



# ANNUAL REPORT

2021-2022







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## ACKNOWLEDGEMENT OF COUNTRY

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



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*With respect to the Wiljkali and Baarkintji Peoples*

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

#### **PENRITH/NEPEAN**

In partnership with Wentworth Community Housing

*With respect to the Darug and Wiradjuri Peoples*

#### **NEWTOWN**

In partnership with Newtown Neighbourhood Centre

*With respect to the Gadigal Peoples*

#### **CONISTON/DUBBO/LIVERPOOL/MT DRUITT/ NEWCASTLE/STRAWBERRY HILLS**

In partnership with DCJ Housing

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





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Credits: All artworks were created by participants in Songbirds or Miranda Project art workshops, or were submissions to *Paper Chained* magazine

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 peoples and the criminal justice system.
- 3 The application of the law reflects broader inequalities and is not always just.

- 4 Imprisonment is overused, is a failed response to crime, causes more harm than good and leads to more imprisonment.
- 5 For as long as there are prisons, they should be fair, just and humane environments that respect universal human rights.
- 6 There is a need for community-based alternatives to the criminal justice system.

- 7 People who have been released from prison should not experience perpetual punishment.
- 8 The families and kin of people who are incarcerated are often serving an invisible sentence and require acknowledgement and support.

## Strategic Priorities

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







# FUNDING PARTNERS

CRC is grateful to the following funders who provided support during 2021/22:

- NSW Department of Communities and Justice (Corrective Services NSW)
- NSW Department of Communities and Justice (Family and Community Services)
- NSW Department of Communities and Justice (Women NSW)
- NSW Health (Drug and Alcohol Treatment Services)
- Central Eastern Sydney Primary Health Network
- WentWest Western Sydney Primary Health Network
- South Western Sydney Primary Health Network
- Sydney Local Health District
- Federal Department of Prime Minister and Cabinet (National Indigenous Australians Agency)
- Legal Aid NSW
- NSW Department of Customer Service (Office of Responsible Gambling)
- Paul Ramsay Foundation

CRC also receives funding through partner NGOs to operate specialist services to people exiting custody as part of the Department of Communities and Justice funded Going Home Staying Home projects. CRC's GSH partners in 2021/2022 are:

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

## DONORS

- Judith Neilson Foundation
- Berg Family Foundation
- Esden Family
- Michael Levy

## ONE-OFF GRANTS

- Aboriginal Affairs NSW
- National Indigenous Australians Agency
- Network of Alcohol and other Drugs Agencies
- Stronger Communities Programme
- Commonwealth Bank
- Randwick City Council
- AbbVie Biopharmaceuticals
- ClubGrants (Bankstown District Sports Club)
- ClubGrants (Wests Ashfield)





# ACKNOWLEDGEMENTS

CRC would like to acknowledge the staff, volunteers, members, partners and funding bodies that have made our work possible during 2021/22.

## STAFF

At CRC, our staff are at the heart of what we do. At June 30, 2022, there were 67 staff employed. Our skilled, diverse and dedicated team is committed to delivering a safe, effective service for clients that we know works.

## CLIENTS

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

## OUR MEMBERS

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

## VOLUNTEERS

Volunteers provide a crucial role in the delivery of services within CRC, and we are grateful for their commitment and dedication. This year, despite the challenges of negotiating the COVID-19 pandemic, our remarkable and skilled Court Support Volunteers have worked tirelessly to support court attendees in 16 local courts.

## STUDENTS

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

## PARTNERSHIPS

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

## EXTERNAL CONSULTANTS

CRC's Board of Management and staff would like to thank and acknowledge our external consultants for their support and expertise during the past 12 months.

## CONDOLENCES

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

# PATRON'S MESSAGE



The Community Restorative Centre (CRC) is a splendid organisation that delivers services to people committed to custodial institutions and their families and supporters.

After uncertainty and challenges experienced over the past two years, 2022 has provided CRC with a window of stability. It has allowed the organisation to build on various gains both in terms of funding and service delivery.

One aspect of the work of CRC lies in advocacy, policy development and research. It is carried on in a unit devoted to these tasks. The Advocacy, Research and Policy Unit's ultimate objective is to achieve improved outcomes for people who have come into contact with the criminal justice system through addressing gaps in research in ways designed to improve the criminal justice sector. Help, where possible, to individuals is vital and compassionate. It is a duty of good citizens. However, extrapolating from the broad community of those in need is just as

important. CRC needs to translate its constant review of the criminal justice system into a focus on broad policy. An illustration of this vital activity is CRC's provision of public policy briefs and submissions to government, which this year included commenting on the NSW Government's draft legislation Amendment ("Coercive Control") Bill 2022 (NSW). I applaud this work.

Significantly improved funding for CRC's service delivery in 2021-22 has facilitated continued operation of several programs. It has also enabled expansion of other programs.

When people in prison are discharged from official custody, many are experiencing challenges including lack of opportunity, intellectual disability and cognitive impairment. Such people (and many who do not fit within these categories) face significant barriers to obtaining housing and are at risk of returning to the dangers of incarceration. This is symbolised in Sydney, not far from NSW Parliament on most evenings, where the number of homeless people dependent on private charitable support is obvious to politicians, administrators and other citizens walking by on their way to their warm homes in the midst of housing shortages. CRC's Reintegration Housing Support Program has this year assisted a total of 220 clients across six Housing NSW sites. Of this number, 75 identified as First Nations members and 93 have secured long-term housing options, comforts other citizens take for granted.

This year has enabled the expansion of other programs of assistance. One such program that is to be welcomed and praised is the Women's Diversion Pathway Program, funded by Corrective Services NSW under the provisions of the s26(2)(i) of the Crimes (Administration of Sentences) Act 1999

(NSW). In that provision, a female prisoner who is a mother of a young child or children may serve her sentence in a manner which enables her "to be with her child in an appropriate environment determined by the Commissioner". This is a development that is to be strongly commended. Such expenditure will be repaid by future generations who are thereby helped to avoid a revolving door of poverty, homelessness and dependency.

Also during 2022, CRC's youth program, Pathways Home, was expanded. It provides transitional support for young people in the justice system. Often, they are in need of special help to deal with their drug or alcohol use. Once again, the proportion of First Nations people, many of whom have histories of trauma and repeated episodes of incarceration, is much higher. The service focuses on the health needs of First Nations youth. I pay respects and offer thanks for those who work in this area. After receiving generous philanthropic funding, CRC was also able to establish a Creative Arts Unit and to continue delivering music, art and theatre workshops. These are crucial initiatives to help keep Indigenous youth, and others from the general community, from the dangers and despair of the revolving door.

Providing former prisoners and detainees with new opportunities in life is an important challenge for CRC. Can we imagine a society with fewer prisoners dependent on institutions? Can we ensure that the minority amongst sentenced prisoners, who claimed to have suffered injustice in their trial or in their

appeal, can gain a second or further opportunity for judicial scrutiny of their case? Each of these and other challenges faced by CRC and its clients/families require informed initiatives of law reform. Most of those in need cannot formulate how the need can be developed and provided. This also is a challenge for CRC. It is a precious institution. It exhibits compassion and practical support. It is why I am proud to be associated with CRC and its small team of dedicated workers and volunteers. In a world that often exhibits neglect, these are people who deserve the accolade of 'righteousness'.

**The Hon. MICHAEL KIRBY AC CMG**

Justice of the High Court of Australia (1996-2009)  
Chairman of the Australian Law Reform Commission (1975-84)  
Australian Human Rights Medal (1991)



# PATRON'S MESSAGE



## SHARING CRC'S VISION OF A WORLD WITHOUT PRISONS

This Annual Report throws out the challenge to 're-imagine a world without prisons'. This is a challenge I am more than willing to take up; it's a vision I am ready to share. For very many years, inspired by the work of social scientists like Tony Vinson, I have tried to understand the social and economic factors that underpin crime in our society, and the impact of prison on individuals, their families and communities. This has led me to believe that, except in the most serious cases, every alternative to prison should be considered first, since imprisoning people can do little to improve their social capabilities and is more likely to have negative consequences for themselves and those around them. I do concede that the possibility of imprisonment would have to remain as the most severe punishment in the criminal justice system, for those whose crimes cannot be responded to in any other way.

The vision of a world without prisons, even with that exception, may not be easy to argue at the political level, but it is a vision that is supported by a number

of separate movements that point to other responses to crime. There is the strong desire by the whole community to reduce the over-representation of Indigenous people in the prison population, to be achieved by law reform and the introduction of alternative measures. There is the recognition in human rights law that for children who have infringed the penal law, imprisonment should be a last resort, though, sadly, Australia still imprisons children as young as 10. There is widespread support for the expansion of alternatives to prison for women offenders arising from a deeper understanding of the social circumstances leading to their offending and the impact of incarceration on women and their families. Recent recommendations of a parliamentary committee in this State call for consideration to be given to the role of a parent, and particularly a primary carer, in deciding whether to impose a custodial sentence.

Underlying these movements is a dawning understanding that the prison system, despite its ever-expanding cost, does not achieve the reduction in crime that its proponents seek. While human rights principles call for reformation and social rehabilitation as the aim of the prison system, experience shows that programs carried out inside our prisons, however well-intentioned, are not very effective in reducing recidivism or ensuring the successful re-entry into society of its subjects (BOCSAR report, July 2022). The question then is, how to develop a better way?

It would be possible to reduce the numbers held in prisons, for example by amending bail laws and sentencing laws. But the real need is to develop alternative, more effective means of dealing with as many offenders as possible outside the prison system. I am convinced that for the vast majority of those now incarcerated, other ways forward can be found outside the prison system, which involve both a level

of accountability, by requiring fulfilment of obligations imposed by way of sentence, and a significant reduction in recidivism, by ensuring the ongoing support individuals need to ensure their successful integration into society.

There are examples to draw from. Drug courts, circle sentencing, Youth Koori Court and so on help to reduce prison numbers while ensuring a measure of ongoing support for the individual. Programs run by CRC are designed to help those leaving prison, but could also provide the support needed for those fulfilling community-based sentences. The Miranda Project offers women affected by the criminal justice system the opportunity to remain in the community with the support they need to stabilise their lives effectively. It can also operate as a diversionary program as an alternative to prison, or for those leaving remand.

Community-based programs like these can succeed because they are designed to be responsive to the immediate and changing needs of the individual, whether they involve problems such as drug or alcohol abuse, mental-health issues, family violence or homelessness. While they involve intensive case work, they can be more cost effective than incarcerating people for relatively short periods, during which time there may not even be access to broadly based programs.

I claim no expertise on what kind of community sentencing should be introduced. There are models to draw on here and in other countries. But I venture the opinion that replacing imprisonment with an expanding program of Community Corrections will not cure the problem of recidivism unless there is also effective and ongoing support for the individual. If the aim is to provide real opportunities for the growth and development of the individual offender, help to deal with his/her underlying problems and

a real opportunity for effective reintegration into society, then the expertise in this area lies with NGOs like the Community Restorative Centre. The work of CRC for those who are or have been imprisoned and their families has not only been effective in itself, but equally important has enabled it to build up a vast knowledge and experience of what can be done, what should be done, to help its clients to build better lives as part of their communities. Its many years of work to support individuals and families affected by the criminal justice system, its dedication to the successful reintegration of those affected into their communities and its strong advocacy for social and legal reforms make it a leader in this field.

The experience of CRC, the meticulous research it has carried out and its numerous research-based submissions to government inquiries show that it is in an excellent position to put forward the vision of a world without prisons. I gladly join in this vision.

We can't go on as we are. As Albert Einstein is alleged to have said: "Insanity is doing the same thing over and over and expecting different results."

**The Hon ELIZABETH EVATT AC**

Chief Judge of the Family Court (1976 – 1988)

President of the Australian Law Reform Commission (1988 – 1993)



# CHAIR'S REPORT



It is a privilege for me to write my first CRC Chair's Report. I was elected to the role in April this year, taking over from our wonderful colleague Associate Professor Ruth McCausland.

I first wish to acknowledge and thank Ruth for her exceptional leadership, commitment and service in her time as Chair of the CRC Board. We are lucky to have Ruth continue as a director and benefit from her research and advocacy in the strategic direction of CRC. I'll take a moment to also thank all the other directors of the CRC Board for their commitment and time in 2021-2022: Michael Levy (to November 2021), Stuart Loveday (to April 2022), Ian Farmer, Nicole Lojczyk, Ivan O'Mahoney, April Long, Ashlee Donohue and Alexandra Sittchenko, and also thank our CEO, Alison Churchill.

Commencing my term as Chair of the CRC Board after eight years of service as a director is a great honour for me. When I first joined in 2014 I knew I

was becoming part of something very special. Year in and year out, I have witnessed the positive social impact our organisation has on people's lives through the important role we play in advocating for and amplifying the voices of people most affected by the criminal justice system. As a researcher and scholar, I have been inspired by the significant contribution we've been able to make to the evidence base for our approach and models of support that change lives.

Of particular importance to me, as a proud Kalkutungu and South Sea Islander woman, is to recognise the significance of CRC having a First Nations person in the role of Chair. I reflect on this often as we prepare to celebrate (belatedly) 70 years of CRC supporting incarcerated people and their families in the community.

The number of Aboriginal and Torres Strait Islander people behind bars in NSW has continued to grow each year. Recent analysis of data by the Bureau of Crime Statistics and Research (BOCSAR) tells us that this growth has occurred in 2109-2022, with First Nations women now comprising 40% of the female prison population. This statistic is very real to me, and I wish to acknowledge the First Nations clients and staff who work tirelessly in the face of this injustice every day. I recognise and see this survival, rather than praise the resilience. We shouldn't have to be so resilient.

When I think and write about what our society and community could look like without prisons, I refer to two quotes. The first is from social-justice campaigner Tony Vinson, taken from the obituary he wrote for Frank Hayes. Frank steered CRC into its independence as a community-based organisation in the 1960s. Tony Vinson wrote, "Prisoners and their

problems don't fall from the sky. They come from families, they live in neighbourhoods and they belong to communities". The second quote comes from the autobiography of Shirley Smith, who we would all know as Mum Shirl. In her autobiography, which she dictated to Roberta Sykes, Mum Shirl said, "Black community has got so little, to be shared between so many".

We know what the alternatives to prison are. They have not changed since Mum Shirl identified them while visiting Aboriginal people in prisons and doing her community support work in the 1970s. For instance accommodation, which keeps First Nations women and their children safe from violence, is as vital as ever. But we can't build these alternatives in the long-term unless organisations such as CRC, and especially Aboriginal Community Controlled Organisations, are resourced to do the work that is required to achieve results. Government is still not diverting adequate funding to community organisations to deliver services. We know we can provide the service models and evidence base, but we urgently need government to pay what it takes to make the change.

The release in 2022 of the 'Paying what it Takes' Report from the Centre for Social Impact and Social Ventures Australia confirmed what we have felt and experienced for a long time. That despite the impact and benefits achieved by CRC as an independent, community-based not-for-profit organisation, and the contribution made by our exceptional and committed staff in support of our clients, we are still critically under-resourced. As Alison expands on in her CEO's Report, this is most notable in terms of inadequate 'indirect costs' funding. The research and the findings detailed in the report contribute much-needed evidence for action by government and other funders

to change their practices. We have so little to share between so many, but it doesn't have to be this way. Governments and funders can rectify this economic injustice by paying what it takes for all of us to build something better.

*Peta MacGillivray*

Peta MacGillivray  
CRC Board Chair



# CEO'S REPORT



As always, this year's annual report showcases the incredible work of our organisation: the way our staff successfully navigated the ongoing challenges of the COVID pandemic, the addition of exciting new programs alongside the expansion of existing ones, as well as the increasing diversity of our staff, all of whom contribute unique skills, knowledge, experience and culture to our service delivery.

The key marker of our success, however, lies in the increased wellbeing and opportunities experienced by the people we work alongside. We hope that some of these successes have been captured in the case studies and quotes within this report.

Whilst most of the written contributions relate to our direct service provision and our continued focus on advocating for a society that is not reliant on carceral punishment, this year I would like to focus on our ongoing challenge to secure the financial resources necessary to do our work.

In 2021/22 we have benefited greatly from increased funding provided by our philanthropic partners. This funding enables CRC to provide services which, while not identified as priorities by Australian governments, are being championed internationally. It has also allowed CRC to pilot programs over a realistic period of time, commencing with program design and implementation but also – crucially – enabling an iterative process that includes the opportunity to adapt the program in response to ongoing learnings. Adequate resourcing for independent evaluation processes enables CRC to contribute to the Australian evidence base and forms the basis of the advocacy work undertaken by our Advocacy, Research and Policy Unit.

Our Miranda program has demonstrated the positive impact partnerships between philanthropy and government can have in assisting clients to forge new pathways away from the criminal justice system. The opportunity for philanthropic organisations to work collaboratively with government to support sustainable, place-based initiatives is something CRC hopes to see more of in the coming year.

In addition to providing us with the capacity to develop and evaluate new programs, our philanthropic donors have recognised the true costs of operating an effective organisation, a position still rarely adopted by government. This is one of the greatest challenges currently impacting not-for-profit organisations, and it is one that has the potential to limit our strategic vision and erode our ability to achieve our goals.

We are grateful that, to date, the philanthropic organisations interested in supporting our work have been willing to 'Pay What It Takes', an approach to funding that encompasses a willingness to cover the indirect costs of a not-for-profit's operations, not just those of service delivery. This is not, however, the norm and CRC – along with the majority of NGOs – rarely receives funding that covers our true operating costs. Costs for back-office administration increase annually

in response to expanded contractual and legislative demands, including increased reporting, client surveys that are not fit for purpose, organisational and program accreditation, along with the organisation's responsibilities regarding the provision of up-to-date, flexible IT software and hardware, maintaining vehicles, and ensuring staff have access to training, clinical and cultural supervision, and wellbeing support. While all of these requirements are necessary to the running of an effective and accountable organisation, they are extremely resource-intensive, and the costs associated with them are generally borne by CRC internally.

We frequently have to opt out of applying for grants that only cover direct service provision, because of our inability to cover the indirect costs of additional programs. Larger organisations, particularly faith-based charities that receive regular donations, are able to apply for these grants as they have the ability to fund the shortfall. This practice places a stranglehold on smaller organisations, many of which fall by the wayside.

This is the unenviable environment in which so many not-for-profit organisations operate. Funders have unrealistic expectations about the costs involved in delivering services, organisations feel pressured to conform and respond by either underspending on indirect expenses or under-stating indirect costs in grant applications in order to receive funding. This in turn raises funder expectations that not-for-profit organisations can do more with less, in what is known as the 'Non-profit Starvation Cycle'.<sup>1</sup>

So pervasive is this cycle that a recent report by Social Ventures Australia and the Centre for Social Impact, Paying what it takes: funding indirect cost to create long-term impact, stated that "Every organisation spoken to said that they had difficulty funding the true costs of what it takes to deliver impact. Most believed they were underinvesting in indirect costs, and several acknowledged that they underreported their direct costs to funders in order to win funding."<sup>2</sup>

Not only does this cycle foster competition for funding between organisations in the social sector, it also stifles the individual organisation's ability to think more broadly. The focus on short-term, program-specific funding may temper an organisation's willingness to innovate, take risks and think outside the box when it comes to strategic planning and the organisation's vision for the future.

Changing the status quo will not be easy. It takes courage and tenacity to state the true costs involved in delivering services if doing so may result in a loss of funding revenue. However, the long-term benefits to the people we support and our organisation as a whole make it a challenge worth accepting. In addition to advocacy on behalf of people involved in the criminal justice system, CRC will continue to advocate for governments to fund the true costs of creating positive social change.

I would like to acknowledge and thank all of our partners who support and enable our work. I'd also like to pay tribute to all of CRC's frontline paid and unpaid staff, whose ingenuity, tenacity and care helps to create safety, wellbeing and choices for people connected to the criminal justice system.

I would particularly like to acknowledge the work of CRC Program Director Michelle Bryant, who is relentless in her support of staff and in providing strategic oversight of our service provision. I would also like to thank the behind-the-scenes staff whose work provides the foundation from which we operate. And finally, I would like to thank CRC's Board of Directors for their ongoing stewardship of the organisation.

**ALISON CHURCHILL**

Chief Executive Officer

<sup>1</sup> AG Gregory, D Howard, 'The nonprofit starvation cycle', Stanford Social Innovation Review, 2009, accessed October 10, 2022

<sup>2</sup> Social Ventures Australia and the Centre for Social Impact (2022) Paying what it takes: funding indirect cost to create long-term impact. Social Ventures Australia.





# DECARCERATION, ABOLITIONISM AND THE WORK OF CRC

The global activism following police brutality and systemic racism has brought penal abolitionism into the mainstream and drawn widespread attention to the voices of Aboriginal and Torres Strait Islander people and communities who have led campaigns and advocacy on these issues in Australia for decades.

“The most difficult and urgent challenge today is that of creatively exploring new terrains of justice, where the prison no longer serves as our major anchor”  
(DAVIS, 2003, P. 21).

In North America, penal abolitionism grew from resistance movements and activism against prison expansion led by Black and First Nations communities. In Australia, abolitionist campaigns developed throughout the 20th and 21st centuries. While often misunderstood as advocating for the immediate closure of prisons and release of all prisoners, and while it does have as its goal the long-term eradication of the prison, it is fundamentally concerned with creating something new – building up other non-punitive responses to harm and transgressions and finding solutions that lie far outside the criminal punishment system. It is focused on a realisation of social rather than criminal justice and is ultimately about looking beyond the prison. As Baldry et al (2015, p. 171) argue, *‘abolitionists are ultimately concerned with attaining social change and freedom from inequalities and oppressions that drive mass incarceration’*. However, this does not mean that taking an abolitionist stance negates the capacity or importance of doing work to support those who are enmeshed in carceral systems right now. As Angela Davis and colleagues (2022, p. 5) highlight, an abolitionist approach allows for *‘collective immediate and everyday needs for safety, support and resources while simultaneously working to dismantle carceral systems’*.



In the context of post-release reintegration and the work of CRC, it means an acknowledgement of the harms caused by the carceral system and the ways in which these harms and traumas perpetuate criminal punishment system involvement. Taking an abolitionist stance means an acknowledgement that the criminal legal system is foundational to the exercise of violence (Brown and Schept, 2017). It simultaneously means working alongside and elevating the knowledges and experiences of those who are most impacted by the harms caused by such violence (Davis et al., 2022; Scott, 2020), as well as listening to Indigenous perspectives and understandings of community responsibility, accountability and care.

Penal abolitionism provides a useful analytic frame to think about questions of the long-term harm of carceral systems and to answer the questions: What are prisons doing to people who are released to the community? At what point do we acknowledge prison as an abject failure of public policy? It is grounded in the acknowledgment that 'we can never imprison our way to a safer society'. That the things we know – from our expertise in service delivery – that work to build pathways out of the prison system for

people – connection, care, community, love, safety, security – are 'extremely difficult to achieve in a coercive environment that leads to the social production of moral indifference' (Scott, 2020, p. 38). Indeed, prison abolitionism challenges the belief that caging and controlling people makes us safer (Critical Resistance, 2002).

### HOW IS CRC'S WORK ABOLITIONIST?

- Our work recognises the implications of settler colonialism and present-day impacts for First Nations criminalised people and their families. A recognition of the harm wrought on First Nations individuals, families and communities by the ongoing project of settler colonialism is at the foundation of all the work we do. We acknowledge that we are living and working on unceded sovereign lands as well as the ongoing work of advocacy and resistance from First Nations communities. We recognise and work towards ending the violence of carceral systems, and the way different systems (child 'protection', policing, prisons) are interrelated with significant impacts on First Nations people. We understand that penal strategies and the prison have been central to the development of the settler colonial state (Cunneen, 2021).
- People with lived experience are embedded in the organisation and have input into the strategic direction of the organisation.
- As an organisation we actively seek to employ people with lived experience and resist structural barriers facing people with lived experience

who face difficulties finding student placements due to their criminal record.

- CRC has a long history of systemic advocacy supporting criminalised populations.
- All CRC programs advocate for upholding the human rights of people enmeshed in the criminal legal system, including their families.
- Our work is informed by the demographic realities of our clients and places these structural predictors of criminal legal system contact (i.e., poverty, marginalisation, ableism, racism) at the heart of service delivery.
- Support and advocacy for genuine alternatives and *actual* diversion from the criminal legal system are a focus of the organisation – it does not advocate for extensions/net-widening of the carceral system.
- The way we talk about, position and describe the people, families and communities we work with matters and we pay attention to this. We move beyond the language binaries of the criminal legal system – victim/offender, guilty/innocent, criminal/legal – and recognise that all people exist on a continuum. Specifically, we recognise the problems with the process of 'criminalisation' and the designation of 'crime' as primarily a social and interpersonal construct when there are a range of other harms that are not criminalised, including child removals, government surveillance/interventions, structural poverty, environmental destruction, land theft, etc.
- Our work aims to break down the structural, social and internalised stigma and discrimination experienced by criminalised people (Harney et al., 2022). We recognise the importance of embracing person-centred language for people who are currently or have formerly been imprisoned (Harney et al., 2022).

- It articulates the relationships and connections between different systems i.e., child 'protection', housing systems and criminal legal systems.
- It recognises the harms caused by prison – to individuals, communities and families – particularly the way in which prisons damage the social structures of family and community.
- We support clients as individuals with capabilities and strengths (i.e., through the Songbirds Project), rather than as individuals with deficits and as 'risks to be managed'.
- Our frontline workers are activists for social change (Richardson and Reynolds, 2012):
- tireless in their advocacy, going above and beyond in their support of clients and embracing a genuine commitment to social justice.

### WHAT WOULD BE REQUIRED FOR A SOCIETY WITHOUT PRISONS?

- For people to live lives free from poverty.
- To have appropriate, safe, and stable housing.
- To receive appropriate, quality education which is responsive to their learning styles and developmental needs.
- For children to be supported throughout their childhood to thrive in their communities.
- For people to have access to employment and an adequate living wage and conditions.
- For families to have the resources they require to survive and for families to be supported to remain together.
- For harm not to be addressed through punitive methods based on retribution and vengeance, but to be informed by transformative justice and

- more authentic forms of community accountability, reparation, and reconciliation.
- A strong welfare state (health, dental, including funding of community-based organisations etc.) without discrepancies across geographic regions.
- For Aboriginal Community Controlled Organisations to be appropriately funded to deliver culturally safe and culturally specific support to their communities.
- For the injustices and harms done to Aboriginal communities to be recognised and reparations made.
- Opportunities for people to heal from whatever trauma they are experiencing (related to institutional harm, interpersonal harm, substance use, etc.)
- A deconstruction of exploitative social, political, racial, economic and cultural systems that uphold Whiteness and patriarchy.
- A defunding of punitive methods of control (policing, prisons) into the above.

#### SOPHIE RUSSELL

Senior Research Officer,  
Advocacy, Research and Policy Unit

“It is true that if we focus myopically on the existing system—and perhaps this is the problem that leads to the assumption that imprisonment is the only alternative to death—it is very hard to imagine a structurally similar system capable of handling such a vast population of lawbreakers. If, however, we shift our attention from the prison, perceived as an isolated institution, to the set of relationships that comprise the prison industrial complex, it may be easier to think about alternatives. In other words, a more complicated framework may yield more options than if we simply attempt to discover a single substitute for the prison system. The first step, then, would be to let go of the desire to discover one single alternative system of punishment that would occupy the same footprint as the prison system.

(DAVIS, 2003, P. 106)

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# ADVOCACY, RESEARCH AND POLICY UNIT

The Advocacy, Research and Policy Unit provides the foundation for rigorous evidence-based practice that guides CRC's work from service delivery to systemic advocacy. The ARPU was formed in 2014 and formally funded in September 2021 by the Paul Ramsay Foundation (PRF), which has provided the opportunity to strategically build the unit.

The ARPU exists to achieve better outcomes for people impacted by the criminal justice system on both a service delivery and systemic level through reviewing, conducting and translating research and evidence to guide CRC's work, as well as agitate for broader policy and sector reform. The Unit's work is wide and varied and aims to be responsive to both CRC's needs and the political climate. Importantly, our work is informed by the lived experience of the people with whom we work, CRC staff, the wider NGO sector, as well as academic and expert partners.

Over the last 12 months, ARPU has been working on a breadth of iterative projects and activities.

- **STAKEHOLDER ENGAGEMENT:** Embedded in our work is ongoing consultation with a wide range of stakeholders, both internally within CRC and externally with other service providers, advocacy groups, committees, the media, Government and other policy makers. This forms the basis of our work by providing an opportunity to contribute to broader conversations and exert influence in the sectors in which CRC works.
- **EVALUATION ACTIVITIES:** Program evaluations ensure that the impact of CRC's service delivery is assessed to understand what works well and also what can be improved. Evaluations are extensive projects that require careful management, and rigorous consultation with key stakeholders. ARPU manages and oversees all evaluation activities at CRC to ensure they are being conducted ethically and with rigour. Current evaluations include:
  - Reintegration Housing Support Program Evaluation
  - Miranda Project - Quantitative Evaluation
  - Miranda Project - Qualitative Evaluation
  - PRF Partnership Evaluation
- **RESEARCH PAPERS:** ARPU is in the early stages of developing a number of research projects and papers that aim to respond to CRC's needs as an organisation, as well as address gaps in research pertinent to people impacted by the criminal justice sector.
- **SUBMISSIONS TO INQUIRIES AND COMMITTEES:** ARPU writes submissions in response to various Government Inquiries that relate to the work of CRC and impact the people with whom we work. We are always monitoring how we can exert influence and ensure the interests of people impacted by the criminal justice system have been considered. Recent submissions include:
  - Development of new culturally safe family dispute resolution services (FDR) for Aboriginal and Torres Strait Islander families (Attorney General's Department- Federal Government)
  - Inquiry into Children of Imprisoned parents (Parliament of Victoria)
  - Coercive Control Exposure Draft Bill (NSW Government)
- **AD-HOC PROJECTS:** There are also a number of ad-hoc projects ARPU supports, including:
  - Collaborating with CRC staff to produce articles for the September Criminal Justice focused issue of the NADA Advocate.
  - Providing input into the development of CRC's new case-management software.
  - Providing research guidance for the Miranda Project's Resource Development.
  - Responding to ad-hoc requests for information from other researchers and academics.







# THE YEAR IN REVIEW

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

At the beginning of the financial year, we were in harsh lockdowns due to the COVID-19 pandemic, with stay-at-home orders affecting most CRC staff. Across Greater Sydney there were areas designated 'LGAs of concern' – many of which were home to significant numbers of our clients – and as a result service delivery was particularly challenging. I have the utmost respect for our service delivery staff who pushed through extraordinary obstacles to provide support to clients at a time of great uncertainty and stress.

Where possible, outreach was replaced with telephone support and face-to-face visits were restricted to providing critical support only. Every single outreach visit took extra time, planning, risk assessing and energy – a massive burden for our staff and their managers. Staff reported that some clients who were released from custody during lockdown found it easier to adjust to life in the community – with fewer people in public places they experienced far less social anxiety. Conversely, many clients during this period reported increased mental health issues, including depression and feelings of isolation, accompanied by an escalation in their drug and alcohol use. Despite this, staff were continually impressed by our clients' resilience, patience and understanding as we all tried to navigate the rapidly shifting policies and restrictions.

There was lots of good news though.

CRC's Reintegration Housing Support Program (RHSP) in partnership with the Department of Communities and Justice (DCJ) kicked off in July 2021. Within a couple of months of the program commencing we had employed 12 transition workers across six locations in NSW, a manager, assistant manager and a project development worker. The RHSP has produced some amazing outcomes for clients, with 257 people accepted onto the program by July 2022, 71 of whom had secured long-term housing.

With funding received from Central and Eastern Sydney Primary Health Network we were able to expand our youth program, Pathways Home, commencing in July 2021. Funded by WentWest, the original Pathways program supports young people aged 10-24 residing in Western Sydney who have

been involved with the criminal justice system and need support for drug and/or alcohol use. We're so excited to be able to offer more young people the same opportunity for support in the CESPNN region.

Also this year, CRC was fortunate to receive funding from Corrective Services NSW to expand our Miranda Project to support women released under the provisions of Section 26(2)(1) of the Crimes (Administration of Sentences Act 1999). The Women's Diversion Pathway program, which supports mothers with dependent children who are released into the community before end of sentence or parole under Section 26 provisions, has produced some outstanding outcomes for women and their children. The program has been particularly successful in terms of women maintaining custody of their children, with 100 per cent of participants retaining care of their children, remaining in the community and completing their Community Correction Orders. The Miranda Project was this year selected by the Australian Institute of Criminology as the only Gold Award recipient at the 2022 Australian Crime and Violence Prevention Awards.

CRC's partnership with philanthropy continues to evolve. This year philanthropic funding has allowed us to create a designated Creative Arts Unit bringing together the Songbirds music, art and theatre workshops, Jailbreak prison radio and the Paper Chained prison magazine. We are thankful for the ongoing support of our generous philanthropic benefactors.

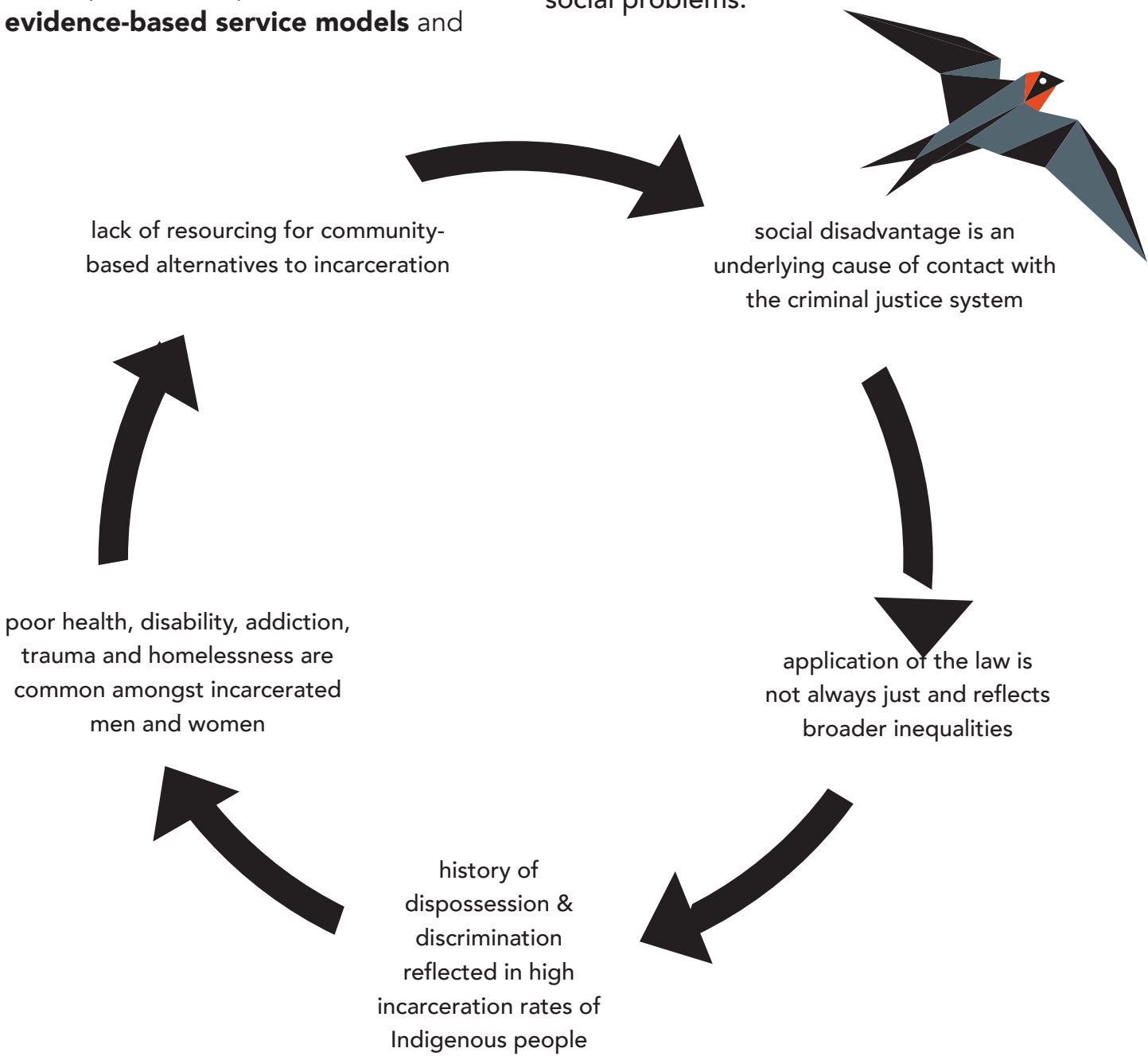
Finally, I would like to acknowledge all CRC staff. Our incredible frontline workers and their managers, who have worked heroically throughout a very turbulent year. It really is a great honour to work alongside them all. I would also like to recognise the significant contribution our behind-the-scenes staff make by ensuring the smooth running of the organisation, so that CRC is able to achieve such amazing outcomes for our clients. And of course our wonderful CEO, Alison, whose tireless dedication to CRC's mission inspires us all. Thank you.



# SERVICE DELIVERY OVERVIEW

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

leading the sector in its **research, policy advice and advocacy**.  
The criminal justice system has become Australia's default response to managing social problems.



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

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

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

# CRC'S APPROACH

**TRUSTED AND AUTHORITATIVE SOURCE OF INFORMATION AND ADVICE** for men and women in contact with the criminal justice system, families and services through the Telephone Information and Referral Service (TIRS) and Family Support

**Innovative Models of Diversion**

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

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

**BEST PRACTICE MODEL OF CASE MANAGEMENT AND SUPPORT** for incarcerated people to access programs, services and prepare for release from custody

**Specialist Service Delivery**

**CHANGING LIVES IMPROVING OUTCOMES**  
**CREATING PATHWAYS OUT OF THE JUSTICE SYSTEM**  
**BUILDING THE EVIDENCE BASE**

**Advocacy, Research and Policy**

**TARGETED POST-RELEASE AND REINTEGRATION PROGRAMS** for vulnerable groups leaving custody (First Nations, women, people with cognitive disability, mental health & AOD issues)

**INDIGENOUS TRANSITION** program for Aboriginal people with complex needs in Broken Hill/Wilcannia

**Community Voice and Expertise**

**FAMILY SUPPORT PROGRAM** for people with loved ones in custody

**LIVED EXPERIENCE** expertise is embedded in all aspects of research and service delivery design

**COLLABORATION WITH UNIVERSITIES** to design, inform and produce rigorous research

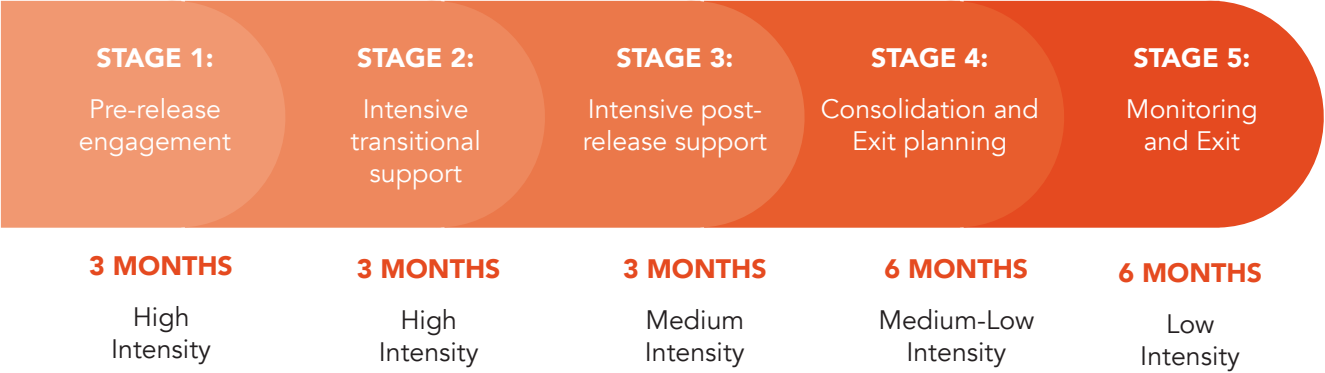
“Without [my Transition Worker] and CRC I would have had no clothes, no housing and very limited understanding of all the other services available to me. She and CRC have been the conduit that is bringing together all the various services I need to move forward in a positive direction.

“If I was linked in with CRC and my worker from the AOD team earlier I would have not gone back to jail because I was not given the tools I have now. CRC programs should be mandatory for those who have lived experience within the justice system and need assistance navigating life both inside and outside. Thank you to CRC for being there and helping.

“LEGENDS! My worker understands that life gets in the way sometimes but does not let it be a barrier for me as a service user.

“Thank you so much for the support. Having someone here when I get out has made so much difference to me making changes for the better.

## CRC CASE MANAGEMENT MODEL:





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

## PROJECT OVERVIEW

In 2021/2022 CRC delivered a range of services across 10 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, music and theatre programs, cultural engagement and the provision of information and support to the communities with high rates of incarceration.

All CRC programs seek to build pathways outside of the criminal justice system, support people who are adversely impacted by the justice system and in doing so address explicitly the systemic and structural factors that drive the over-incarceration and over-supervision of disadvantaged populations in NSW. CRC recognises that prison populations around the world are characterised by multiple and complex disadvantage, in combination with inadequate access to social services and limited opportunity for civic participation. CRC also recognises that reducing incarceration and recidivism requires an approach that directly addresses the social causes of crime and imprisonment.

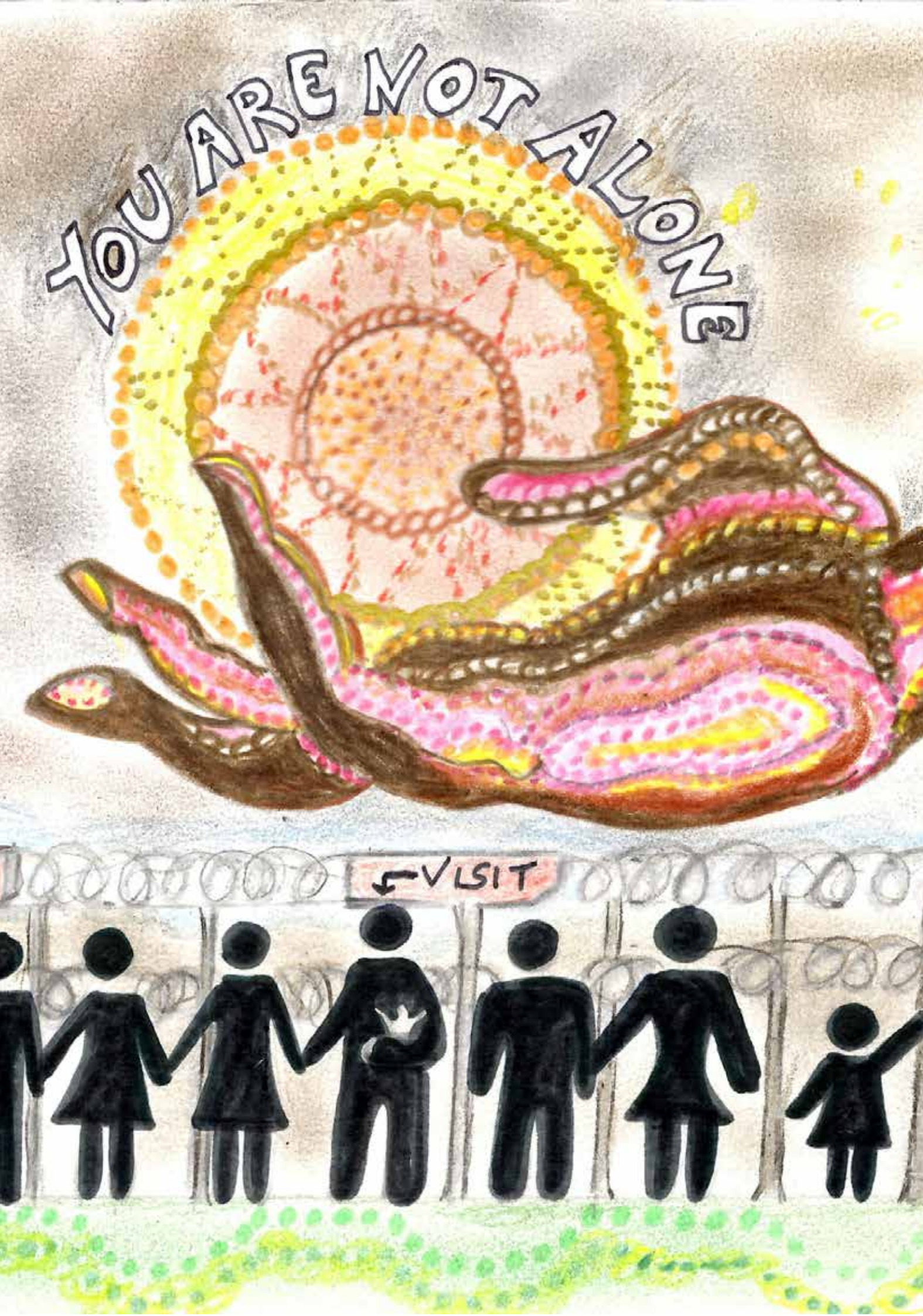
To this end, CRC provides services along the criminal justice continuum. From the Court Support project at the front end to the long-term reintegration programs for people who have experienced incarceration and are leaving prison, all CRC projects aim to support diverse populations who are involved with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

**Community  
Programs**

**Support  
Programs**

**Creative  
Arts  
Programs**





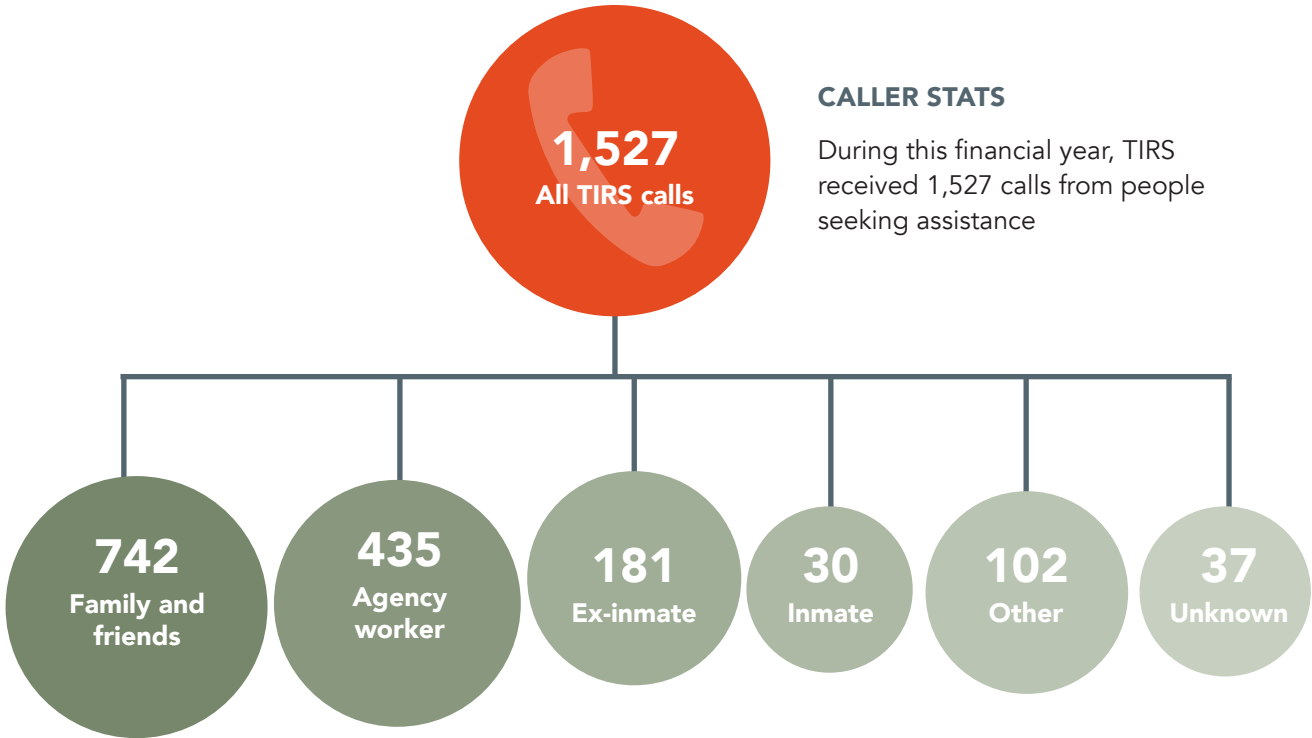
## COMMUNITY PROGRAMS



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.



26 callers identified as Aboriginal or Torres Strait Islander, however this figure is likely to be an underestimation of the true number of First Nations callers. There are several reasons for this:

- A non-First Nations person called on behalf of a First Nations person
- Presenting issues meant there was no need to ask the caller if they were Aboriginal or Torres Strait Islander. Sometimes it is helpful to ask the caller if

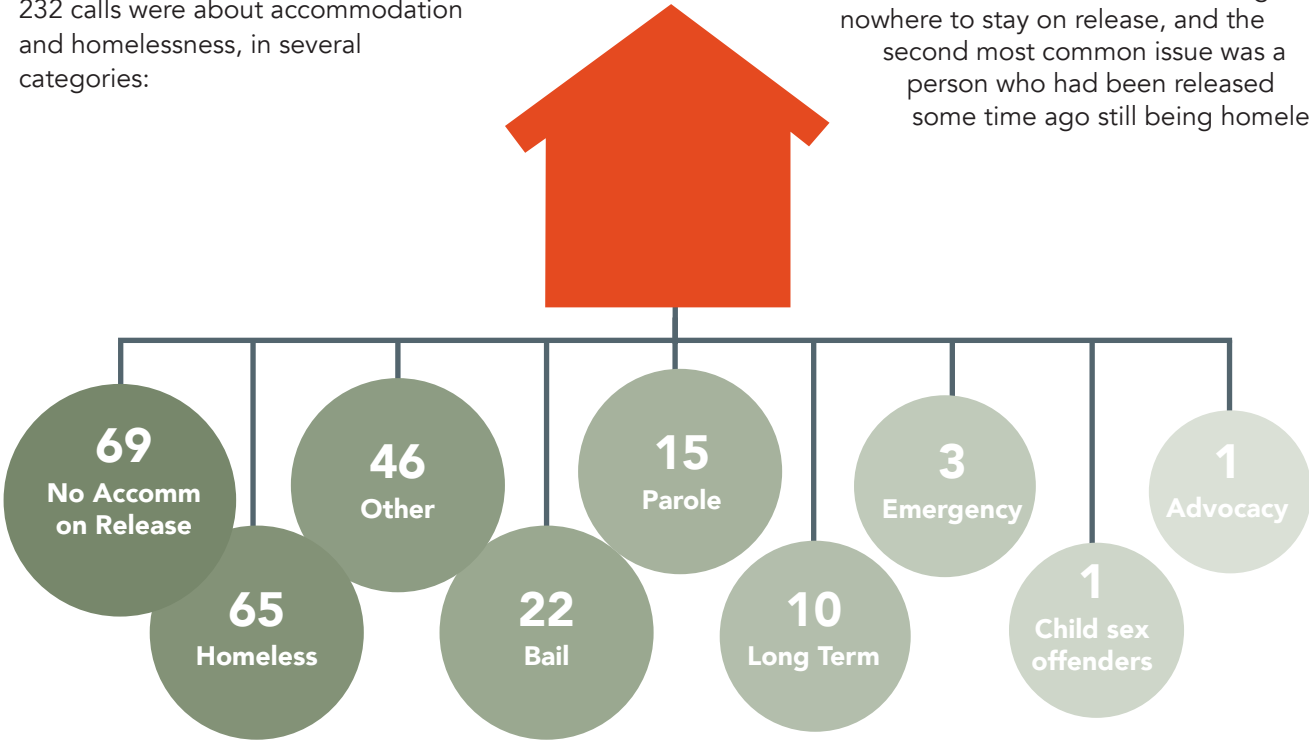
they are First Nations if the assistance they require may possibly be provided by an Aboriginal or Torres Strait Islander-specific service. Otherwise this question is not asked.

30 callers identified as coming from a CALD background.

ACCOMMODATION

232 calls were about accommodation and homelessness, in several categories:

The most common issue around accommodation and homelessness was someone having nowhere to stay on release, and the second most common issue was a person who had been released some time ago still being homeless.



BAIL

Requests for accommodation for the purposes of bail remained high as in previous years, due to the almost complete lack of any bail accommodation. Another frequent topic for callers concerning bail was from families of people in custody wishing to be released on bail to a residential drug and alcohol rehabilitation service. Despite ongoing attempts to identify a clear pathway to facilitate this, it has proved difficult to advise families on the best approach, with rehab services having varying admission procedures for people being released from remand.

CRC's Telephone Information and Referral Service empowers family members to support their loved ones in the community. Our work recognises the harm caused by carceral systems to family relations and that these connections need to be nurtured and maintained.

WHAT MAY HELP PEOPLE TO AVOID BEING INCARCERATED?

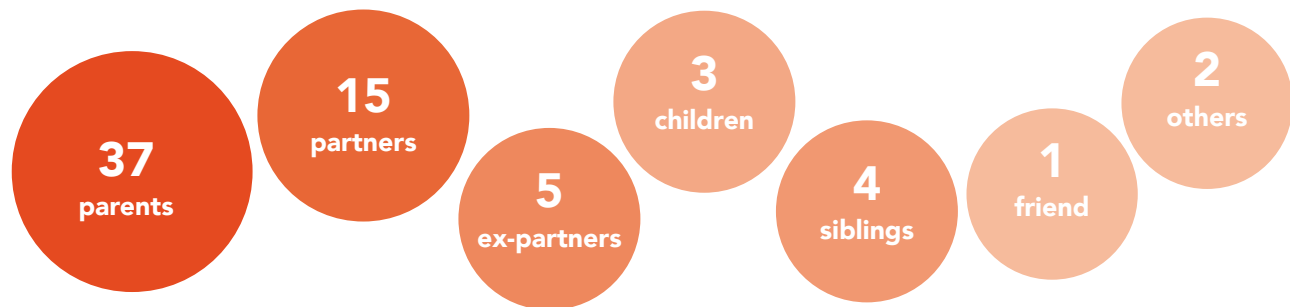
TIRS receives many calls from family members who talk about the challenges their family member in custody experienced prior to incarceration, and their distress at the difficulty in finding appropriate support services around chronic and severe mental-health issues. Many callers report being aware that their loved one's mental health was deteriorating and their struggle to access timely and appropriate mental health care, including for serious conditions such as psychosis, where their loved one was clearly at high risk of offending. The lack of sufficient appropriate mental health care options is well documented, particularly in regional and remote areas of NSW. A further common theme that arises in TIRS calls is that of people being incarcerated following breaching of AVO, bail or parole conditions, either intentionally or due to disadvantage limiting their capacity to comply.

CONTACT COORDINATION AND SUPPORT SERVICE

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

The Omicron COVID-19 variant severely impacted face-to-face family visits to correctional centres, with visits only being available between late October and mid-December 2021 and from mid-April to June 2022. Only 43 payments were made, totalling \$7,911.67 during the 2021-22 financial year. Visits were restricted in time, number of visitors and level of physical contact permitted, leading to many families being reluctant to travel long distances and preferring to continue with video visits instead, despite some ongoing difficulties with these, including last-minute cancellations and technology problems.

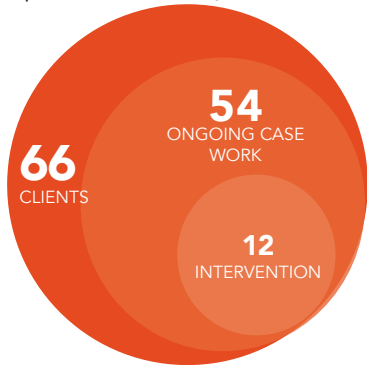
RELATIONSHIP BETWEEN THE CRC CLIENT AND THEIR LOVED ONE IN CUSTODY:



FAMILY CASEWORK SERVICE

The Family Casework Service is funded by the Office of Responsible Gambling and provides mainly telephone counselling to families who have a family member in custody. The Family Casework Service operates seven days per fortnight. Many of the family members who phone for support experience shame and stigma as a result of their family member's incarceration. Families can be shunned by members of their extended family and by neighbours, and the service provides a necessary avenue of support. The Family Caseworker, Susan Hawkeswood, provides referrals for family members to other agencies, including specialist counsellors and organisations providing advocacy or financial and practical aid.

The Family Casework Service provided counselling and casework to 66 clients during the 2021-22 financial year. However, the Family Caseworker also responds to one-off enquiries from family callers to TIRS.



SUPPORT TYPE

- 61 clients were female and 6 male
- 3 clients were Aboriginal or Torres Strait Islander
- 1 was from a culturally and linguistically diverse background

COMMON PRESENTING ISSUES INCLUDED:

- Concerns around physical health of loved one in custody
- Concerns around mental health of loved one in custody
- Help in understanding the court process
- Financial and practical difficulties arising due to the loved one's incarceration
- Problems with face-to-face and video visits
- Difficulty in getting accurate information from the CC about their loved one or how things work (such as programs, classification, placement)
- Concerns for their loved one's safety in custody, actual or feared violence or bullying

WHAT DO FAMILIES SAY ABOUT WHAT MAY HAVE PREVENTED THEIR LOVED ONE BEING INCARCERATED?

Family members talk about their despair after the incarceration of a loved one. A shortage of drug and alcohol rehabilitation places and lack of bail accommodation are common reasons for the continued incarceration of a family member. Despite families' best efforts, they are often unable to locate the necessary services to achieve the release of their loved one. Delay accessing mental health services in custody also contributes to continued incarceration of their family member while waiting for a mental health diversion to be put in place.

CASE STUDY

*R is a 63-year-old woman with a severe disability. R's husband, B, was sentenced to a prison term after being convicted of child sex assault. CRC's Family Case Worker began counselling R while B was on bail and still living in the family home. The couple's adult children shunned R because she continued to live with B, who she relied on as her carer. After B was sentenced, R became depressed and, although her adult children began to visit her, she had difficulty managing daily tasks, such as shopping. R began to access home care services, which led to some improvement.*

*During a telephone counselling session, R told the Family Case Worker that she was gambling regularly at the club and that this gambling had increased since B went to prison. The Family Case Worker offered R a referral to a gambling counsellor, but R refused the referral. A short time later, R expressed suicidal intention during telephone counselling. The Family Case Worker, with R's consent, referred R to the local Mental Health Team, who telephoned and visited R. The Mental Health Team Social Worker located a female psychologist near R's home.*





## COURT SUPPORT SCHEME

CRC's Court Support Scheme (CSS) operates in 16 local courts across the Sydney metropolitan area, Central Coast, Newcastle and Wollongong. Funded by the Community Legal Centres Program administered by Legal Aid NSW, the CSS is available for defendants, witnesses, victims of crime, as well as the many friends and families of those attending court. The CSS is made up of more than 50 volunteers who give freely of their time to help people navigate the court system. For those facing the stress of their first court appearance, multiple adjournments or having a family member in custody, being assisted in a friendly manner can make a real difference. Court support volunteers provide information on court protocol, sources of legal assistance, emotional support and referrals to other services. 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.

Court Support Coordinator Lucy Phelan moved into a research position with ARPU in late February and was replaced by Isabel Samaha. Isabel then began the process of returning the program and volunteers to courts across NSW after a long hiatus. Many volunteers retired from the program this financial year, often due to health concerns around Covid-19. This has produced vacancies at many courts that we are working to fill. One of our recently retired volunteers, Jan Dennis, had been with the program for 16 years.

The second half of the financial year has been spent returning existing volunteers to their old positions and recruiting several new volunteers to fill the vacancies. As with the temporary return of the program last financial year, resuming the program has been a complex process. The Chief Magistrate's orders changed monthly, and consideration had to be given to local factors in each of the 16 courts, CRC's work health and safety policies, and the concerns of individual volunteers. The coordinator communicated regularly with volunteers throughout the changing circumstances and provided refresher training and other resources to ensure they remained engaged with the program. A regular newsletter has been established to keep the volunteers connected to each other and CRC, and provide ongoing training and communication about the program.

Our return to the courts has been keenly welcomed by court staff and users alike. We are reminded of how significantly a single interaction with a court support volunteer can affect a court user's outcomes.



## JAILBREAK HEALTH PROJECT

The Jailbreak Health Project aims to increase knowledge of HIV, STIs and Hepatitis C prevention and management among people in prison and post-release, their families and support networks. Weekly half to one-hour Jailbreak radio programs, with health-related harm-minimisation content, are presented by people in custody and developed and broadcast via community radio stations. CRC was pleased to confirm continued funding by NSW Health for the project until 2024.

With the gradual change within correctional centres from radio-listening to accessing podcasts via in-cell tablet technology, Jailbreak Coordinator Kate Pinnock began research into producing Jailbreak in podcast format, in consultation with IT experts and CSNSW's Media Unit. Jailbreak's longstanding partnership with the Unit paved the way for negotiations with the Inmates Tablet Management Team, and placed Jailbreak strategically to continue delivering and augmenting vital harm-minimisation health services.

2021-2022 was a challenging year for Jailbreak, given ongoing difficulties in accessing correctional centres due to extensive COVID-19 entry restrictions. However, the majority of the project's KPIs in weekly listener reach, program production and broadcasting were met or exceeded despite these barriers. Jailbreak demonstrated its flexibility in pursuing online national and worldwide engagement in production, partnerships with individuals, groups, organisations and events. New online platforms and social media have broadened Jailbreak's capacity to produce stories state-wide, nationally and internationally, including from Perth, Darwin, Adelaide, Canada and coming up New Zealand, Brazil and America.



The Jailbreak Coordinator travelled to Oslo as a guest of the Norwegian Department for Corrections and Norway's National Prisons Radio service, Røverhuset Prison Radio, to participate in the world's first Prison Radio Conference in June. This included a one-day conference with speakers, panel discussions, presentations and an open forum co-hosted and presented by Norwegian people on special release from custody, Røverhuset and National Prison Radio, the world's first national 24-hour radio station produced by incarcerated people. The forum provided a platform for a mutually supportive global community network to meet, inspire, share ideas, challenges and achievements, and to promote future collaborations and projects.

Some highlights of this year included Jailbreak presenting via Zoom to the International Prison Radio Collaboration - Making Waves Behind Bars, reaching 14 prison radio projects from 11 countries. The collaboration aims to make a positive change in the health and social welfare of incarcerated people through quality prison radio. An audio-visual resource called Stay True was produced with a number of First Nations women at Mary Wade Correctional Centre and continues to be broadcast on Jailbreak's networks. Canadian First Nations rapper QL of Landfill broadcast a Jailbreak show from Vancouver focusing on his music, the impact of incarceration on his family, friends and work, and his life post-release.

Jailbreak amplifies the voices of people in prison, connecting people behind the walls with their families and communities on the outside. Through showcasing music, poetry, and creative expression of people in prison, it builds positive self-identities while also playing a role in raising public awareness. The project transforms narratives around criminalisation and imprisonment and encourages education and critical thinking around the mass imprisonment of First Nations people.

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

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

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





# TRANSITION AND REINTEGRATION SUPPORT PROGRAMS



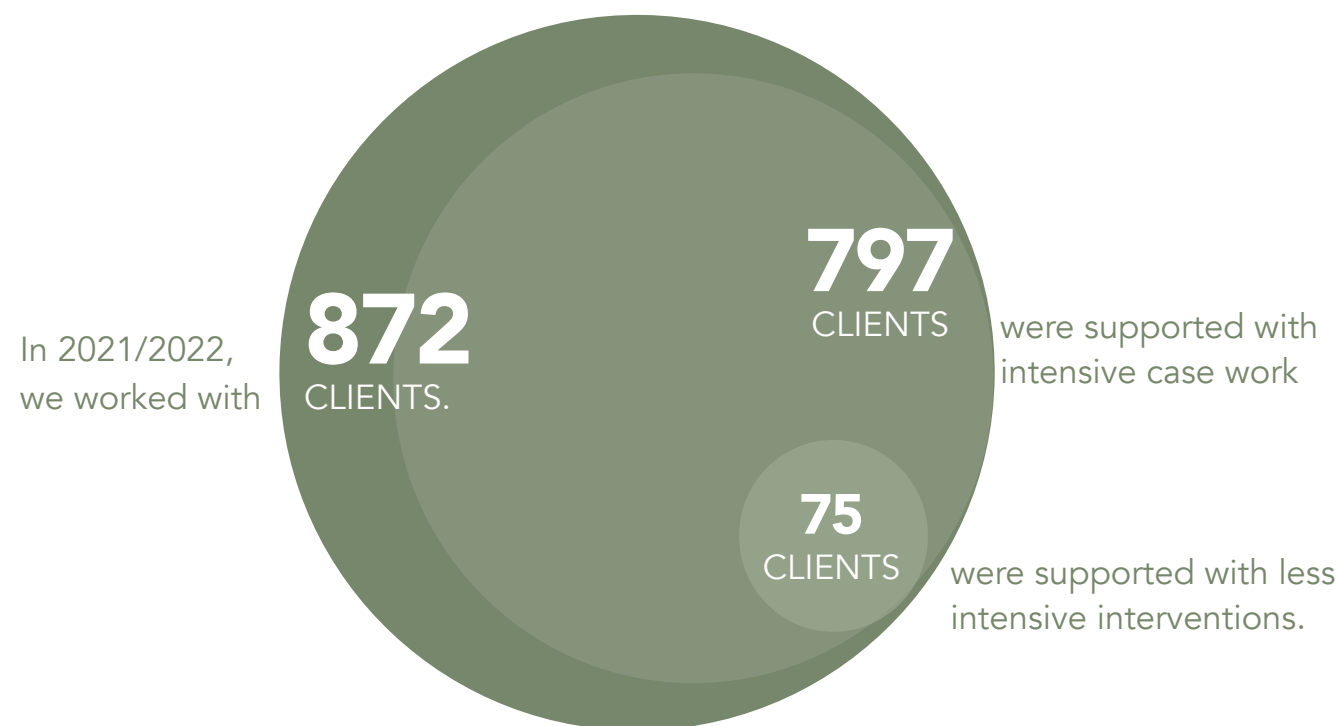
## ALCOHOL AND OTHER DRUGS TRANSITIONAL SUPPORT

(SYDNEY)

The Transitional AOD Project is an outreach-based Alcohol and Other Drugs (AOD) counselling service. It provides regular individual counselling appointments for up to 12 months, focusing on drug and/or alcohol issues for people who have a history of involvement with the criminal justice system. This is a confidential service, commencing at the pre-release stage whenever possible. Many clients will have additional complex needs, including mental illness and/or cognitive impairment. The AOD project also has a targeted First Nations program, working specifically with Aboriginal and Torres Strait Islander people

who would like assistance with their relationship to drugs and alcohol after prison. In 2021/22, the AOD program provided 174 clients with intensive casework support.

CRC's AOD project is informed by principles of harm minimisation and harm reduction. This project works to break down discriminatory barriers and the social and internalised stigma experienced by criminalised populations with experiences of substance dependency. Our work acknowledges the ways substance dependency is driven by systemic and structural factors, including racism, poverty and institutional and interpersonal trauma and harm. Our work with clients resists carceral strategies that are based on practices of punishment and exclusion, working with clients 'where they are at' to support them holistically.



## CASE STUDY

- Q (Transgender female client)

Q started using cannabis in their early teens and drug use later included other substances such as GHB and MDMA, then heroin and ice. Prior to incarceration in 2021, Q stated that their drug use had escalated and they were using heroin and ice daily to manage grief in relation to the death of a close family member, their identity issues and other trauma they had experienced.

Q advised during our early sessions, prior to leaving custody, that they were interested in accessing the Gender Centre in order to explore their mental health, gender identity and other related issues. With Q's consent I organised an appointment with Q's regular doctor for the day after they were released from custody and advocated for them to complete a referral to the Gender Centre, which they did. The referral was accepted, and I worked with the Gender Centre to plan what type of support might be helpful for Q upon release. I also provided the relevant information for a Psychological Support Service (PSS) referral to Q's GP.

Post-release, Q and I followed up with the doctor and the Gender Centre together so that Q could begin their new gender journey. Clothing to assist this journey was also ordered from Thread Together, with which CRC has an established partnership. With Q's consent, I also informed the Langton Centre,

where they had chosen to access the Opioid Treatment Program, that they would like to speak to someone about their mental health.

I also referred Q to CRC's Boarding House Outreach Service (BHOS) so that they could be assisted with stable, appropriate accommodation, being mindful of Q's specific need for safety in the community. The BHOS Caseworker was able to put in a recommendation so that Q's housing needs were escalated and prioritised. Q opted to reside with a friend while on the list for priority housing.

Q was able to successfully complete their parole period and reported that they had remained abstinent from substances, aside from one lapse, for which they reached out for support. Q was honest with their Community Corrections/Parole Officer at the time, after first disclosing the use to me. After advocacy from me, the breach outcome was for Q to remain in the community, provided they continued to access support from CRC, which they did.

On reflection, I feel that providing a non-judgemental and flexible service was key to developing a strong rapport with Q early on. The pre-release contact was particularly helpful, as it allowed me to support Q with the release plan. In addition, being able to offer lifts in an outreach setting, e.g. collecting Q after their parole appointment, made it easier for Q to engage consistently.





**I'm changing each and every day, growing in knowledge, understanding, wisdom and strength each and every day. Creating core foundational memories that are overriding and dominating the old core memories and belief systems.**

## WOMEN'S TRANSITIONAL AND POST-RELEASE SERVICE

(INNER CITY SYDNEY)

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. In 2021/22, the program provided 90 clients with intensive casework support.

CRC's women's services are gender-specific, person-centred, and informed by critical feminist approaches. This means that our work recognises the ways that women's contact with the criminal legal system is shaped by gendered factors, including experiences of interpersonal violence.

*W is a 49-year-old woman with a history of complex trauma. W endured a tumultuous upbringing where she experienced severe abuse and neglect. She was given illicit substances as a child as a way to manage her behaviour and needs and became entrenched in the cycle of addiction at a very young age. W had been homeless since she was a teenager and has lived a transient lifestyle, constantly moving between states. Sadly, W has also been the victim of very extreme domestic violence and suffers from Post-Traumatic Stress Disorder as a result of her experiences.*

*W began engaging with the Women's Transition Program while in custody in Dillwynia Correctional Centre. She had never participated in case management support prior to this. Shortly before her release, W was given the unexpected news that she would be listed on the Child Protection Register (CPR) and under police supervision in the community. Subsequently, W was not able to access Temporary Accommodation (TA) due to imposed restrictions and her entire release plan became disarrayed. W was advised by the Parole Unit that she would be released to the Wollongong area, despite having no ties to this region and no established supports. Women's Transition advocated strongly for W to be approved to reside at a friend's home in Sydney, in an area that she has an affinity with, and to receive support from CRC. After release, Women's Transition supported W to meet all of her immediate needs, including the sourcing of clothing, toiletries/personal care products, mobile phone and an Opal Card. She was also supported throughout the gruelling process of reporting to NSW Police in accordance with the Child Protection Register (CPR), including providing passwords to social media accounts and streaming services. The support that W received throughout this intrusive process further contributed to the development of a strong and trusting relationship with her case worker.*

*It soon became evident that the living situation at her friend's home was unsustainable and W began couch surfing due to having no alternate housing options. This led to her being placed in a number of unsafe living environments. To assist W in meeting her urgent housing need and to ensure her ongoing compliance with the requirements of the CPR, Women's Transition nominated her for a transitional property through an existing community housing partnership. Fortunately, the nomination was successful, and W was offered a two-bedroom property, providing housing stability for a period of up to 18 months. Access to grant funding and referrals to various organisations allowed for the complete furnishing of W's home, including whitegoods, kitchenware, bedframe/mattress and bedding. W has taken pride in decorating and personalising her home, owning furniture and personal belongings for the first time.*

*W struggled immensely with disclosing her CPR status to services, due to her fear of discrimination. With the unwavering support and guidance of her case worker, she has since experienced very positive responses to her disclosure and has found that she has not been treated differently or excluded from accessing support when its needed. W has been assisted to access a number of supports for the first time, including an Opioid Treatment Program, CRC's AOD Transition Project and Success Works (Employment). She recently secured full-time, ongoing employment and is working in the hospitality industry, providing her with a new sense of purpose, belonging and connectedness. W's completion of her parole order, continued adherence to the conditions of the CPR, personal growth, progress, as well as all her other achievements, is a demonstration of the significant positive impact of the work of the Women's Transition Program.*

## CASE STUDY



**Thank you for everything, really appreciate it, without your help ... with the house, I wouldn't of gotten to where I am today.**

## TRANSITIONAL AND POST-RELEASE SERVICE

### (NEPEAN/BLEU MOUNTAINS)

The Penrith/Nepean/Blue Mountains project works with people on release from prison who have experienced multiple and/or complex disadvantage, and who are at risk of both homelessness and ongoing criminal justice system involvement. This project is focused on people who want to reside after custody in the Nepean, Penrith or Blue Mountains region. Transitional workers offer pre-release support and planning, and short, medium and long-term intensive holistic case management (including assistance with housing). In 2021/22, the program provided 74 clients with intensive casework support.

*C had participated in CRC's HIPU program while in custody and took the initiative to ask a Services & Programs Officer in the correctional centre to forward a referral to CRC's Nepean Blue Mts (Penrith) SHS program.*

*On his release, C stayed with his father and new stepmother, but quickly realised the situation at this home was not conducive to him remaining abstinent from AOD use. With assistance from CRC, he was able to get temporary accommodation. However, major flooding along the Nepean-Hawkesbury River created an overwhelming demand for accommodation in the region, and C was placed in temporary accommodation in the city, far from his supports. As he was being nominated for tenancy in one of the program's transitional houses, CRC assisted C with a few nights' accommodation in a local motel.*

*After signing the lease, C moved into the house with two other co-tenants; over a short period of time this became one co-tenant. Then came the COVID-19 lockdowns, which resulted in C being the sole tenant, due to the strict nature of tenancy placements. C thrived during this time, developing friendship with the mostly retired neighbours. C remarked how good he felt to walk down the street and have the neighbours wave and greet him 'like a normal person'.*

*By his own admission, C is a person who sets the bar high for himself in all facets of his life. During a regular chat he recalled how his drug dependency also became an 'all or nothing affair', with Ice becoming a tool to help him achieve a high-volume work output with corresponding financial rewards. C says he eventually discovered employment and illicit drug dependency are not good working partners, leading to poverty rather than financial security. His life spiralled until his arrest, and he was charged with Supply Prohibited Drug.*

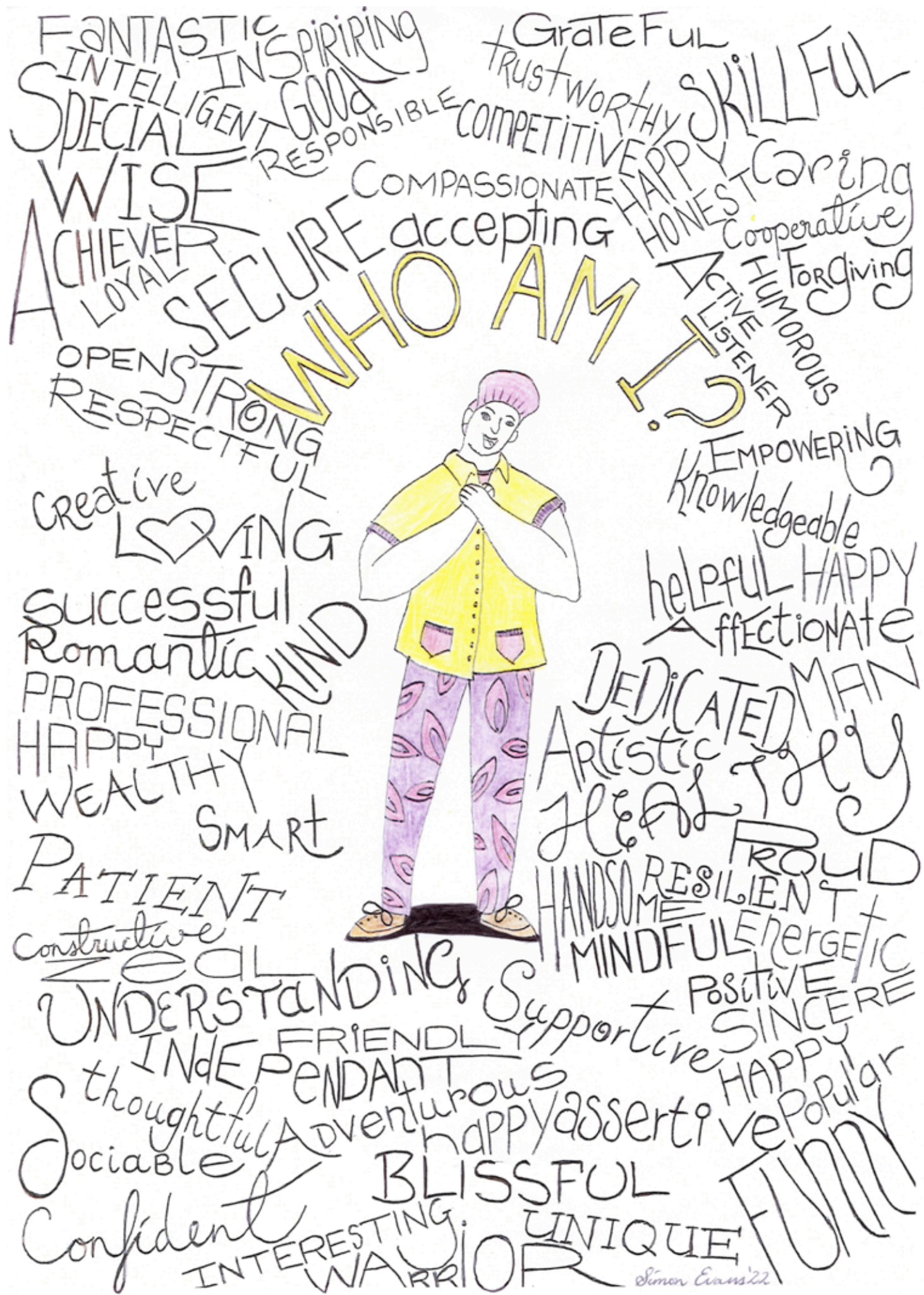
*On reflection, while he wished he had never been in custody, C says it forced him into serious contemplation, in particular about the separation from his only child, who was only 4 years old when he went into custody. He didn't want to miss his daughter's milestones through 'being in prison or chasing drugs'. C had started smoking cannabis at age 16 and was introduced to heroin by an older group of young men, who he says he hung out with to feel accepted. One of C's lightbulb moments was around his relationship with his father, which had always been lacking as a result of his father's very high expectations of what C should achieve. Another significant insight into his life experiences was his diagnosis of Attention-Deficit Hyperactivity Disorder.*

*C completed a successful tenancy in our transitional house, giving him a good rental ledger, and he is transitioning into his own private accommodation. During his time with CRC he also completed his parole order, regularly attended AOD counselling sessions and kept himself busy developing a lawn-maintenance business. Twelve months ago he only had the clothes on his back and now he has regained his driver's licence and has a vehicle, trailer and lawn-maintenance equipment. Not only has this summer been the best in a decade for such a business, but his customers also love his eye for detail. He has a contract conducting maintenance on eight properties owned by a local businessman and some DCJ properties.*

*However, he is aware that his need for achievement can be a stressor that could lead to his life unravelling. He has sought advice from an accountant and his new partner is acting as his 'appointment manager'. C will continue to receive assistance and guidance from the Penrith team and is aware there are community supports available for ongoing help. Finally, the most important thing that occurred in the past 12 months for C was spending Christmas with his daughter.*

## CASE STUDY





**Prisoners and their problems don't fall from the sky. They come from families, they live in neighbourhoods and they belong to communities.**

SOCIAL JUSTICE CAMPAIGNER TONY VINSON



Hey [case worker] just wanted to say thank you for being there, just knowing that you're a phone call away and in my corner is a big peace of mind.

## TRANSITIONAL BOARDING HOUSE SUPPORT

(INNER WESTERN SYDNEY)

The CRC/Boarding House Project works with people on release from prison who are homeless or at risk of homelessness, and who are seeking to live in a boarding house in the Inner Western Sydney region. The CRC transitional worker offers pre-release support and planning, and short, medium and long-term intensive holistic case management. In 2021/22, the program provided 32 clients with intensive casework support.

Our transitional Boarding House project recognises that housing is a fundamental human right necessary to live a life free of the criminal legal system. Our work in this project is focused on transforming the social conditions that perpetuate violence and drive cycles of criminal legal system contact.

T has been in and out of custody since he was a young adult. As a result of childhood trauma, T has also struggled with long-term drug dependency. T was referred to the Boarding House Outreach Service (BHOS) in the lead-up to his release from custody. Even though T had been in and out of custody multiple times, this was the first time he had received support. BHOS provided pre-release support, including a referral to the CRC AOD team, to assist with his recovery. T was initially apprehensive about how having support would make his release different from previous times. Despite this apprehension, T engaged with both BHOS and his AOD worker. A specialist GP appointment was arranged for his release to ensure his recovery care continued and to assist in preventing relapse. The parole unit arranged two nights of temporary accommodation. Upon release, BHOS provided T with clothing and helped him to access additional temporary accommodation, while supporting him to view boarding houses. One week after leaving custody, T had secured accommodation and moved into a boarding house. During this first week, he also attended the pre-arranged GP appointment, which he reported was a positive experience. T required the support of a psychiatrist; however sourcing a psychiatrist who bulk bills can be challenging. BHOS approached multiple services and advocated for a bulk-billed appointment. After a six-month wait, T saw the psychiatrist and completed the required assessments.

T was given a referral to a specialised counsellor who works with people with histories of incarceration, which reduced his anxiety about being judged by other services and allowed him to access the support he needed to begin his trauma recovery.

T lived in a boarding house for six months, and while he often struggled with the other residents, with support from his BHOS and AOD workers, he was able to remain there.

T had previously submitted a Housing NSW application. During assessment, part of his application was sent to be completed by a previous Housing provider, however, it was sent to the wrong housing provider and couldn't be located. For four months, BHOS continued to engage with Housing and the housing provider, advocating for T's application to be followed up and finalised. His incomplete Housing application further impacted his ability to access other housing options, as being on the priority housing waitlist was a requirement. After persistent advocacy and follow-up from BHOS, T's housing application was eventually finalised, and he was offered a property through DCJ Housing, which he accepted.

Once T had been successfully housed, BHOS completed referrals to charity organisations to obtain furnishings for his property, and brokerage money received through a Club Grant was utilised to purchase essential items.

T has become a strong advocate for himself. He continues to work on himself by attending the local gym daily and engaging in regular counselling, and he recently starting a TAFE course. BHOS assisted T to obtain a refurbished laptop to complete his course. T is hoping to become an AOD counsellor to support other people who have had similar experiences to him.

## CASE STUDY



## CASE STUDY

## EXTENDED REINTEGRATION SERVICE

(SOUTH WESTERN SYDNEY)

This project works with people on release from prison who are homeless or at risk of homelessness, have a Corrective Services' risk assessment of high to medium high (utilising the LSI-R tool) and have a mental illness and/or intellectual disability. ERS is a partnership with NSW Corrective Services, South Western Sydney Area Health Service and NSW Housing. CRC transitional workers offer pre-release support and planning, and intensive holistic case management for up to nine months post release. In 2021/22, the ERS program provided 14 clients with intensive casework support.

People with multiple and complex support needs are disproportionately impacted by the criminal legal system. The Extended Reintegration Service works with people holistically to address their needs, bringing together necessary services in a multi-agency response. It is a unique program which works with people to address the factors driving their criminalisation and to ensure they are supported to live and thrive in their communities.

*P is a 40-year-old First Nations man leaving custody after a 20-year prison sentence. He lives with schizophrenia, opioid dependency, dyslexia and a developmental cognitive impairment. He was referred to ERS by the Parole Unit at Nowra Correctional Centre for assistance with housing and case management support. Initial barriers to accessing accommodation related to a lack of housing stock available for clients on the Child Protection Register (CPR). ERS strongly advocated for P to be allocated a suitable property by DCJ Housing, providing the Parole Unit and P with regular updates on progress made. ERS also made attempts to secure alternative accommodation via NDIS housing providers, which were ultimately unsuccessful. Advocacy yielded positive outcomes and DCJ Housing agreed to consider P for a property not ordinarily granted to the ERS client demographic. He was allocated a brand new spacious one-bedroom apartment in South-West Sydney!*

*ERS provided immediate support to P on release, meeting him at the gate and providing transport from Nowra Correctional Centre. After his release, P's NDIS Support Coordinator advised that there were significant delays in activating his funding package, which was initially expected to cover the cost of daily support workers to assist with activities related to daily living, community access, home care and psychosocial support. Subsequently, the lack of access to this placed unexpected additional pressure on ERS resources.*

*Due to the length of time in custody, as well as his dyslexia and other cognitive issues, P required intensive support to engage with services, navigate public transport, manage his finances and various other aspects of day-to-day living. With the lack of NDIS support at that time, ERS staff provided direct support in all of these areas: assisting him to attend daily OTP dosing appointments, linking him up with a suitable GP to meet his health needs and prescription*

*renewal, support to attend all appointments, assistance with navigating Centrelink processes, opening a bank account, ordering a concession Opal card and learning how to use the Opal readers at the station.*

*ERS' continued advocacy has resulted in P now having access to his NDIS support package, which includes the assistance of support workers 2 – 3 hours per day. This level of support has been invaluable in assisting P to familiarise himself with and navigate his community, as well as facilitating continued access to services and support to attend his appointments.*

*Since his release, P has reunited with his father, who has been travelling to Sydney each fortnight to visit. Following a series of travel-training exercises, P is now confident and able to navigate public transport independently and is familiar with the use of Opal cards. This confidence has allowed him to arrange a train trip to visit his father's home north of Sydney. He also reunited with various other members of his family when attending a recent funeral, which was challenging, but he noted that it was very rewarding as he got a chance to see family members he had not been in contact with in 20 years. P is now enthusiastic about pursuing a driver's licence to increase his independence and he receives support to attend the local library to access the computer to practise the driver knowledge test online.*

*P converted to Islam during his time in custody and he now attends a local mosque for prayer twice a week, with assistance from his NDIS support workers. He says that he enjoys the feeling of community and the fellowship he has with other worshippers. P also received a couple of donated guitars and enjoys playing music on his balcony in the afternoon, sunbathing and exchanging greetings and brief conversations with his various neighbours.*



## REINTEGRATION HOUSING SUPPORT PROGRAM

(STRAWBERRY HILLS, MT DRUITT, LIVERPOOL, CONISTON, NEWCASTLE, DUBBO)

The Reintegration Housing Support Program (RHSP) aims to connect people who are leaving custody, or who have been released in the last month, and are at risk of homelessness with specialist support workers who will assist with securing access to suitable accommodation, as well as wrap-around psychosocial support, including but not limited to:

- connection with Community Corrections (parole and probation) and Centrelink
- alcohol or drug support
- physical and mental health services
- help obtaining identification, connecting with friends and/or family in the community
- obtaining emergency items such as clothing, mobile phones and transportation.

CRC support workers based in six DCJ Housing Offices work alongside DCJ Housing staff to assist program participants to secure and sustain long-term housing once they leave custody. Support workers begin working with program participants prior to their release. Once released, participants receive case-management support in the post-release period for approximately 6 to 12 months.

While there is no specific housing stock allocated to this program, and acceptance onto the program is not a guarantee of access to permanent housing, the program aims to connect clients to existing housing support and provide wrap-around case management to help clients sustain their housing. The program is open to people who are likely to need housing support to avoid homelessness when they are released from custody, regardless of age, gender, ethnicity or the correctional centre where they are

being held. Program participants must be seeking housing support in one of the six DCJ Districts where the program operates to participate in the program. In 2021/22, the RHSP program provided 240 clients with casework support.

The Reintegration Housing Support program recognises the systemic and structural nature of homelessness and unstable housing and its link with cyclical criminal legal system contact. Our work aims to interrupt these cycles and work with formerly imprisoned people and advocate on their behalf at both an individual and systemic level. Secure and stable housing is critical for people to live their life free from the criminal legal system.

**“ Thank you so much - if it wasn't for you, I would be back in jail or dead. Thank you for everything you do and have done, I know that there is a lot of behind-the-scenes work you do and that you never give up. You believed in me and advocated for me and here I am living in a property ... and that's because of you and the program.**

**“ I really do appreciate everything you've done for me, I could not have done it without you. I've usually reoffended by now when things get too hard.**

**“ I love getting phone calls from you, they help me feel connected to the world ... linking me up to all my supports and being my helping guide.**

*M was initially referred while in custody, but after being refused parole he no longer responded to the case worker's requests for contact via AVL. When M was released, he was referred to the program by DCJ Housing Coniston. The RHSP case worker made contact and he agreed to be on the program and expressed that he was grateful for the support the RHSP could offer him.*

*M has a background of trauma and a long history of incarceration. He also has some distinguishing tattoos on his face and neck related to white supremacy, so he is often judged immediately for these. M has a history of heroin use and is currently on a methadone treatment program. M continues to maintain his abstinence and is working towards his goal of not returning to custody.*

*M had utilised his 28 days of temporary accommodation so he was living with friends or paying for hotels, which was not sustainable long-term. In conversations with M he stated he was happy to live anywhere in NSW. The case worker emailed other DCJ Housing offices across the state and as a result of a positive contact at Goulburn, M was offered a hard-to-let property. One of the conditions to be offered a hard-to-let property is that a client needs to be priority housing approved. DCJ Housing Coniston were amazing and got M's priority housing application processed and approved within a*

*day, once all the relevant paperwork was submitted.*

*One of M's requests (due to past trauma) was not to be on the ground floor, which DCJ Housing took into consideration and was able to accommodate. M had reservations about going to Goulburn, but agreed he had no connections to the Wollongong area and that it was a good opportunity to start afresh. The RHSP case worker liaised with M's parole officer, who agreed this was a good option for him and assisted in providing additional support options in the Goulburn area.*

*Once M was approved for the property he was required to sign the lease by May 27. Due to other commitments, M was unable to attend the Goulburn office by this time. M's case worker was able to liaise with Goulburn and DCJ Housing Coniston to arrange for the lease to be signed in the Coniston office. The collaboration between both DCJ Housing offices and the RHSP produced a great outcome for M, who now has his own affordable property and is no longer homeless.*

## CASE STUDY





**What would have helped me stay out of jail before the first time... is support from those who do not judge me, non-restrictive sessions for counselling, easy access to a bed, a safe and warm place to stay, and a few extra bucks that I could live on for the next two weeks ... so I didn't have to commit a crime to survive.**

CRC CLIENT



## THE MIRANDA PROJECT

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

the criminal justice system and violence. In 2021/22, the program provided 72 clients with intensive casework support, 46 clients with less-intensive support and 29 clients with support via the Miranda Project Hub.

The Miranda Project is informed by principles of diversion and decarceration and our work aims to disrupt cycles of imprisonment. The vast majority of women in prison are survivors of domestic and family violence. The Miranda Project is driven by feminist principles and we recognise women's resistance to violence and the need for safety, healing, and agency for survivors of domestic and interpersonal violence. Our work acknowledges that prison systems reinforce conditions which enable domestic and family violence. The Miranda Project supports the right of women to care for their children in the community and recognises the harm imprisonment causes to the fabric of family relationships. Our work makes connections between the experience of interpersonal violence and the violence inflicted by the state on individuals. We recognise that First Nations women experience these harms disproportionately, and in response to this, our practice is informed by Indigenous knowledges and Indigenous ways of relation and connecting.

*S is a 24-year-old First Nations woman and mother. S lives with an acquired brain injury that impacts her in different ways. She was referred to the Miranda Project in early 2022 via an external service that could no longer provide support as S's children had been placed into a care arrangement. The referring agency chose to contact the Miranda Project as the client was subject to bail conditions and ongoing legal matters. S expressed a distrust for services due to previous experiences of being disrespected and disbelieved. Because of this, outreach engagement was slow, with sessions lasting around 10 minutes to build trust with the service and rapport with a key worker. In the initial stages of work S engaged with the service around practical supports such as clothing and food to meet her immediate and basic needs. As case management continued S shared that she was unsafe at her bailed address and that a current male partner was making threats of violence. S felt as though she could not report to police as this would escalate the violence. In addition, S expressed a distrust of local police and worried that disclosing the violence would impact her bail conditions.*

*The Miranda Project continued to work closely with S, connecting her with legal supports and advocating on her behalf with the Justice Advocacy Service. Transport and court support was provided to ensure S attended all court appearances for her ongoing legal matter. Alongside this, her key worker continued safety planning and attending to other practical matters, such as utilising a WDO (Work and Development Order) to pay off fines. S was managing*

*the fear associated with both the domestic violence and entering custody. She expressed that working with a service that could support her both practically and emotionally was very helpful.*

*The Miranda Project worked collaboratively with the local WDVCS (Women's Domestic Violence Advocacy Service). S's case worker was able to list her on the SAM (Safety Action Meeting), which provided us with an opportunity to share S's fears about the violence and to advocate for a response from government services. The outcome of this meeting was positive and S was relocated to a safe address outside the area. This provided her with a feeling of safety and a fresh start. S was able to begin engaging with other services such as NEAMI National, drug health supports and a local youth health service. At S's sentencing she was very nervous and scared about the prospect of entering custody. She noted that the practical assistance in the form of transport and the support letters from her key worker gave her the confidence to attend on the day. S received a Community Corrections Order, which was an outcome her legal team was not expecting. The magistrate noted that S's consistent engagement, along with advocacy and support from the Miranda Project, were key factors in her decision not to enforce a custodial sentence. S now has the freedom to continue her healing journey, build the relationship with her children and live free from violence.*

## CASE STUDY



## CASE STUDY

## PATHWAYS HOME

(CENTRAL, EASTERN AND WESTERN SYDNEY)

This program provides outreach case-management support for young people aged 10-24 residing in Central, Eastern and Western Sydney who have been involved with the criminal justice system and need support for drug and/or alcohol use. The Pathways Home Program works with young people while they are in custody and post-release. Transitional workers offer pre-release support and planning, and long-term holistic case management in the community. In 2021/22, the program provided 37 clients with intensive casework support.

Young people who have been in prison have the highest rates of return to prison. The work we do with young people is diversionary and works with them holistically to address some of the drivers of their contact with the criminal legal system. Our work is informed by international human rights frameworks, which identify the importance of diverting children and young people from the criminal justice system. We support young people to work towards the future they envision for themselves, recognising that they are still developing and that criminal legal systems systematically harm and damage children.

*H was referred to Pathways Home in July 2021, only a few weeks before his release from custody. During AVL's H presented as a likeable, intelligent young person who was highly energetic and easily distracted. He was easy to talk to and down-to-earth. H seemed eager and open to support, although there were clear indications that there were many topics from his past he was not yet willing to discuss.*

*H was released during the peak of COVID lockdowns into temporary accommodation, at which point he struggled to stay connected with supports and manage the expectations of Housing, as he was moving from one location to the next, struggling to manage public transport to locate the properties and maintain communication. The tasks seemed insurmountable. After a couple of weeks, he breached his parole orders and was returned to custody.*

*The Pathways case worker was notified of his return to custody and booked the next available AVL with H. H initially expressed frustration and feeling ashamed, however he began to open up to his case worker about his experiences and his past.*

*H described moving to Australia with his mother and five siblings from a country with significant civil unrest as traumatic and difficult. H and his family struggled to find their way in Australia, clinging together for support in the family unit and with other refugee families, working hard to try and succeed in a new country and adapt to a new culture and language while trying to reconcile their past and the atrocities they had witnessed.*

*H found the gulf between his two worlds difficult to navigate, however he persisted. He did well at school and went on to tertiary education, where he struggled to manage his thoughts and emotions.*

*As a result, H began using substances to cope. He was living with his brother, who was leading a hardworking, substance-free lifestyle. However, H struggled to manage the demands of daily life and his use of substances increased. Eventually H's life spiralled out of control and he ended up in the criminal justice system.*

*H told his case worker he couldn't handle the cycle of release, substance use and custody, and that he wanted to resume life in the community with his family. This stint in custody was to be his last.*

*H was working towards his earliest release date, however he faced an additional charge that resulted in a very harsh sentence, and his time in custody increased dramatically. H was demoralised and struggled to cope with the news of his extended custodial sentence.*

*The Pathways Home team worked closely with his lawyer to appeal the sentence, speaking in greater detail with H about his life, the circumstances around the additional charge and his plans for his future to write a comprehensive support letter for his appeal. H's appeal was successful and his sentence was reduced significantly.*

*H has spoken about his increased determination to succeed, as well as opening up on topics he has previously not felt comfortable to discuss, both important steps towards healing from his past and moving towards his future. H is currently working with his case worker on his plans for exit from custody, including making sure supports and services are in place, practising strategies and increasing his wellbeing and stability to ensure that he has the best chance possible of successful reintegration and avoiding previous stumbling blocks.*



## TRANSITIONAL INDIGENOUS SERVICE

(BROKEN HILL, WILCANNIA AND MENINDEE)

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

In 2021/2022 the Transitional Indigenous Service provided intensive case work to 36 clients in Broken Hill and 28 clients in Wilcannia.

First Nations people are over-criminalised and over-imprisoned as a result of the historical legacy of settler colonialism. CRC takes this context of settler colonialism as the starting point for all the work we do. This place-based program builds on CRC's model of reintegration support and is informed by First Nations healing frameworks and culturally safe service provision underpinned by self-determination. Our work recognises the centrality of family and community for First Nations people, aiming to enhance family, community and cultural connection.



A is a young mother who had been fighting for full custody of her son, who was taken away from her when she was just 15 years old. She had been in and out of prison, and in 2016 she came into contact with the Transitional Indigenous Service (TIS). She worked hard and went through so much just to get visitation rights with her son, who was in another community 210km away. TIS case workers assisted A to get there and back on weekends - an arrangement that continued for three years.

Two years ago, A started using drugs and alcohol to cope with her trauma. She lost all hope of ever getting custody of her son again. CRC provided encouragement and moral support, as well as support for her AOD use.

In February this year, A requested a meeting with DCJ, which a TIS worker attended as support person. DCJ recommended A do literacy courses and become involved in community activities. This was very challenging for A; she felt discouraged and that the situation was hopeless, as there were no local options available for training. The TIS worker supported A to attend Robinson College in Broken Hill to complete a First Aid Course. She attained her First Aid Certificate and went on to complete a Civil Construction Certificate. TIS organised another meeting with DCJ at which A proudly presented her certificates. Soon after, A finally was able to have her son at home with her on a three-month probation period. A was elated, and TIS is now supporting her with parenting skills, moral support and linking her in with other services in the community.





## CREATIVE ARTS PROGRAMS



# CASE STUDY

## THE SONGBIRDS PROJECT

CRC'S Songbirds Project provides song-writing, art and theatre workshops inside select NSW prisons and community-based workshops for people at risk of criminal justice system involvement. The program engages professional songwriters, artists and actors to support, teach and mentor people in prison and on release, and partners with other music and arts providers to facilitate access.

The program was inspired by successful overseas prison-arts programs such as Jail Guitar Doors (UK), Bread and Roses (US) and Vox Liminis (Scotland).

### SONGBIRDS SONG-WRITING WORKSHOPS

The program brings successful contemporary songwriters/performers into the prison environment so they can share their skills, mentor incarcerated songwriters and allow the creative talent that is locked up inside prisons an opportunity to grow. Program Coordinator Murray Cook and facilitators Abby Dobson and Bow Campbell run workshops inside NSW prisons where songs are conceived, written and recorded; they are then produced, mixed and mastered externally. Song-writing workshops had to be put on hold for much of the year due to restrictions on entering correctional centres during the COVID-19 outbreak, however successful song-writing sessions were held in Silverwater Women's Prison Complex, Long Bay Correctional Complex and Broken Hill Correctional Centre. The program also returned to Broken Hill to run the Christmas Party/ delayed NAIDOC celebrations in the correctional centre. A third Songbirds album featuring original tracks from clients in custody and in the community was launched at the Boom Gate Gallery in early July 2022.

## SONGBIRDS ART WORKSHOPS

Facilitators Philipa Veitch, Carrie Fraser and Jim Croke were able to run art workshops in Long Bay Hospital, Mental Health Unit and the Special Purpose Centre (SPC) when restrictions were eased, with many high-quality artworks being produced. An exhibition of formerly incarcerated people's artwork at the Boom Gate gallery was held in December 2021 and it was very rewarding to see that some former Songbirds participants were making a living post-release.



## SONGBIRDS THEATRE WORKSHOPS

Implementation of the Songbirds 'In the Wings' theatre program has been continually delayed by COVID restrictions, but we anticipate that the workshops – facilitated by actors Blazey Best and Zoe Carides – will be launched in the very near future. Watch this space!

## COMMUNITY PROGRAMS

Weekly song-writing and recording sessions were run at the Ozanam Learning Centre (OLC) in Woolloomooloo between July and December, with an enthusiastic group of clients producing some excellent tracks augmented, arranged, mixed and recorded at the OLC's studios. The healing and redemptive power of music, cathartic self-expression and teamwork were clear, with one client saying that she felt free to express her hopes and fears without judgement.

CRC's Music and Arts program is informed by insights from desistance theorising, which highlight the necessity of working with people in a strengths-based way and to develop positive self-identities. This work provides a broader public education role by producing music that informs discourse on what prison, punishing and coming home looks and feels like. The project is informed by the power of storytelling to transform.



*T is a 24-year-old patient in the acute ward at Long Bay Forensic Hospital. He has a number of complex mental health issues, but is an accomplished musician who studied at the Sydney Conservatorium of Music. T was very glad to see workshop facilitators arrive with guitars, and he collaborated effectively with program staff and other participants, especially N – who wrote some incredible lyrics describing his experience with depression – on a death-metal song called 'Shape Shifter'.*

*After receiving positive responses from peers, N's confidence grew and he proceeded to write additional lyrics, demonstrating a real talent with words. Songbirds staff referred him to the Corrective Services literacy teacher for ongoing tuition. When the song was recorded in the ward, T played guitar, lead guitar bass and, after some encouragement, sang. Despite his initial shyness, T found his voice. His self-confidence was really boosted, especially when he heard the rough mix of the completed song. His eyes were shining! Fellow participants also really enjoyed the whole process and the workshop handouts, and Songbirds staff promised to return later in the year.*



### PAPER CHAINED PRISON MAGAZINE

*Paper Chained* is a journal of writing and artistic expressions from individuals affected by incarceration that was founded in 2017, with Daniel Linnane becoming editor in 2021. *Paper Chained* is a free, not-for-profit publication funded primarily through CRC since April 2022. It is currently distributed to incarcerated people in Australia, New Zealand, the United Kingdom and the United States who have submitted contributions, requested copies or been referred by friends. The journal is published four times per year at present.

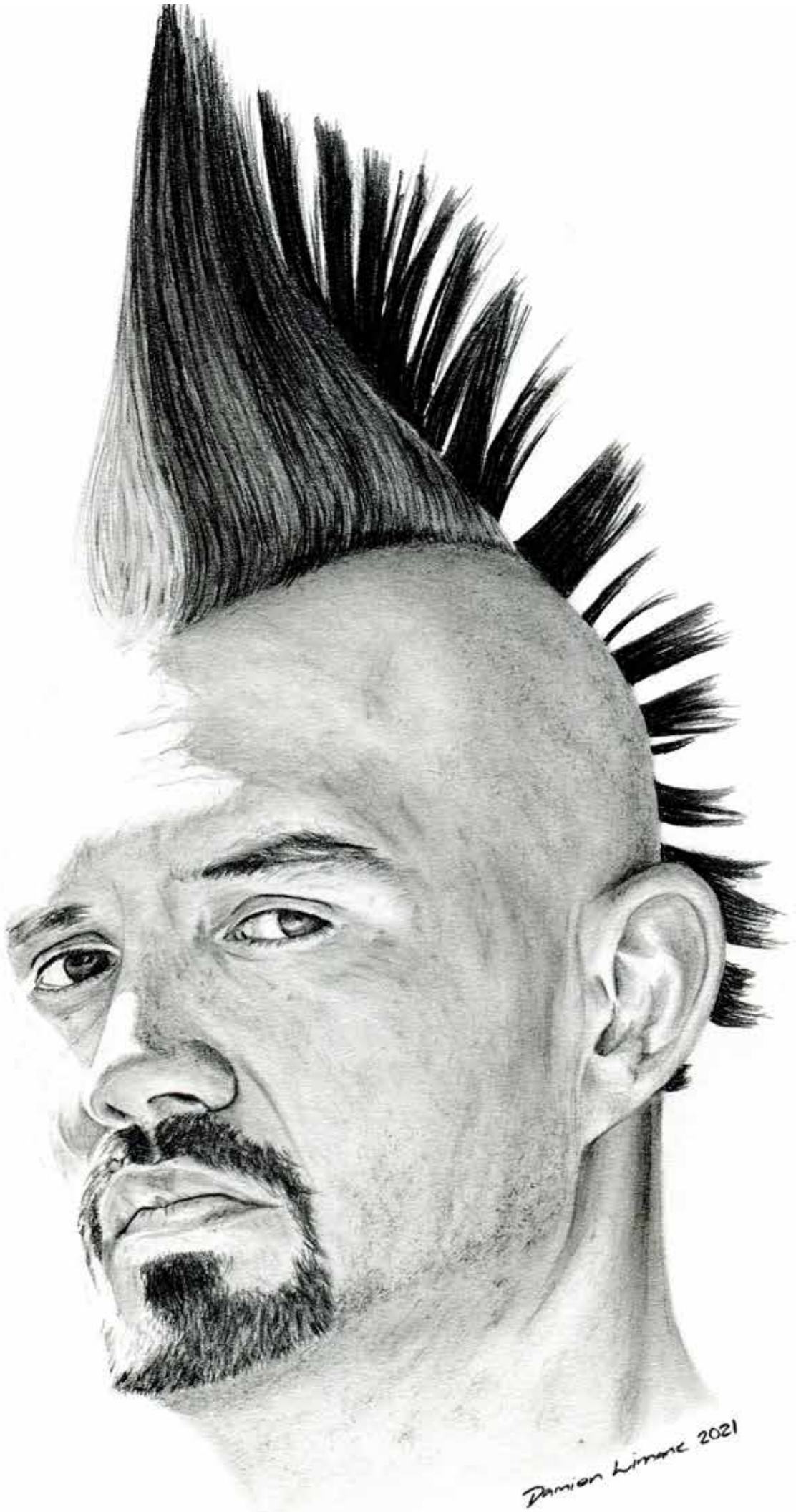
Prior to April this year, Damien produced the magazine independently as a volunteer once per year. CRC funding allows the magazine to be published quarterly. The funding has also allowed expansion of what the magazine offers beyond accepting contributions. It is now possible to create content in the form of journalism-style articles. Damien is also reaching out to some incarcerated people directly and asking for contributions, and conducting more promotion for the magazine.

*Paper Chained's* biggest accomplishment is having the magazine put on the NSW in-cell tablets in July. This means more than 5,000 people in custody in NSW can now read the magazine. Corrective Services also have plans to expand the tablet program to other incarcerated people in the state so this number is due to grow significantly, and likely even double.

Articles in Issues 5 and 6, which were published in 2022, include *History of Prison Magazines*, *Interview with the Boom Gate Gallery* and the addition of puzzles such as crosswords and Sudokus.

### ALTERNATIVES TO THE CRIMINAL JUSTICE SYSTEM

Damien says psychological counselling would help people stay out of prison. "Currently, the typical 'treatment' for severe depression in custody is being placed in an observation cell. Prisoners are told that due to the absence of Medicare in prison, there is no funding available for therapy while they are in custody. Ironically, prisoners are told how important it is that they get therapy after release, though often by this time they have higher priorities, like housing and employment. My personal experience after telling prison staff I was suicidal was being informed the only thing the prison could do for my mental health was give me the phone number of a service I could call once I was released. Currently, I have a friend with PTSD in custody. The prison acknowledges that her PTSD was caused by being in prison, though she will not be able to receive treatment for her prison-induced mental health issues until after she is released."







## ORGANISATIONAL NEWS



## STAFF HEALTH AND WELLBEING

The 2021/22 financial year has seen an exponential growth in staff numbers at CRC, with 67 people being employed as at 30/6/22.

This represents an increase of 46 per cent from the start of this period. The rapid increase in staff numbers, alongside labour shortages arising from the impacts of the COVID pandemic, meant that our Human Resources department needed to use external recruiters to assist them to fill some roles. Not only did this add to the financial costs of recruitment, it also meant that HR staff had to invest considerable time into finding suitable candidates in an increasingly competitive labour market. However, these efforts have paid off in the form of our current strong and diverse team. CRC is proud to confirm that at the end of the 2021/22 year, 15 per cent of staff identified as First Nations and nearly 10 per cent of staff had lived experience of incarceration, adding incredible knowledge and insight to the organisation and our work with people affected by the criminal justice system.

Within the human resources field there has been much talk of the 'great resignation', with the COVID pandemic creating a cohort of employees who are looking for greater meaning and flexibility in their employment. Thankfully, perhaps because CRC offers staff the opportunity to be part of transformational change in our clients' lives within a flexible work environment, we have yet to see the increase in staff resignations that other sectors may be experiencing. Despite this, we recognise the challenging environment our staff work in and believe that by supporting our staff's wellbeing we provide the best possible environment for them to thrive and continue to offer dedicated support for clients. While COVID has posed challenges for staff connectivity, our incredibly resilient workers have managed to maintain supportive relationships with peers and management and to continue to work productively. The focus on wellbeing this year has been around increasing opportunities to connect online and face-to-face through team meetings, peer meetings, training and social interaction.

During 2021, CRC staff participated in the AOD Workforce Study: NGO Insights. This study - a partnership between NADA and Curtin University - researches the wellbeing of staff in the community sector, with a particular focus on the AOD workforce's wellbeing and professional development. The results of the survey indicated that CRC has done exceptionally well on most measures, which are compared to other organisations in the sector. Measures related to Staff Engagement, Work Satisfaction, Learning Culture, Psychological Safety and Error Management were good, and 80 per cent of respondents promoted working for CRC. While Psychological Distress and Work/Family Conflict measures were also good, measures for Work Fatigue increased slightly (by 6 per cent), which could be attributed to the demands of a hybrid working environment.

This year, the HR department also commenced a Psychosocial Hazards Review, which will look at the specific psychological risks our workforce face in order to determine the areas in which we excel, as well as finding opportunities for improvement.



## RECONCILIATION ACTION PLAN

CRC's Reconciliation Action Plan Working Group (RAPWG) has continued to be led by Co-Chairs Gail Gray (Senior Case Worker – Miranda Project) and Claire McMahon (Team Leader – Transition Programs). The RAPWG is comprised of 14 members, including First Nations staff, senior management and frontline staff. In 2021/22, significant progress was made in developing the first draft Innovate RAP, which was submitted to Reconciliation Australia in December 2021. Utilising the constructive feedback provided by Reconciliation Australia, the RAPWG worked collaboratively to develop a second draft, which was submitted in May 2022. In developing an Innovate RAP, CRC aims to advance reconciliation within the organisation and our unique sphere of influence. We recognise that we are witness to the over-representation of First Nations peoples in the criminal justice system and understand that this arises out of past genocidal policies as well as the intergenerational trauma, racism and inequality that First Nations people continue to experience. Our RAPWG have remained committed to truth-telling throughout the development of our RAP and believe that this is essential in achieving genuine reconciliation. We anticipate that our Innovate RAP will provide a solid framework to build on the existing strengths of our organisation, actively engage staff in reconciliation and drive the implementation of reconciliation strategies. With progress made, it is anticipated that our Innovate RAP will proceed to final endorsement by December 2022. In the meantime, our staff continue to work alongside our First Nations clients in order to achieve the best possible outcomes, with the ultimate goal of contributing to a reduction in the numbers of First Nations people incarcerated in this country. The RAPWG look forward to sharing CRC's Reconciliation Action Plan once it is endorsed by Reconciliation Australia.

## ACCREDITATION

In September 2022, CRC was awarded full accreditation against the Quality Improvement Council (QIC) Health & Community Services Standards 7th ed, with this recognition in place until September 2025. A mid-cycle review is due in March 2024.

In achieving accreditation, CRC met defined sector-specific quality standards across governance, management systems, consumer and community engagement, diversity and cultural appropriateness, and service delivery.

A comment from the 2022 Quality Innovation Performance Accreditation report confirms CRC's commitment to ensuring the best possible outcomes for the people and communities with whom we work. "The Community Restorative Centre (CRC) is notable for the strong commitment across all levels of the organisation to supporting clients who other organisations shy away from. The clients include not only those who have been incarcerated but also their partners and families. CRC staff are highly competent, and passionate in their work in providing support to fellow human beings despite their circumstances of involvement with the criminal justice system."





# DONORS

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

- Andrew McPherson
- Anne Kennedy
- Asma Pretu
- Berkley Insurance
- Billie-Jean Barnes
- Brad Cox
- Carolyn Galvin
- Community Legal Centres
- Community Underwriting
- Dave Thomson
- Eimear Spruhan
- Garth Mansfield
- Gerard Ricardo
- Global Skills
- Grant Van De Pol
- Greer Chester
- Helen Matthews
- Ian Farmer
- Jacquolin Giuffre
- Jane Hughes
- Janet Chester
- Jennifer Pocknee
- Jenny Ling
- Joanne Barr

- John Olip
- Kathleen Lamoureux
- Kyra Thorncraft
- Lyn Francis
- Maria Bowyer
- Martin Bibby
- Morri Young
- Mrs C Cummins
- Nailah Masagos
- Natalie Burt
- Natalie Neubauer
- Orion Jennings
- Paul Westcott
- Penrith City Council
- Peter Kirkpatrick
- R W D Forsyth
- Roselyn Hoskin
- Sozoe Younge
- Thomas Newell
- Timothy Berwick
- Vicki Styles
- Zonta Club Cumberland West
- Zonta Club of Nepean Valley
- Zonta Club of Sydney

# THANK YOU







# ANNUAL REPORT FINANCIALS

2020–2021



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

**FINANCIAL REPORT - 30 JUNE 2022**

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

**FINANCIAL REPORT - 30 JUNE 2022**

**DIRECTOR'S REPORT**

The Directors present the operating report of the Community Restorative Centre Limited for the year ending 30 June 2022 and report as follows:-

**NAMES OF DIRECTORS**

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

Name	Position Held
P MacGillivray	Director/Chair
N Lojszczyk	Director/Secretary
R McCausland	Director
I Farmer	Director
I O'Mahoney	Director
A Sittczenko	Director Appointed Nov 21
A Long	Director Appointed Nov 21
A Donohue	Director Appointed Nov 21
S Loveday	Director Resigned May 22
M Levy	Director Retired Nov 21
M Young	Director Appointed Nov 21 – Passed Away Feb 22

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 centers, a court support service, outreach to prisons, health promotion, on-site living support programs, training to other NSW services and information and advice about the criminal justice system in NSW.

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

**OPERATING RESULT**

The operating result of the Company for the financial year was an operating surplus of \$98,957 (2021: surplus \$3,229).

**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:

P MacGillivray  
Director

*Peta MacGillivray*

*I Farmer*  
I Farmer  
Director

5th October 2022



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

**FINANCIAL REPORT - 30 JUNE 2022**

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

In accordance with Subdivision 60-C of the Australian Charities and Not-for-profits Commission Act 2012, I am pleased to provide the following declaration of independence to the directors of Community Restorative Centre Limited. As the lead audit partner for the audit of the financial report of Community Restorative Centre Limited for the year ended 30 June 2022, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

- i. the auditor independence requirements of the Australian Charities and Not for Profits Commission Act 2012 in relation to the audit; and
- ii. 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 5th October 2022

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

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2022**

	Note	2022 \$	2021 \$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	6,841,328	8,870,639
Trade and other receivables	5	89,568	286,255
<i>Total current assets</i>		<u>6,930,896</u>	<u>9,156,894</u>
<b>Non-current assets</b>			
Financial assets	6	-	1,620
Property, plant and equipment	7	155,633	3,774
Right of Use Assets	8	31,976	170,753
<i>Total non-current assets</i>		<u>187,609</u>	<u>176,147</u>
<b>TOTAL ASSETS</b>		<u>7,118,505</u>	<u>9,33,041</u>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	9	4,323,002	6,575,079
Provisions	10	565,500	460,164
Lease Liabilities	11	35,248	147,768
<i>Total current liabilities</i>		<u>4,923,750</u>	<u>7,183,011</u>
<b>Non-Current liabilities</b>			
Provisions	10	30,628	49,612
Lease Liabilities	11	-	35,248
<i>Total non-current liabilities</i>		<u>30,628</u>	<u>84,860</u>
<b>TOTAL LIABILITIES</b>		<u>4,954,378</u>	<u>7,267,871</u>
<b>NET ASSETS</b>		<u><b>2,164,127</b></u>	<u><b>2,065,170</b></u>
<b>EQUITY</b>			
Retained earnings		<u>2,164,127</u>	<u>2,065,170</u>
<b>TOTAL EQUITY</b>		<u><b>2,164,127</b></u>	<u><b>2,065,170</b></u>

The accompanying notes form part of these financial statements



**COMMUNITY RESTORATIVE CENTRE LIMITED**

ABN 75 411 263 189

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 JUNE 2022**

	Note	2022 \$	2021 \$
<b>Revenue</b>	2	7,760,430	4,681,314
<b>Other income</b>	2	179,768	221,846
		<u>7,940,198</u>	<u>4,903,160</u>
<b>Expenses</b>			
Staff costs		(5,591,802)	(3,894,905)
Administration expenses		(248,890)	(198,647)
Depreciation	3	(172,180)	(163,830)
Motor vehicle expenses		(127,300)	(126,838)
Occupancy Costs		(104,839)	(86,131)
Other expenses		(1,075,408)	(235,527)
Project expenses		(508,447)	(188,204)
Repairs and maintenance		(5,412)	(623)
Subscriptions		(6,963)	(5,226)
		<u>(7,841,241)</u>	<u>(4,899,931)</u>
<b>Surplus/(Deficit) before income tax</b>		98,957	3,229
Income tax expense		<u>-</u>	<u>-</u>
<b>Surplus/(Deficit) for the year</b>		98,957	3,229
<b>Other comprehensive income for the year</b>		<u>-</u>	<u>-</u>
<b>Total comprehensive income for the year</b>		<u><u>98,957</u></u>	<u><u>3,229</u></u>

The accompanying notes form part of these financial statements

**COMMUNITY RESTORATIVE CENTRE LIMITED**

ABN 75 411 263 189

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2022**

	Retained Earnings \$	Total \$
<b>Balance at 1 July 2020</b>	2,061,941	2,061,941
<b>Comprehensive income</b>		
Surplus/(Deficit) for the year	3,229	3,229
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<u>3,229</u>	<u>3,229</u>
<b>Balance at 30 June 2021</b>	<u>2,065,170</u>	<u>2,065,170</u>
<b>Balance at 1 July 2021</b>	2,065,170	2,065,170
<b>Comprehensive income</b>		
Surplus/(Deficit) for the year	98,957	98,957
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<u>98,957</u>	<u>98,957</u>
<b>Balance at 30 June 2022</b>	<u><u>2,164,127</u></u>	<u><u>2,164,127</u></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 2022**

	Note	2022 \$	2021 \$
<b>Cash flows from operating activities</b>			
Receipts from customers and government		5,500,571	9,230,959
Payments to suppliers and employees		(7,524,330)	(3,960,570)
Donations received		161,812	159,514
Interest received		17,898	12,311
<i>Net cash flows from operating activities</i>		<u>(1,844,049)</u>	<u>5,442,214</u>
<b>Cash flows from investing activities</b>			
Proceeds from sale of property, plant and equipment		-	-
Purchase of property, plant and equipment		<u>(185,262)</u>	<u>-</u>
<i>Net cash flows from investing activities</i>		<u>(185,262)</u>	<u>-</u>
Net increase/(decrease) in cash and cash equivalents		(2,029,311)	5,442,214
Cash and cash equivalents at the beginning of the financial year		<u>8,870,639</u>	<u>3,428,425</u>
Cash and cash equivalents at the end of the financial year	4	<u><b>6,841,328</b></u>	<u><b>8,870,639</b></u>

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
ABN 75 411 263 189  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2022**

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

Community Restorative Centre is a company incorporated and domiciled in Australia. The financial statements of the Company are as at and for the year ended 30 June 2022.

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

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

**Basis of preparation**

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures (SD) of the Australian Accounting Standards Board (AASB) and the Corporations Act 2001. The entity is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

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

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

**Accounting Policies**

**Income Tax**

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

**Property, plant and equipment**

**Recognition and measurement**

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

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



**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2022**

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

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

Depreciation

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

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

Motor vehicles	3-5 years
Office equipment	5 years

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

**Impairment of assets**

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

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

**Leases**

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

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

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

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

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2022**

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

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

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

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

**Revenue**

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

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

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

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

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

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

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

**Cash and cash equivalents**

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

**Trade receivables**

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

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

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2022**

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

**Goods and Services Tax (GST)**

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

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

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

**Trade and other payables**

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

**Employee benefits**

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

**Provisions**

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

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

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2022**

2022	2021
\$	\$

**Comparatives**

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

**Critical Accounting Estimates and Judgments**

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

*Estimation of useful lives of assets*

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

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

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

**The Notes to the Financial Statements**

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



**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2022**

	2022	2021
	\$	\$

**New and Amended Accounting Standards Adopted by the Entity**

**Initial adoption of AASB 1060: General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities**

The entity has adopted AASB 1060: *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* for the first time this reporting period. The Standard, which sets out a new separate disclosure Standard to be applied by all entities that are reporting under Tier 2 of the Differential Reporting Framework in AASB 1053: *Application of Tiers of Australian Accounting*, replaces the previous Reduced Disclosure Requirements (RDR) framework. The application of this standard has resulted in reductions in disclosures compared to RDR in Revenue, Leases and Financial Instruments; however has resulted in new and/or increased disclosures in areas such as Audit Fees and Related Parties.

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2022**

	2022	2021
	\$	\$
<b>Note 2 - Revenue</b>		
<b>Revenue</b>		
Members subscriptions	117	93
B Miles Women's Foundation	287,237	299,429
B Miles COVID 19 DVF	25,229	-
Newtown Neighborhood Centre Incorporated	136,620	131,944
Wentworth Community Housing Limited	208,379	202,106
NSW Department of Communities and Justice, Corrective Services NSW	689,150	1,033,003
Sydney Local Health District	174,400	169,300
NSW Health, Drug and Alcohol Treatment Services	136,168	136,168
Department of Communities and Justice	2,713,251	387,171
Department of the Prime Minister and Cabinet	665,518	665,518
EIS Health Ltd T/As Central & Eastern Sydney Primary Health Network	408,451	660,500
Legal Aid New South Wales	74,266	69,513
Wentwest Limited T/As Western Sydney Primary Health Network	490,877	651,006
South Western Sydney Primary Health Network Limited	215,360	-
Network of Alcohol and Other Drugs Agencies	-	60,000
Paul Ramsay Foundation	1,228,096	-
NSW Customer Services	123,426	-
Randwick City Council	10,000	-
-Other grants	8,000	57,142
Recovery from Unexpended Funds	103,297	150,728
Other operating revenue	62,588	7,693
	<u>7,760,430</u>	<u>4,681,314</u>
<b>Other revenue</b>		
Donations received	161,812	159,514
Interest income	17,898	12,311
Dividends	58	21
ATO Covid-19 Relief	-	50,000
<i>Total other income</i>	<u>179,768</u>	<u>221,846</u>
<i>Total revenue and other income</i>	<u>7,940,198</u>	<u>4,903,160</u>
<b>Note 3 - Expenses</b>		
Depreciation of Property, Plant & Equipment	33,403	9,766
Amortisation – Right of Use Assets	138,777	154,064
Total Depreciation and Amortisation Expenses	<u>172,180</u>	<u>163,830</u>
<b>Note 4 - Cash and cash equivalents</b>		
Cash at bank and on hand	578,437	119,499
Short term bank deposits	6,262,891	8,751,140
<i>Total cash and cash equivalents</i>	<u>6,841,328</u>	<u>8,870,639</u>

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2022**

	2022 \$	2021 \$
<b>Note 5 - Trade and other receivables</b>		
Trade receivables	70,335	273,833
Other receivables	3,120	3,120
Accrued income	601	3,949
Prepayments	15,512	5,353
Total current trade and other receivables	<u>89,568</u>	<u>286,255</u>

**Note 6 - Financial assets**

Available-for-sale financial assets	-	1,620
<i>Total non-current financial assets</i>	<u>-</u>	<u>1,620</u>

**Movements in carrying amount**

Net carrying amount at 1 July 2021	-	1,812
Revaluation increment (decrement)	-	(192)
Net carrying amount at 30 June 2022	<u>-</u>	<u>1,620</u>

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

	Office Equipment	Motor Vehicles	Total \$
<b>At 30 June 2021</b>			
Cost	5,490	8,050	13,540
Accumulated depreciation	(1,716)	(8,050)	(9,766)
<i>Net carrying amount</i>	<u>3,774</u>	<u>-</u>	<u>3,774</u>
<b>Movements in carrying amounts</b>			
Net carrying amount at 1 July 2021	3,774	-	3,774
Additions	4,481	180,781	185,262
Disposals	-	-	-
Depreciation charge for the year	(2,885)	(30,518)	(33,403)
Net carrying amount at 30 June 2022	<u>5,370</u>	<u>150,263</u>	<u>155,633</u>

**Note 8 - Right of Use Assets**

Right of Use Assets – Lease Premises	467,967	467,967
Less Accumulated Amortisation	(435,991)	(297,214)
Total Right of Use Assets	<u>31,976</u>	<u>170,753</u>

**COMMUNITY RESTORATIVE CENTRE LIMITED**  
**ABN 75 411 263 189**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2022**

	2022 \$	2021 \$
<b>Note 9 - Trade and other payables</b>		
Trade Payables	229,576	700,689
Grants Received in Advance	2,350,844	5,273,119
Grants Unexpended	1,077,282	217,988
Liabilities to employees	187,900	125,640
Income in Advance	477,400	257,643
Total trade and other payables	<u>4,323,002</u>	<u>6,575,079</u>

**Note 10 - Provisions**

Current

Employee entitlements – annual leave	376,175	304,785
Employee entitlements - long service leave	189,325	155,379
<i>Total current provisions</i>	<u>565,500</u>	<u>460,164</u>

Non Current

Employee entitlements - long service leave	30,628	49,612
<i>Total non-current provisions</i>	<u>30,628</u>	<u>49,612</u>

**Note 11 - Lease Liabilities**

Current

Lease liability	35,248	147,768
<i>Total current Lease liabilities</i>	<u>35,248</u>	<u>147,768</u>

Non Current

Lease Liability	-	35,248
<i>Total non-current lease liabilities</i>	<u>-</u>	<u>35,248</u>

**Note 12 – Auditors Remuneration**

Auditing the financial statements	<u>13,750</u>	<u>13,200</u>
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**Note 13 - Contingent liabilities**

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

**Note 14 - Events occurring after balance date**

There were no significant events occurring after balance date.

**Note 15 - Company Details**

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



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

**FINANCIAL REPORT - 30 JUNE 2022**  
**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 – Simplified Disclosures (SD) applicable to the entity; and
  - b. give a true and fair view of the financial position of the Community Restorative Centre Limited as at 30 June 2022 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.

  
 P MacGillivray  
 Director

  
 Ian Farmer  
 Director

5th October 2022



**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 2022, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

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

- i. giving a true and fair view of the company's financial position as at 30 June 2022 and of its financial performance for the year then ended;
- ii. complying with Australian Accounting Standards and Division 60 of 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 2022, 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 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 5th October 2022



