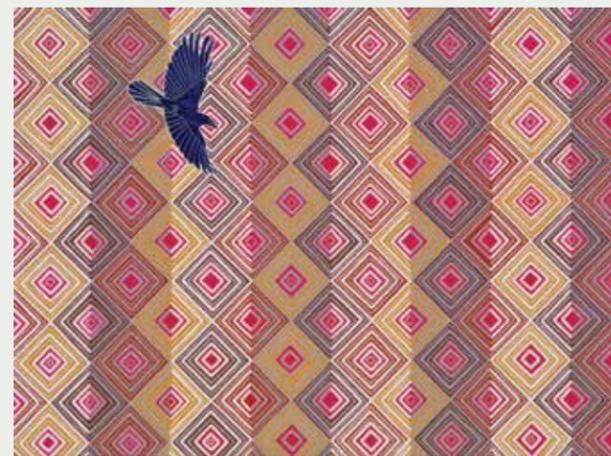
### The Torch

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

AUSTRALIA (VICTORIA)

The Torch provides art, cultural and vocational support to Aboriginal and Torres Strait Islander offenders and ex-offenders in Victoria. Our aim is to reduce the rate of reoffending by encouraging the exploration of identity and culture through art programs to define new pathways upon release. By embracing program participants as artists rather than offenders, The Torch provides an avenue to change.

The Torch employs Indigenous Arts Officers to deliver the Program to Aboriginal and Torres Strait Islander men and women in Victorian prisons and to support participants who are transitioning back into the community. Our program aims to reduce the rate of reoffending by encouraging participants to explore identity and culture through art, develop confidence and define new pathways for themselves upon release from prison.



The Torch artist Stacey – Yaruk Healing 2019

In 2017 The Torch worked with 170 offenders in prisons across Victoria and 70 ex-offenders in the community. Of those who were interviewed through the evaluation, every respondent, without exception, expressed the complementary value of the program, and the need for the Statewide Indigenous Arts Officer in Prisons and Community program to be expanded, in order to meet strong demand. They wanted more contact, more information, more resources and more materials. Those interviewed reported increased confidence, well being and trust and now saw opportunities for cultural reconnection. They had better relationships with their families and with the wider community.

Upon release from prison, participants can choose to remain in The Torch program as they transition back into the community.

“Every time that I pick the brush up and start painting, I’m not here anymore, I’m not in the jail. I’m actually in there, down the river and fishing and hunting and doing all those good things.

**Angus Abdullah (Noongar/Yamatji), became a painter through the Program**



### Vox Liminis

[www.voxliminis.co.uk](http://www.voxliminis.co.uk)

UNITED KINGDOM

Vox Liminis is an arts and community organisation based in Glasgow working with people involved in all parts of the criminal justice system.

Currently, they run two programs working with people who are incarcerated or who are transitioning back into the community. **Distant Voices** pairs some of Scotland’s professional songwriters with people who’ve experienced the criminal justice system from lots of different angles. This has involved people serving a sentence in prison, social workers, probation officers, prison officers and governors, as well as those affected by an experience of crime, or participants in communities and families who receive people coming home.

Through the project, hundreds of songs have been written which tell the stories of those coming, or contemplating coming home after a sentence, highlighting the human experiences and emotions we all share. These songs have been performed, recorded and released to a wider audience.

**Unbound** was established in response to former prisoners getting in touch upon release, after they had taken part in Vox Liminis projects in prison, such as the songwriting projects described above in Distant Voices.

We know that involvement in the criminal justice system, and especially prison, can lead to disconnection from society. Effective reintegration requires social bonds and positive connections following punishment. Change is not an individual process. We get together every Tuesday evening for dinner and ‘making’ – often songwriting, but sometimes other forms of creative pursuits. We encourage everyone that comes along to make the space and community their own – from helping out with cooking to suggesting activities.

Unbound is growing into a creative community that supports those moving on after prison or community punishment with an ethos of effecting positive change in the criminal justice system.

**‘Making’ relationships** We are finding that ‘making’ creative things together builds relationships. And that good relationships are essential to moving on after prison. Successful reintegration is also dependent upon public attitudes towards those ‘coming home’. It is only truly possible when communities are open to establishing positive relationships with individuals who have often been excluded by society.

What kind of impact might be possible if the role of the arts is considered, not just as a support for individuals affected by the criminal justice system... but as a radical ‘making’ practice for change, with everyone responsible for restoration and integration in our society?

**Alison Urie**  
Director





## Jail Guitar Doors

[www.jailguitardoors.org](http://www.jailguitardoors.org)

UNITED STATES

Jail Guitar Doors is a music program working with a variety of artists in prisons across the USA. Participants learn music and songwriting and perform collaboratively as part of the program.

Our program is based on human dignity and respect for all people. **Incarcerated people often start to feel like a body and number and need to feel that their humanity counts and that they have a voice that can and should be heard.** Also, inmates learn to cooperate with each other. Our program is a trauma-informed song-writing program, where the class is broken out into groups and each member contributes to the song. They learn to respect each other and themselves, through discovering and writing on a specific theme, i.e. fear, parenthood, children, hate, love, home, etc.

We have seen folks “wake up” to their own pain and trauma. Talking, developing lyrics, and sharing on deeply held complex emotions can be liberating for the individual. They become more engaged, more eager to share, and feel better about themselves **when they realise they are not the only ones, and that much of the trauma they experienced early in life is what brought them to this place.**

We also work with youth in correctional facilities, and I think what might be most significant and surprising is how enthusiastic youth are about continuing this activity once they get out. **They may not understand all the deep complexities, but do understand that they start feeling better.**

What I would like to see happening is more funding for these types of programs. Also, it would be great if students could do community concerts where the money is donated to a cause. We’ve had success with programs that have been allowed to do this.

**All arts help inmates develop critical thinking skills, the ability to work in a group, and creating something out of nothing is a powerful reminder of how our souls need food, too.**

**Kat Kambes**  
*Director of Operations at Jail Guitar Doors*



## Irene Taylor Trust

[www.irenetaylortrust.com](http://www.irenetaylortrust.com)

UNITED KINGDOM

The Irene Taylor Trust teaches creative music programs in prisons across the UK as part of a broader music education program aimed at bringing the joy of music making to disadvantaged communities.

For the past 24 years, the Irene Taylor Trust has combined passion and experience to make a positive impact on the lives of those in or on the fringes of the criminal justice system. Our programs enjoy success because they are focussed around creating music with people, not by teaching as such but through supporting them to write the music they wish to write. Our Music in Prisons, Musicians in Residence, Sounding Out and Making Tracks programmes empower participants by allowing them to create and perform the music themselves under the guidance of our exceptional team of professional musicians. In doing so, they are able to share their own musical and cultural influences, experiment with music that interests and excites them, and make their voices heard.

Projects bring significant and profound change in how participants view themselves and impact their relationships with others. Based on previous feedback and external evaluation, we know that our projects increase wellbeing, including self-esteem and self-confidence; increase motivation, aspiration and hope, and interest in pursuing other educational opportunities and increase skills associated with employability such as communication, team work, self-expression, negotiation, time keeping, and commitment.

The arts should be a core part of every prison and criminal justice curriculum as we see by far the best outcomes when programmes are bedded in. Having the arts as an additional extra doesn’t respect the enormous part it can play in supporting marginalised people to make new choices and potentially find a different direction. Whilst not claiming to change the world, we have changed people’s worlds, and we need to continue to do so, offering them new opportunities to break out of the criminal justice system, or to avoid slipping into it.

**Sara Lee**  
*Artistic Director, The Irene Taylor Trust*



Photos: Lizzie Coombes

**Clean Break**

[www.cleanbreak.org.uk](http://www.cleanbreak.org.uk)

**UNITED KINGDOM**

Clean Break is a women’s theatre company established by two women prisoners in 1979 at HMP Askham Grange in Yorkshire, England. For forty years it has used theatre to transform the lives of women with criminal justice experience and audiences’ minds with ground-breaking theatre.

It has engaged with thousands of women on the fringes or with experience of the criminal justice system (Members) from a women-only building – a safe space where learning happens, and transformation becomes possible. The Members Programme is a dynamic offer of theatre workshops and performance opportunities in a range of weekly workshops led by professional female artists and support staff.

The programme’s success has grown generations of highly skilled and confident alumni, **70% of whom currently progress to further studies**, employment or longer-term volunteering. 96% of Clean Break’s Members say their confidence has increased, 86% feel more employable and 89% feel more hopeful about the future. Independent research has found that just 5% of Members reoffend, and that the programme builds vital **“timekeeping, teamwork, self-esteem and confidence, collaboration ... [and] study or vocation skills”**. The same research estimates that for every £1 invested in Clean Break, £4.57 per year is recouped from the public purse, solely through reduced reoffending.



“I’ve learned a lot of new skills since doing this course, which help inside as well as outside and my day to day life. To wake up, and stand up for myself, and not feel people take advantage of me.

**Clean Break Member, 2019**



## CRC's Creative Pathways Programs

### Songbirds: Ballads Behind Bars

Since 2017, Songbirds has been funded through three grants (both philanthropic and local Government), and despite its very small budget has achieved some astonishing outcomes.

10 song-writing workshops have been run inside prisons across the state (from Long Bay to Broken Hill), with more than 120 participants. Each workshop typically runs for five weeks inside the prisons, and culminates with the recording of songs written during the workshops. The recordings (usually just guitar and vocals recorded to a click) are then professionally mixed and produced, with additional instrumentation added outside of the prison.

In late 2018, the first Songbirds album was launched, featuring 20 of the stand-out tracks recorded in the prison workshops, and utilising the art created in the arts workshops that operated using a similar framework. Participants from the workshops who had been released were invited to play at the launch, which was held at the Seymour Centre in Sydney. Songs from the album have now received regular airplay on 2SER (Jailbreak Radio), Koori Radio, and ABC (702). All participants and songwriters are given the opportunity to join APRA and some participants are receiving royalty payments for their work for the first time. The project continues to expand, with plans to record a new album next year.

Demand for the workshops in prisons far exceed at this point what Songbirds has the capacity to deliver, but is a testament to the need inside prisons for creative and musical connection. Requests for workshops are now not just from the men and women locked up in prison, but from NSW Corrections staff, who recognise the immense value of music in the prison environment, not just in terms of the day-to-day management of the centres, but in terms

of building self-esteem, enhancing the capacity of people to work together and in preparing for release.

Murray Cook (musician, teacher and Songbirds Coordinator) has overseen the project from its inception. There is no doubt that the program has achieved the kinds of successes it has because of his approach to teaching and his remarkable ability to assist people to use music to tell their stories. Prior to working for CRC as the Songbirds co-ordinator, Murray was a music teacher at Long Bay Correctional Centre for twenty years, and has developed an utterly unique ability to teach populations in what are often extremely restrictive environments. Murray often says to his students in prison, "One of the most important things you need as a songwriter is a story to tell. And all of you are ahead of the game. You all have stories to tell."

People with vastly different abilities participate in the songwriting and arts workshops. Some people are accomplished musicians, others have never picked up an instrument. Some people are keen to write lyrics, some people don't know how to read. Some people find collaborating in a group environment extremely stressful. The workshops take place against the backdrop of a very punishing prison environment. There are regular lock-downs and disruptions, people are called by their prison numbers over the loud speakers, and there are plenty of complex dynamics between people inside. However, in amongst all of this, Murray and the Songbirds facilitators have helped produce some incredible songs and a tangible sense of hope.

“One of the most important things you need as a songwriter is a story to tell. And all of you are ahead of the game. You all have stories to tell.”

### Art Inside

In addition to the music workshops, the CRC post-release music and arts program has run highly successful arts workshops at the OMMPC and Long Bay.

This year, thanks to a collaboration with the Miranda Project and philanthropic support, the arts program has also expanded into the Mary Wade centre and the first 8 week visual arts course for incarcerated women has been completed. This opportunity for art as a therapeutic practise where women are safe to reflect on the often traumatic events that led them to prison has been facilitated by artist, curator and film maker Phillipa Veitch. Although only in its early stages, there has been high demand for the program and a second intake has already commenced.

Phillipa Veitch explains a little about how the classes have run:

“Most students gained proficiency in basic mark making, line and tonal drawing. Students completed drawings of basic geometric forms, abstract drawings, object and still life, portraits and the human figure.”

The most interesting work was that done from memory – drawing images of a significant place, loved ones or important events in their life. A number of the participants made images and comics about life in prison which were very effective.

These art works elicited some really interesting discussions and helped to build a really positive dynamic within the group. Artmaking together was a very positive experience and allowed participants to make, show and discuss their work in a very positive, non-judgmental and supportive environment.



Drawing: Participant, CRC Art Inside Program, Mary Wade Correctional Centre



Drawing: Participant, CRC Art Inside Program, Mary Wade Correctional Centre

## Organisational Development

### Accreditation

We are pleased to announce that CRC has been awarded full accreditation against the QIC Health & Community Services Standards, with accreditation until 2022. In the words of the accreditor:

CRC demonstrates dynamism and vibrancy by a clearly demonstrated ability to positively influence the service landscape and provide well-targeted direct services for people impacted by incarceration and the criminal justice system. CRC is clearly highly respected by stakeholders and clients alike, with clients reporting they feel respected and valued. CRC has established quality management and service delivery systems and its commitment to quality improvement is clear. The coherence and alignment between what CRC says and what it does is evident across all levels of the organisation and all sites visited. With a strong, positive organisational culture, staff are committed to ensuring the best possible outcomes for the people and communities they work with.

### Reconciliation Action Plan

We commenced the development of our first Reconciliation Action Plan this year to strengthen our organisational commitment to reconciliation and overcoming racism by providing opportunities for First Nations people to participate equally and equitably in all areas of everyday life. Using the Innovate RAP model published by Reconciliation Australia we have established a RAP Working Group, including both Indigenous and non-Indigenous staff representatives, with the draft RAP due for completion by early 2020.

### Cultural Supervision and Cultural Awareness Training

CRC actively employs Aboriginal and Torres Strait Islander staff in both identified and non-identified roles, with 14% of staff identifying as Aboriginal or Torres Strait Islander. We also have a very high proportion of First Nations clients requiring culturally sensitive and appropriate support. This year we commenced Cultural Supervision for our team of Aboriginal and Torres Strait Islander staff across Sydney and the Far West using the services of Mareese Terare from Yamurrah. Mareese's supervision

is trauma-informed and guided by Aboriginal world views and Aboriginal healing frameworks.

We continued to offer Aboriginal Cultural Awareness training for all staff in addition to Aboriginal People and Strength Based Practices training for frontline staff, both delivered by Flic Ryan. Flic's training aims to build on people's skills in providing services to Aboriginal people in ways that respect and support the diversity of Aboriginal cultures, and value the strengths in Aboriginal individuals, families and communities.

### Trauma Informed Care and Practice

CRC is committed to becoming a trauma informed organisation as we recognise that the vast majority of CRC clients have survived complex trauma and many staff at CRC also have lived experience of trauma. To ensure that our culture and practices are as trauma informed and trauma sensitive as possible, we have established a Trauma Informed Care and Practice Working Group and commenced an organisational audit. The results of the audit will be used to plan and implement the changes required to make CRC more trauma informed.

### Staff Wellbeing Program

For the second year CRC staff participated in the Australian Not-For-Profit Workforce Study, an initiative led by the Centre for Social Impact at the University of Western Australia. One of the aims of the study is to identify what promotes NFP employee and volunteer health and organisational sustainability. The results of this study indicates that staff across the NFP sector experience high levels of work meaningfulness as well as high levels of psychological distress. These findings were also reflected in the responses of CRC paid staff, a result which has driven us to invest more in staff wellbeing. Our formal Staff Wellbeing Program resulted, which includes a range of wellbeing activities, such as yoga and meditation. The Wellbeing Program will continue to grow and will include offering wellbeing activities for regional staff and volunteers. We also participated in the NSW Government funded Mentally Healthy Workplaces Strategy supporting us to strengthen the psychological and physical wellbeing of our staff.





# Annual Report Financials

2018–2019

**COMMUNITY RESTORATIVE CENTRE LIMITED**

**ABN 75 411 263 189**

**FINANCIAL REPORT - 30 JUNE 2019**

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

**FINANCIAL REPORT - 30 JUNE 2019**

**DIRECTOR'S REPORT**

The Directors present the operating report of the Community Restorative Centre Limited for the year ending 30 June 2019 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 (appointed 5/7/19)
G Gahan	Director (res. 21/11/18)
J Paget	Director (res. 21/11/18)

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 deficit of \$150,056 (2018: Deficit \$134,376).

**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

25th September 2019

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

**FINANCIAL REPORT - 30 JUNE 2019**

**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 2019 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 25th day of September 2019

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

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2019**

	Note	2019 \$	2018 \$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	3,386,453	4,118,838
Trade and other receivables	5	324,342	411,012
<i>Total current assets</i>		<u>3,710,795</u>	<u>4,529,850</u>
<b>Non-current assets</b>			
Financial assets	6	2,594	2,678
Property, plant and equipment	7	19,718	44,261
<i>Total non-current assets</i>		<u>22,312</u>	<u>46,939</u>
<b>TOTAL ASSETS</b>		<u>3,733,107</u>	<u>4,576,789</u>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	8	1,161,687	1,805,229
Provisions	9	448,641	498,725
<i>Total current liabilities</i>		<u>1,610,328</u>	<u>2,303,954</u>
<b>TOTAL LIABILITIES</b>		<u>1,610,328</u>	<u>2,303,954</u>
<b>NET ASSETS</b>		<u><b>2,122,779</b></u>	<u><b>2,272,835</b></u>
<b>EQUITY</b>			
Retained earnings		<u>2,122,779</u>	<u>2,272,835</u>
<b>TOTAL EQUITY</b>		<u><b>2,122,779</b></u>	<u><b>2,272,835</b></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 2019**

	Note	2019 \$	2018 \$
<b>Revenue</b>	2	5,431,292	5,421,558
<b>Other income</b>	2	173,608	99,654
		<u>5,604,900</u>	<u>5,521,212</u>
<b>Expenses</b>			
Staff costs		(4,318,432)	(3,920,857)
Administration expenses		(312,495)	(322,856)
Depreciation	3	(24,543)	(44,414)
Motor vehicle expenses		(164,716)	(205,510)
Office accommodation	3	(249,720)	(249,654)
Other expenses		(336,488)	(579,109)
Project expenses		(333,109)	(325,531)
Repairs and maintenance		(9,588)	(2,894)
Subscriptions		(5,865)	(4,763)
		<u>(5,754,956)</u>	<u>(5,655,588)</u>
<b>Profit before income tax</b>		(150,056)	(134,376)
Income tax expense		-	-
<b>Profit for the year</b>		(150,056)	(134,376)
<b>Other comprehensive income for the year</b>		-	-
<b>Total comprehensive income for the year</b>		<u><b>(150,056)</b></u>	<u><b>(134,376)</b></u>

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

**STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 30 JUNE 2019**

	Retained Earnings \$	Total \$
<b>Balance at 1 July 2017</b>	2,407,211	2,407,211
<b>Comprehensive income</b>		
Profit for the year	(134,376)	(134,376)
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<u>(134,376)</u>	<u>(134,376)</u>
<b>Balance at 30 June 2018</b>	<u>2,272,835</u>	<u>2,272,835</u>
<b>Balance at 1 July 2018</b>	2,272,835	2,272,835
<b>Comprehensive income</b>		
Profit for the year	(150,056)	(150,056)
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<u>(150,056)</u>	<u>(150,056)</u>
<b>Balance at 30 June 2019</b>	<u>2,122,779</u>	<u>2,122,779</u>

The accompanying notes form part of these financial statements

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

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30 JUNE 2019**

	Note	2019 \$	2018 \$
<b>Cash flows from operating activities</b>			
Receipts from customers and government		5,934,108	5,827,265
Payments to suppliers and employees		(6,839,923)	(7,659,163)
Donations received		139,154	41,290
Interest received		34,276	44,857
<i>Net cash flows from operating activities</i>		<u>(732,385)</u>	<u>(1,745,751)</u>
<b>Cash flows from investing activities</b>			
Proceeds from sale of property, plant and equipment		-	13,400
Purchase of property, plant and equipment		-	-
<i>Net cash flows from investing activities</i>		<u>-</u>	<u>13,400</u>
Net increase/(decrease) in cash and cash equivalents		(732,385)	(1,732,351)
Cash and cash equivalents at the beginning of the financial year		<u>4,118,838</u>	<u>5,851,189</u>
Cash and cash equivalents at the end of the financial year	4	<u>3,386,453</u>	<u>4,118,838</u>

The accompanying notes form part of these financial statements

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2019**

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

**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 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.

**Comparatives**

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

**Income Tax**

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

**Goods and Services Tax (GST)**

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

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

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

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2019**

**Note 1 - Statement of accounting policies (continued)**

**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.

**Property, plant and equipment**

**Recognition and measurement**

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

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

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2019**

**Note 1 - Statement of accounting policies (continued)**

**Property, plant and equipment (continued)**

Depreciation

The depreciable amount of all property, plant and equipment is depreciated on a straight line basis over the asset's useful life to the 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.

**Financial instruments**

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

Initial recognition and measurement

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

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

Classification and subsequent measurement

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

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2019**

**Note 1 - Statement of accounting policies (continued)**

**Financial instruments (continued)**

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

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

*Non-derivative financial assets*

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

*Financial assets at fair value through profit or loss*

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

*Loans and receivables*

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

*Held-to-maturity investments*

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

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2019**

**Note 1 - Statement of accounting policies (continued)**

**Financial instruments (continued)**

*Available-for-sale financial assets*

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

*Financial liabilities*

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

*Fair value estimation*

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

*Impairment*

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

*Derecognition*

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

**Trade and other payables**

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the 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

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2019**

	2019	2018
	\$	\$

**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.

**Critical accounting estimates and judgements**

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

**Key estimates**

*Impairment*

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

*Estimation of useful lives of assets*

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

**Significant accounting policies / New standards and interpretations not yet adopted**

AASB 16 removes the classification of leases as either operating lease or finance leases - for the lessee - effectively treating all leases as finance leases. Short-term leases (less than 12 months) and leases of low-value assets (such as personal computers) are exempt from the lease accounting requirements. There are also changes in accounting over the life of the lease. In particular, companies will recognise a front-loaded pattern of expenses for most leases, even when they pay constant rentals.

AASB 16 is effective for annual reporting periods beginning on or after 1 January 2019, with early adoption permitted where AASB 15 Revenue from Contracts with Customers is adopted at the same time. The Company is assessing the potential impact on its financial statements resulting from the application of AASB.

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2019**

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	2019	2018
	\$	\$
<b>Note 2 - Revenue</b>		
<b>Revenue</b>		
Members subscriptions	123	241
B Miles Women's Foundation	263,357	254,868
Newtown Neighborhood Centre Incorporated	126,146	105,988
Women's Housing Company Limited	218,457	207,902
Wentworth Community Housing Limited	191,136	184,987
Department of Justice, Corrective Services NSW	706,533	521,487
Sydney Local Health District	160,200	155,300
Health Administration Corporation	222,276	128,312
Department of Community Services, Ageing, Disability	728,581	1,501,142
Department of the Prime Minister and Cabinet	745,160	650,000
EIS Health Ltd T/As Central & Eastern Sydney Primary Health Network	647,283	645,263
The Council of the City of Sydney	-	6,250
Department of Family and Community Services NSW	302,740	325,783
Legal Aid New South Wales	55,411	53,421
Richard Southan Foundation	28,850	17,937
Wentwest Limited T/As Western Sydney Primary Health Network	469,052	115,000
Broken Hill City Council	-	11,100
Department of Justice, Crime Policy	113,636	56,818
Other grants	47,000	76,292
Recovery from Unexpended Funds	368,826	384,597
Other operating revenue	36,525	18,870
	<u>5,431,292</u>	<u>5,421,558</u>
<b>Other revenue</b>		
Donations received	139,154	41,290
Interest income	34,276	44,857
Dividends	178	107
Net gain on the disposal of property, plant and equipment	-	13,400
<i>Total other income</i>	<u>173,608</u>	<u>99,654</u>
<i>Total revenue and other income</i>	<u>5,604,900</u>	<u>5,521,212</u>

**Note 3 - Expenses**

**Depreciation**

Office equipment	-	1,522
Motor vehicles	24,543	42,892
<i>Total depreciation</i>	<u>24,543</u>	<u>44,414</u>
Rental expenses relating to operating leases	249,720	249,654

**Note 4 - Cash and cash equivalents**

Cash at bank and on hand	796,803	4,118,838
Short term bank deposits	2,589,650	-
<i>Total cash and cash equivalents</i>	<u>3,386,453</u>	<u>4,118,838</u>

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2019**

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	2019	2018
	\$	\$
<b>Note 5 - Trade and other receivables</b>		
<b>Current</b>		
Trade receivables	281,752	249,705
Other receivables	16,703	133,832
Accrued income	12,482	2,168
Prepayments	13,405	25,307
<i>Total current trade and other receivables</i>	<u>324,342</u>	<u>411,012</u>

**Note 6 - Financial assets**

**Non-current**

Available-for-sale financial assets	2,594	2,678
<i>Total non-current financial assets</i>	<u>2,594</u>	<u>2,678</u>
<b>Movements in carrying amount</b>		
Net carrying amount at 1 July 2018	2,678	2,129
Revaluation increment (decrement)	(84)	549
Net carrying amount at 30 June 2019	<u>2,594</u>	<u>2,678</u>

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

**At 30 June 2018**

	Office Equipment	Motor Vehicles	Total
	\$	\$	\$
Cost	1,522	87,153	88,675
Accumulated depreciation	(1,522)	(42,982)	(44,414)
<i>Net carrying amount</i>	<u>-</u>	<u>44,261</u>	<u>44,261</u>
<b>Movements in carrying amounts</b>			
Net carrying amount at 1 July 2018	-	44,261	44,261
Additions	-	-	-
Disposals	-	-	-
Depreciation charge for the year	-	(24,543)	(24,543)
Net carrying amount at 30 June 2019	<u>-</u>	<u>19,718</u>	<u>19,718</u>

**Note 8 - Trade and other payables**

**Current**

Trade payables	161,377	47,798
Grants received in advance	221,518	1,096,682
Grants unexpended	317,113	426,179
Liabilities to employees	233,750	234,570
Income in Advance	227,929	-
<i>Total current trade and other payables</i>	<u>1,161,687</u>	<u>1,805,229</u>

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2019**

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	2019	2018
	\$	\$
<b>Note 9 - Provisions</b>		
<u>Current</u>		
Office relocation	-	112,712
Employee entitlements – annual leave	282,642	236,898
Employee entitlements - long service leave	165,999	149,115
<i>Total current provisions</i>	448,641	498,725

**Note 10 - Key management personnel**

**Remuneration of key management personnel**

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

	421,380	378,296
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**Note 11 - Commitments**

**Operating lease commitments**

Non-cancellable operating lease commitments are as follows:

Within one year	163,673	141,453
Later than one year but not later than five years	416,000	2,273
	579,673	143,726

The company has three separate property leases and some are non-cancellable leases expiring at different times. An option exists to renew the lease at the end of the term for an additional number of years. The leases allow for subletting and some are on a month to month basis.

**Note 12 - Related party transactions**

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

**Note 13 - Economic dependency**

The company considers that it is economically dependent on revenue received from the Commonwealth and State Government Departments with respect to its programs. The Directors believe that this revenue will continue to be made available to the company although, a number of funded programs will be approaching the end of their funding period at 30 June 2019 and a new tender will be required to be submitted to retain that funding. The total amount of government funding received during the financial year was \$5,394,644 (2018: \$5,402,477) and this represented 96% of total revenues (2018: 98%).

**Note 14 - Contingent liabilities**

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

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

There were no significant events occurring after balance date.

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

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**FINANCIAL REPORT - 30 JUNE 2019**

**DIRECTORS' DECLARATION**

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 2019 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:



R McCausland  
Director



Ian Farmer  
Director

25th September 2019

## 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 2019, the statement of profit or loss, statement of 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 2019 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 2019, 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.

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.



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

Dated this 25th day of September 2019

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