



ANNUAL REPORT

2022 – 2023





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.

CRC LOCATIONS

Head Office Canterbury

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PO Box 258
Canterbury NSW 2193
Phone: 02 9288 8700
Fax: 02 9211 6518

Email: info@crcnsw.org.au

Web: www.crcnsw.org.au

With respect to the Wangal and Bediagal Peoples

Broken Hill and Wilcannia

PO Box 319
Broken Hill NSW 2880
Phone: 08 8088 1617
Fax: 08 8087 6407

With respect to the Wiljkali and Barkindji 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: Artworks created by participants in Songbirds art workshops or submitted to Paper Chained magazine.

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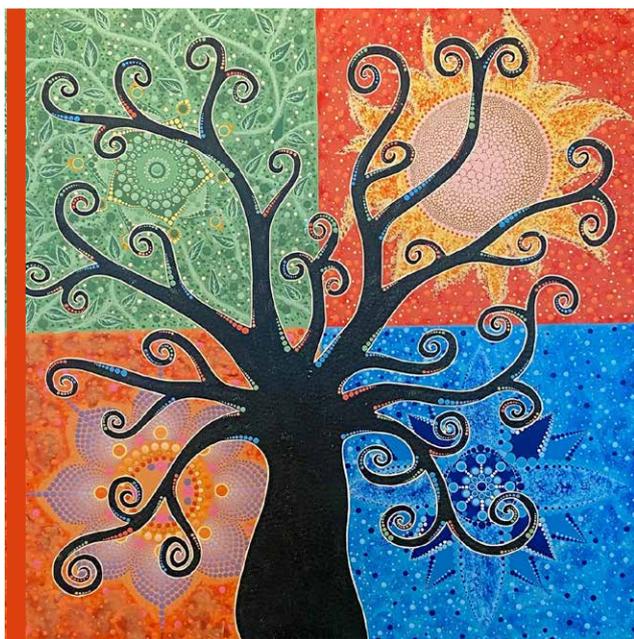


FOUNDING PRINCIPLES

CRC WAS FOUNDED IN 1951. THE PRINCIPLES UNDERPINNING ITS ESTABLISHMENT STILL FORM THE FOUNDATIONS FOR MUCH OF CRC'S SERVICE DELIVERY.

People released from prison have paid their debt to society and have the right to re-establish their lives in the community without stigma, stereotyping or discrimination. They should be offered support that eases their transition back into the community, improves their life options and assists them to build pathways out of the criminal justice system. Families of prisoners should not be punished or suffer from discrimination by the justice system. They should be entitled to support to minimise the effects of having a relative or loved one imprisoned. This support should help sustain their relationships with their relatives in prison, and enable the re-establishment of family upon release of the prisoner, if in the best

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



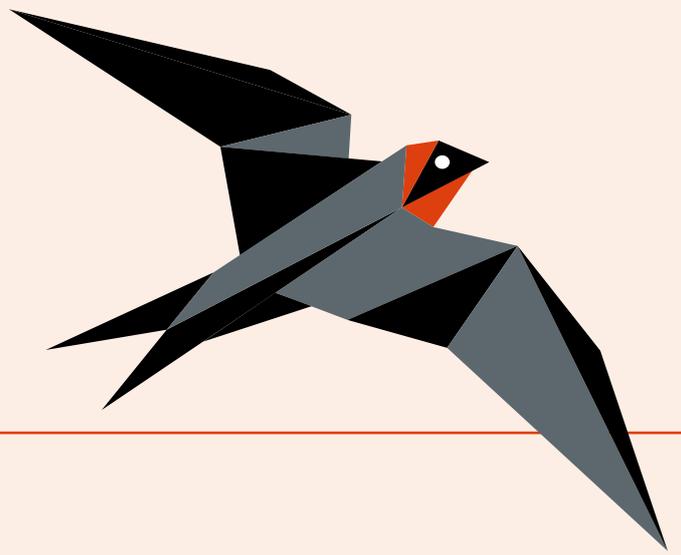
Nexus | *Tree of Life*

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.

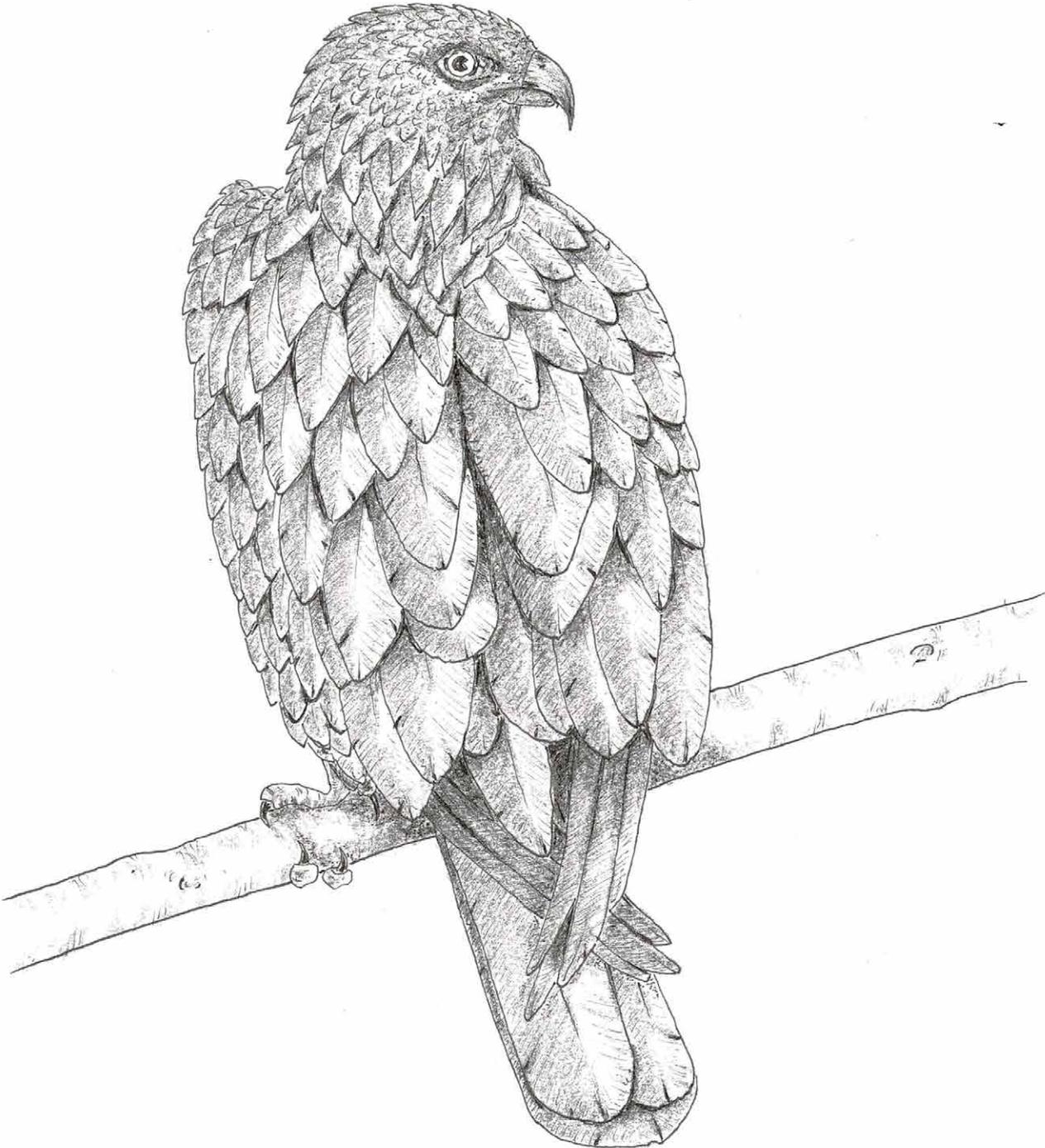


VALUES

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



S. Clay
22
LBH

FUNDING PARTNERS

CRC is grateful to the following funders who provided support during 2022-23:

- 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
- Central and Eastern Sydney Primary Health Network
- Western Sydney Primary Health Network
- South Western Sydney Primary Health Network
- Sydney Local Health District
- Department of Prime Minister and Cabinet (National Indigenous Australians Agency)
- Legal Aid NSW
- Department of Enterprise, Investment and Trade (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 2022-2023 were:

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

DONORS

- Judith Neilson Foundation
- Berg Family Foundation
- Esden Family
- Fell Foundation
- Lara Goodridge
- Michael Levy
- Goodrichter Pty Ltd
- Stephen Howes

ONE-OFF GRANTS

- National Indigenous Australians Agency
- Network of Alcohol and other Drugs Agencies
- Bankstown District Sports Club
- Blacktown Workers Club
- City of Sydney RSL Club
- Wests Ashfield



ACKNOWLEDGEMENTS

CRC WOULD LIKE TO ACKNOWLEDGE THE STAFF, VOLUNTEERS, MEMBERS, PARTNERS AND FUNDING BODIES THAT HAVE MADE OUR WORK POSSIBLE DURING 2022-23.

STAFF

At CRC, our staff are at the heart of what we do. At June 30, 2023, there were 73 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 our remarkable and skilled Court Support Volunteers have worked tirelessly to support court attendees in 14 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

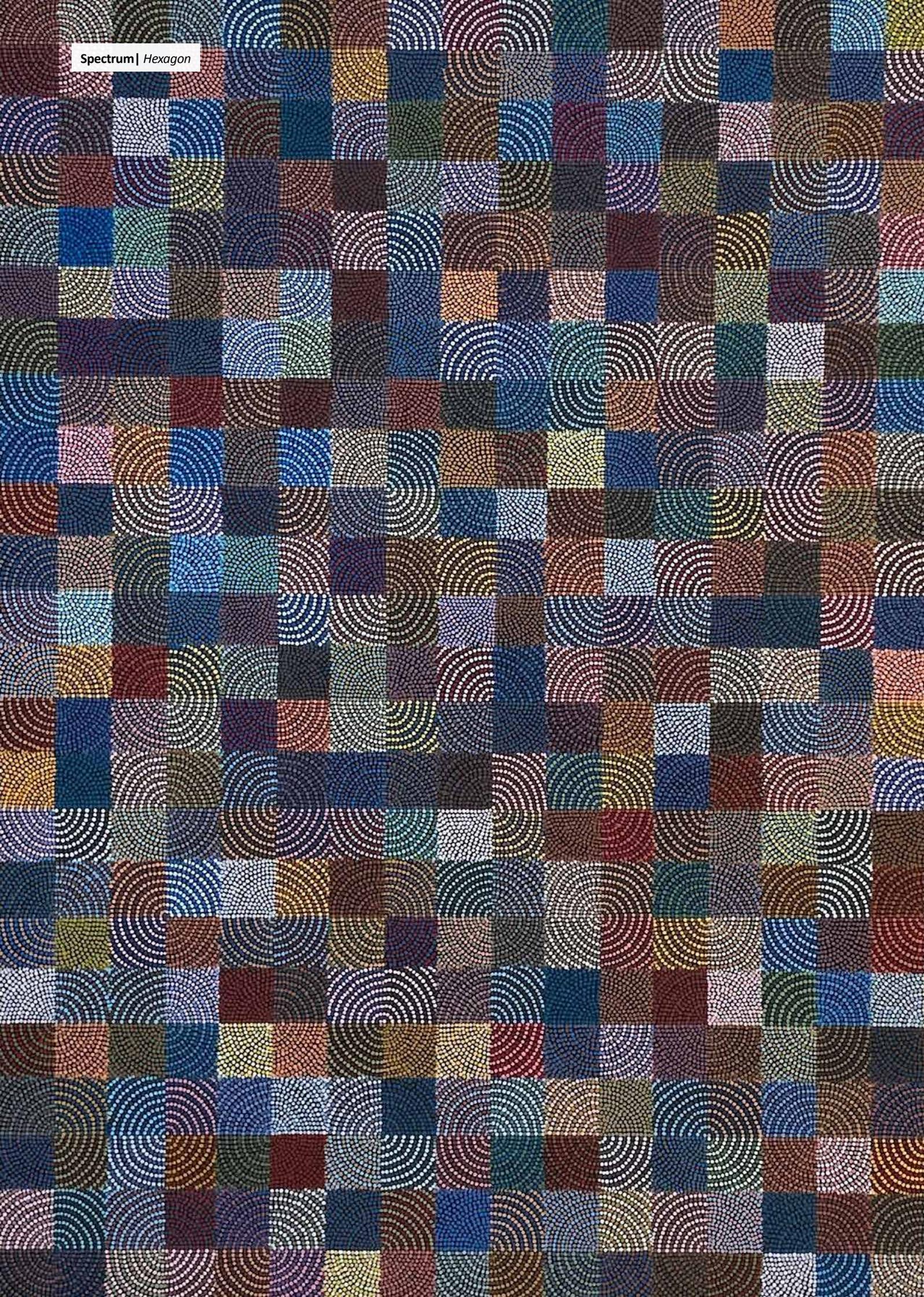
CRC has strong formal and informal partnerships with multiple stakeholders across NSW. We would like to thank all our partners for working so hard, in often difficult circumstances, to achieve better outcomes for people on release from prison and their families.

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

PATRON'S MESSAGE

CHANGING TIMES

I AM PROUD TO BE PATRON OF THE COMMUNITY RESTORATIVE CENTRE (CRC). MY PATRON'S MESSAGE OF TWO YEARS AGO IN THE 2021 ANNUAL REPORT WAS DELIVERED IN THE 70TH ANNIVERSARY OF CRC. IT WAS WRITTEN ON THE CUSP OF THE END OF THE COVID-19 PANDEMIC, WHICH HAD ONLY THEN BEGUN TO RECEDE. IT MARKED A NUMBER OF CHANGES IN THE WORLD, IN AUSTRALIA, AND IN CORRECTIVE SERVICES LAW AND POLICY.

Our relative constitutional stability in Australia is quite a contrast to the situation faced in the United States of America. There an apparent insurrection happened at the Congress in Washington in January 2022. Allegedly, it was encouraged by Donald Trump, the former President. Nothing like that has ever happened in Australia. However, before congratulating ourselves too vigorously on our stability, Australians need to face a number of features of our society that remain locked in the past. Occasionally, unquestioning stability needs critical analysis.

DISPROPORTIONAL NUMBER OF INDIGENOUS PRISONERS

A special feature of incarceration in Australia remains the shockingly disproportionate rates of incarceration of First Nations offenders, especially young offenders. This has been known and discussed for decades. It resulted in an investigation and reports by the Australian Law Reform Commission.¹ So far, nothing much seems to have been done to implement the recommendations in these law reform reports. Nor to enact law reforms to increase the age of criminal responsibility so as to exclude from conviction and imprisonment young offenders, especially First Nations young people. Add to this phenomenon the rejection of the

constitutional idea propounded by First Nations Peoples (the Voice), rejected at referendum, and it will be understood that, in the matter of Indigenous offending, we have a long way to go.

LAW REFORM SUCCESS: SECOND APPEAL

Every now and again, even at a national level in Australia, an idea is promoted in the criminal justice system of one State that spreads to other jurisdictions. This is what happened in respect of the enactment of a right of second appeal, after a Court of Criminal Appeal had earlier disposed of, and rejected, a first appeal by the prisoner. This change began with amendments to the law in South Australia. It

¹ *Sentencing of Federal Offenders*, ALRC 15, 1980, 189 [302] and ALRC, *'Pathways to Justice – An Inquiry into the Incarceration Rate of Aboriginal and Torres Strait Islander Peoples'* (ALRC 133, 2017).



In the coming year, with a new government in New South Wales, I hope that CRC will lend its weight to the call for a right of second (and further) appeal where there is ‘fresh and compelling’ evidence so long as the judiciary grants leave to bring an appeal.



was soon followed in Tasmania and Victoria. Then the reform was adopted in Western Australia. Currently a draft amendment to the law governing courts of criminal appeals was produced for circulation and comment in Queensland. Only New South Wales and the Northern Territory of Australia remain apparently impervious to change.

This is relevant to CRC. The reform adopted elsewhere in Australia has not been adopted by the Parliament of New South Wales, which is responsible for the criminal justice system in the jurisdiction of CRC. In the coming year, with a new government in New South Wales, I hope that CRC will lend its weight to the call for a right of second (and further) appeal where there is ‘fresh and compelling’ evidence so long as the judiciary grants leave to bring an appeal. Our commitment to

justice for prisoners demands that New South Wales should do no less.

When Australian jurisdictions have all adopted the second appeal, it would be timely for us to turn our attention to another development that has happened overseas. This is the creation of a Criminal Cases Review Commission, to supplement the work of the courts and to reinforce the capacity of the judiciary (normally working under great pressure of time) to investigate and answer allegations of serious miscarriages of justice that remain unredressed. Once again, this system supplementary to the judiciary has been adopted in England, Scotland, New Zealand and Canada. But in no jurisdiction of Australia. So this in another reform, acknowledged elsewhere, that deserves consideration in Australia. It should not depend

upon a prisoner’s ability to secure a top silk or to have the status of a cardinal or a celebrated prisoner to ensure that claims of serious miscarriage of justice are properly, thoroughly and vigilantly addressed.

CRC’S INITIATIVES

The foregoing comments concern large issues of criminal justice law and policy. Meanwhile, with feet firmly planted on the ground, CRC has, in the past year, expanded programs and gathered new awards and recognition for its work.

The CRC database, funded by a grant from the Department of Communities and Justice, commenced operation in July 2022. It includes a client management system aimed at significantly reducing the workload of managers in responding to reporting requirements as established by funders.

The Miranda Project, which supports women impacted by Domestic or Family Violence (DFV) and incarceration, was provided with funding to employ an additional case worker to

PATRON'S MESSAGE

PATRON'S MESSAGE CONTINUED

support the program manager and to assist in the running of the Miranda Hub. The Hub's social and recreational activities include arts and crafts, gardening, DFV education, and a grief and loss group. These services are much in demand by Miranda clients. Against the background of large challenges, it seems distressing that we should be celebrating, in 2023, the appointment of a single additional case worker. Yet that is the world in which CRC must operate.

Over the past year, CRC's Advocacy, Research and Policy Unit has expanded to include a Senior Research Officer and an Aboriginal-Identified Research Officer to help with CRC projects. The Unit continues its important work aimed at achieving better outcomes for people impacted by the criminal justice system. Such impacts can occur both at the level of service delivery and at the systemic level involving reviewing, conducting and translating research and evidence to guide the CRC's program model and also to support agitation for broader policy and sector reforms.

In March 2023, CRC was delighted to receive formal



In November 2022, CRC's Miranda Project won a Gold Award in the 2022 Australian Crime and Violence Prevention Awards.



endorsement of its Reconciliation Action Plan (RAP). Thanks are due to Claire McMahon and Gail Gray, co-chairs of the RAP Working Group. I also praise other members of the Working Group. It has been an important initiative of CRC. It is rewarding to see RAP recommendations now in the process of being implemented. Further good news has included ongoing funding for the Family Casework Program. This has been extended for a further three years. The Families Case Worker performs vital work in supporting an extremely under-resourced group of people. She provides counselling and case management to families impacted by their involvement with the criminal justice system.

In May 2023, CRC received funding for a two-year project

focused on reintegration of prisoners leaving custody in the Byron Bay, Coffs Harbour and Gunnedah areas of NSW. It aims to assess the housing options available in the area and provide training to help people on release to secure employment in the construction of housing developments. It deserves praise and enlarged support.

Finally, addressing praise for compassionate work done well, it is appropriate to acknowledge CRC programs that have been recognised in the past year.

In November 2022, CRC's Miranda Project won a Gold Award in the 2022 Australian Crime and Violence Prevention Awards. These awards recognise and reward programs that help to reduce crime and violence in Australia. They encourage



Citizens who support CRC should speak up, and speak loudly, to urge politicians and officials to invest in the future by supporting the admirable initiatives of the Community Restorative Centre.





public initiatives. They assist governments in identifying and developing practical projects that will reduce violence and other types of crime in the community. Also in November 2022, CRC's Transitional Alcohol and Other Drugs Project accepted an award from the Central and Eastern Sydney Primary Health Network. This was secured in the category 'Service Delivery that Meets Local Needs'. The object is to encourage health equity through high-quality service delivery.

Finally, at the Network of Alcohol and Other Drugs Agencies' Awards in May 2023, Transition Worker Chris Sheppard received the AOD Champion Award. This recognises an outstanding individual working in a non-government drug and alcohol service. The CRC Advocacy Research and Policy Unit was celebrated in the 'Excellence in Research and Evaluation' category and also deserves acknowledgement and support.

This Annual Report speaks to Government, the Parliament and the community in the context of large issues of policy which, in Australia, seem to take an eternity to work their way through the often-immobile

legislative agenda. In the meantime, CRC continues, on the level of ordinary prisoners and custodial officers, to undertake projects that are worthwhile. There should be more funding for them. Citizens who support CRC should speak up, and speak loudly, to urge politicians and officials to invest in the future by supporting the admirable initiatives of the Community Restorative Centre. We all have a stake in this. I hope that these remarks of mine will help to attract more resources and funds to CRC. It deserves our support.



**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

PATRON'S MESSAGE

ONE OF THE GREAT BENEFITS OF BEING ASSOCIATED WITH CRC IS TO BE IN CONTACT WITH PEOPLE WHO ARE WORKING TOWARDS REBUILDING THE LIVES OF INDIVIDUALS WHO HAVE BEEN ENTANGLED IN THE CRIMINAL JUSTICE SYSTEM, PEOPLE WHO SHARE MY VISION OF A FUTURE WHERE INCARCERATION IS THE EXCEPTION, NOT THE RULE – THE LAST RESORT.

CRC's commitment to bringing that vision closer to reality is particularly important in this year of disappointment, when the referendum to give a Voice to Aboriginal and Torres Strait Islander people in decisions that affect them has failed. Of all the groups who need that vision to be realised, Aboriginal and Torres Strait Islander people rank highest, because of the highly disproportionate number they represent in our prisons. In NSW they represent 29 per cent of the adult prison population; many of these are on remand. For Aboriginal and Torres Strait Islander women the percentage is even higher, at 40 per cent, and Aboriginal and Torres Strait Islander youth represent a staggering 58 per cent of young people in detention.

These disparities speak loudly and clearly of the enduring negative effects of colonisation and of the injustices and abuses that have left so many Aboriginal and Torres Strait Islander individuals and families struggling to find satisfactory lives in this country and at high risk of becoming involved in the criminal justice system.

The Closing the Gap strategy, which aims to reduce the disparities between the health and education outcomes and general living standards of Aboriginal and Torres Strait Islander people and non-Indigenous Australians, now includes among its targets the reduction of the rate of incarceration of Aboriginal and Torres Strait Islander adults by at least 15 per cent by 2031; the target for juveniles over the same period is a 30 per cent reduction. Even if those

targets were reached, the rate of Aboriginal and Torres Strait Islander incarceration would still be disproportionate, and it is a matter for deep regret that the latest results show little if any progress in achieving the targets.

The high rate of Aboriginal and Torres Strait Islander incarceration is in itself a result of many factors of disadvantage that affect the quality of life, the opportunities and life outcomes of Aboriginal and Torres Strait Islander peoples, just as incarceration itself is destined to have an ongoing impact on their social, health and economic outcomes. But, to the extent that the problem can be tackled at the point where Aboriginal and Torres Strait Islander people are already involved or are about to enter the criminal justice system, there is much that can be done to reform the criminal justice system, if only there were the necessary resources and commitment.

It is now more than 30 years since the Royal Commission into Aboriginal Deaths in Custody called for law reform and changes in policing strategies to reduce the grossly disproportionate rates at which Aboriginal and Torres Strait Islander people are taken into custody. There has been little if any progress since then.

Among measures that have been put forward to reduce the incarceration rates, the NSW Closing the Gap Action Plan calls for an improvement in the bail system to reduce the number of Aboriginal and



Torres Strait Islander people on remand. Despite this, recent changes to the bail laws in this state have been queried by the President of the Law Society of NSW as not being consistent with the Close the Gap objectives. The Aboriginal Legal Service also fears that the changes may have a disproportionate impact on Aboriginal and Torres Strait Islander communities.

The NSW Action Plan also calls for an increase in community-based sentences to reduce the rate of Aboriginal and Torres Strait Islander imprisonment. The need for culturally appropriate, community-based support services and diversionary sentencing options, and for the participation of Aboriginal and Torres Strait Islander community organisations in planning and managing community-based sentences, have long been recognised as necessary if the incarceration rate is to be reduced. (RCIDAC, 1991; ALRC Pathways to Justice, 2018)

This is an area where CRC has extensive and positive experience through programs that provide long-term support and case management for those on a diversion path or leaving custody. For Aboriginal and Torres Strait Islander clients, who represent a substantial proportion of CRC clients, it is able to provide culturally appropriate support and services. It also provides services specifically directed to the Aboriginal and Torres Strait Islander community, such as the Transitional Indigenous Service in Broken Hill and Wilcannia, which provides intensive case work to clients with multiple disadvantage on release from prison. Its Pathways Home program, which provides transitional support to young people in the justice system with histories of trauma, has a high proportion of Aboriginal and Torres Strait Islander youth among its clients. The Miranda Project, which aims to assist women involved in the criminal

justice system who have been victims of violence and includes the Women's Diversion Pathway program, supporting mothers with dependent children on release into the community, also have a high proportion of Aboriginal and Torres Strait Islander clients.

Through these programs, CRC has been successful in reducing recidivism and helping clients to successfully reintegrate into their communities. The expertise and commitment of CRC staff in these and other areas is outstanding. So much more could be done if the resources were available to expand the reach of these services. They could have a significant impact on reducing the number of Aboriginal and Torres Strait Islander people incarcerated, would contribute to a reduction in recidivism and would help to strengthen local Aboriginal and Torres Strait Islander communities.

If governments are serious about wanting to reduce the rates of recidivism and reduce the far too high proportion of Aboriginal and Torres Strait people incarcerated, it could make a start by building on successful programs and by finding additional resources for the work of agencies like CRC.



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 AN HONOUR AND A PRIVILEGE FOR ME TO PRESENT MY SECOND REPORT AS CRC'S CHAIR OF THE BOARD IN THE 2023 ANNUAL REPORT.

It is with immense pride that I reflect on our organisation's challenges and achievements this past year, and the determination we bring to our work standing alongside our clients. With that, I first wish to acknowledge our staff and supporters for another incredible year of effort in service delivery and advocacy. I'll also take a moment to thank my Board colleagues for their commitment and time in 2022-2023: Ian Farmer, Nicole Lojszczyk, April Long, Ruth McCausland, Alexandra Sittczenko, Nick Croker and Ryan Dempsey, and thank our CEO, Alison Churchill, and Acting CEO Michelle Bryant.

In September of this year, I was lucky enough to visit CRC's office in Broken Hill. It was only a short amount of time that I spent with some of our staff, yet we spoke in depth about the needs of our clients across health, employment and education, as well as the importance of culturally connected services and supports for First Nations clients in the Far West and across the communities in which we work. The care, diligence and expertise of the staff of the Transitional Indigenous Service exemplifies the exceptional quality of CRC's people. I wish to personally thank CRC's staff for the contributions, in all forms, that you make to our organisation.

Following on from the October 14 referendum on the Voice to Parliament, for-purpose organisations such as ours should be reflecting on the quality and health of their relationships with First Nations stakeholders. In our sector, there are many individuals and agencies that need our attention and support—including our staff, our clients and their families, and Aboriginal Community Controlled Organisations. The



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urgency of this effort has not changed, but there is a new recognition that silence on these issues is no longer acceptable. Unless we are amplifying First Nations voices and experience, we are not doing nearly enough as an organisational ally for First Nations social justice and self-determination. While I am proud of the work CRC does, in my term as Chair I am deeply committed to achieving more in this critical area of need and look forward to sharing our progress in this regard next year.

Peta MacGillivray

PETA MACGILLIVRAY

CRC Board Chair



CEO'S REPORT

AS AN ORGANISATION, CRC'S MEASURE OF SUCCESS HAS ALWAYS BEEN THE WELLBEING OF THE PEOPLE WE WORK ALONGSIDE. THROUGHOUT THIS REPORT ARE STORIES OF RESILIENCE, RECOVERY AND HEALING, AND OUR PROGRESS TOWARDS REDUCING THE NEGATIVE IMPACTS OF INCARCERATION ON INDIVIDUALS, FAMILIES AND COMMUNITIES.

Reflecting on the work of CRC: from rehabilitation to restoration

The year 2023 marks 72 years since the establishment of the Civil Rehabilitation Committee, as CRC was then known. The organisation was created alongside the newly established Parole Service and aimed to provide practical assistance to people transitioning from prison to the community, including support with accommodation, employment and rebuilding family connections. Following the success of the first CRC committee in Sydney, another committee was established in Newcastle in 1953, and by 1966 committees existed in Wollongong, Moss Vale, Tamworth, Bathurst, Coma, Dubbo, Canberra and other suburbs throughout Sydney. During this time, CRC continued to provide person-centred, relational and practical support focused on addressing the barriers to reintegration and had great success in doing so – an excerpt from an article in the Newcastle Sun (1954) notes that in its first 12 months of operation, the Newcastle committee helped 26 people on release, only one of whom returned to prison.

Direct involvement of parole officers in the committees was reduced during the 1960s, and in 1963 CRC became a non-government agency, allowing the organisation more autonomy from the department and in its work. The acronym CRC remained, but the name was changed to the Community Restorative Centre in order to signal a shift away from perceptions of criminalised people

as in need of 'civil rehabilitation' and to instead acknowledge that processes of criminalisation and imprisonment are geographically, socially and structurally located.

Our model of working has shifted in various ways since 1951 and our vision today is a future of decriminalisation and decarceration, in recognition of the significant harm caused by systems of punishment. Yet there are important threads that connect our work over the last 72 years. Notably, many of the issues faced by people leaving prison in the 1950s persist into the 2020s: access to safe and stable housing continues to be an enduring and significant problem; barriers to employment remain; formerly imprisoned people continue to have high levels of unmet health needs; and experiences of stigma within the community compound many of these concerns. Over the last 30 years our prison populations have boomed, with particularly harmful impacts for First Nations people, women, people with complex support needs and those at these intersections. To accommodate the growing number of people imprisoned across the state, and much to our dismay, we have seen an unprecedented expansion of prison infrastructure.

CRC continues to work holistically with people who come into contact with the criminal justice system, supporting them as individuals while simultaneously working to dismantle the structural conditions that result in high numbers of socially disadvantaged people being caught up in the criminal justice web.

CEO'S REPORT

CEO'S REPORT CONTINUED

As always, we are guided first and foremost by the expertise of those who use our services and who have experienced prison. Alongside this, we are informed by and produce our own critical research and partner with leading academics to ensure that our practices continue to be informed by the latest evidence. As was reported in 1954, CRC continues to have extremely low recidivism rates, with a recent evaluation of our reintegration programs finding a significant reduction of criminal justice system contact among those who use our services¹.

As well as supporting formerly imprisoned people, we recognise that the families and kin of people who are enmeshed in the criminal justice system are often serving an invisible sentence alongside them, and that they too require acknowledgement and support. As the Newcastle Herald noted in 1954, supporting the families of people in prison was foundational to the earliest iteration of CRC. Our work continues to be driven by a recognition of the importance of relationality and reflects Tony Vinson's statement that 'Prisoners and their problems do not fall from the sky. They come from families, they live in neighbourhoods and they belong to communities.'² Today, CRC is still supporting people to reconnect with their families, forge new relationships and develop community connections.

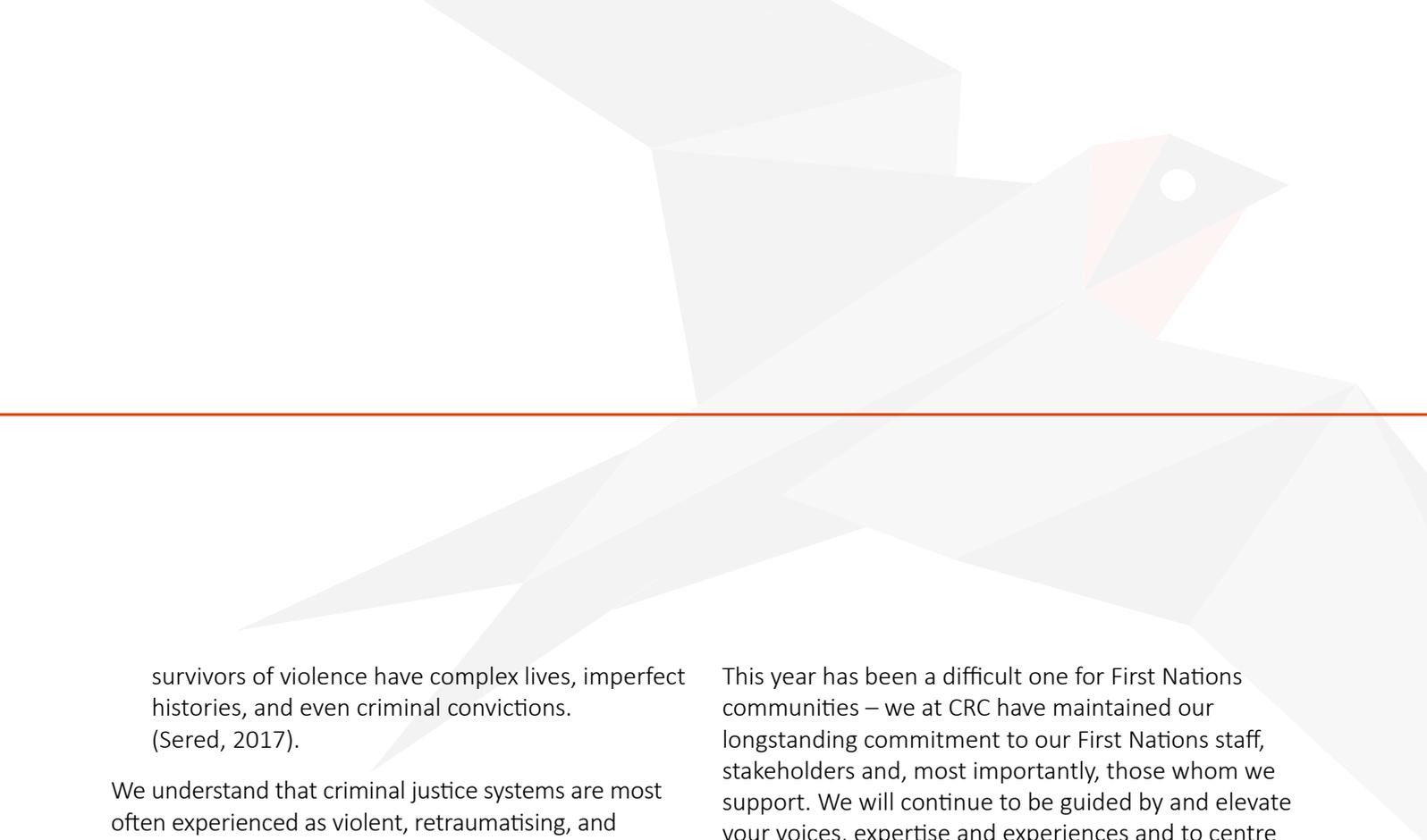
An excerpt from The Biz in 1960 noted that CRC aimed to improve community attitudes towards formerly imprisoned people through 'a truthful presentation of the problem to counter longstanding social prejudices', and that through such presentations problems are made visible and can no longer be ignored. Our recently formed Advocacy, Research and Policy Unit continues this legacy. Our work is informed

by the lived realities of those who experience systems of punishment, and we elevate the stories and experiences of our clients through our work in community education, submissions to government inquiries and publications from our research.

Restorative and transformative justice and CRC's work into the future

In looking towards the future, we reflect on the urgency of decarceration and moving away from models of justice based on punishment and retribution towards approaches informed by restorative and transformative justice, healing and forms of community accountability, reparation and reconciliation. At its heart, transformational justice is an approach for responding to violence, harm and abuse. According to practitioners such as Mia Mingus, transformational justice comprises three core components: they are independent from the state; they do not perpetuate violence; and they 'actively cultivate the things we know prevent violence, such as healing, accountability, resilience and safety for all involved'³. At CRC, we are all too aware of the intersection between violence and the criminal justice system. Almost all CRC clients have experienced lifetimes of violence – often this has occurred at multiple points in their life and has come from various sources – including within relationships and inside institutions. As Danielle Sered (2017) has stated:

Nearly everyone who commits violence has also survived it, and few have gotten formal support to heal. Although people's history of victimization in no way excuses the harm they cause, it does implicate our society for not having addressed their pain earlier. And just as people who commit violence are not exempt from victimization, many



survivors of violence have complex lives, imperfect histories, and even criminal convictions. (Sered, 2017).

We understand that criminal justice systems are most often experienced as violent, retraumatising, and the conditions within them do not allow people to heal from harm. Our contemporary criminal justice systems are overtly focused on individual harms, but transformative justice requires an understanding of the conditions, contexts, environments and systems that have allowed harm to occur and ‘go all the way to the root of the problem and generate solutions and healing there, such that the conditions that create injustice are transformed’⁴. In this way, transformative justice is not simply about individual transformation but is about shifting the conditions that allow harm to occur.

CRC works to do this with our clients every day – we advocate for solutions to the systemic and structural problems that have the effect of driving cycles of criminalisation and imprisonment, such as long-term, safe housing for clients; we work with people to build community, connection and social inclusion; we support our clients to rebuild relationships with their family and kin where it is safe to do so; we reduce contact with harmful systems of surveillance and control; and we pay attention to the significance of trauma and how this can manifest in the lives of those we support.

Part of this also requires acknowledgement of the way that Australia’s history of colonisation and oppression is both reflected in and a cause of the over-imprisonment of First Nations children, young people and adults in criminal justice systems across the country. As an organisation, we are continuously reflecting on our practice and learning from our First Nations staff and the people we work alongside.

This year has been a difficult one for First Nations communities – we at CRC have maintained our longstanding commitment to our First Nations staff, stakeholders and, most importantly, those whom we support. We will continue to be guided by and elevate your voices, expertise and experiences and to centre these in our practice every day.

This year, we are particularly grateful for the philanthropic and government funding that has not only allowed us to continue our programs and provide critical frontline support, but also to conduct rigorous evaluations and demonstrate our capacity in doing what works to support people to build pathways out of prison based on more emancipatory and transformational approaches. In the future, we aim to embed transformative and restorative practices into every aspect of our work, utilising a model that promotes accountability, healing, reparations and reconciliation.

I would like to thank our Board of Directors, who provide strong governance and leadership across all areas of the organisation, and ensure we remain focused on our mission. And finally, I would like to extend my thanks to all our managers and staff, paid and unpaid. CRC’s staff are at the heart of who we are and the key to our success. This annual report showcases the incredible efforts of our dedicated team, and the compassion, joy and care they bring to the work they do.



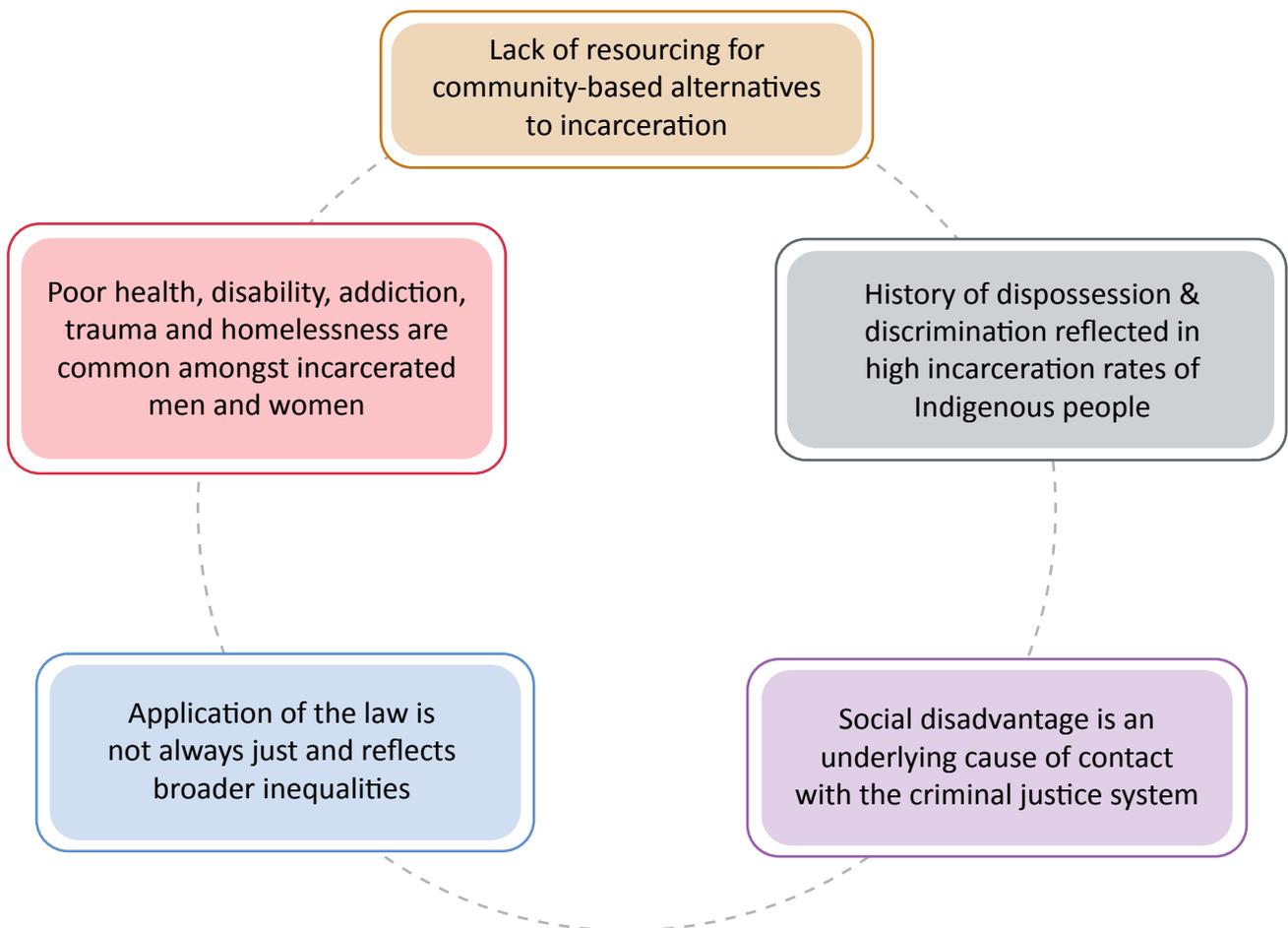
ALISON CHURCHILL

Chief Executive Officer

CRC: 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

- Bringing an independent and critical voice through policy advice, research and advocacy to enable more effective responses to the structural drivers of reoffending & incarceration.
- Building the evidence base for best practice in the community sector and systemic responses to incarceration.



SERVICES

- Ensuring clients can access housing, AOD, disability, health and other critical services by collaborating with relevant government and key stakeholders
- Advocating for other services and sectors to consider the specific needs and perspectives of people in the criminal justice system



FAMILIES AND COMMUNITIES

- Information and support for families with loved ones in prison
- Focused on the intergenerational impacts of incarceration
- Tailored model of support for women in the justice system
- Working with over-incarcerated communities

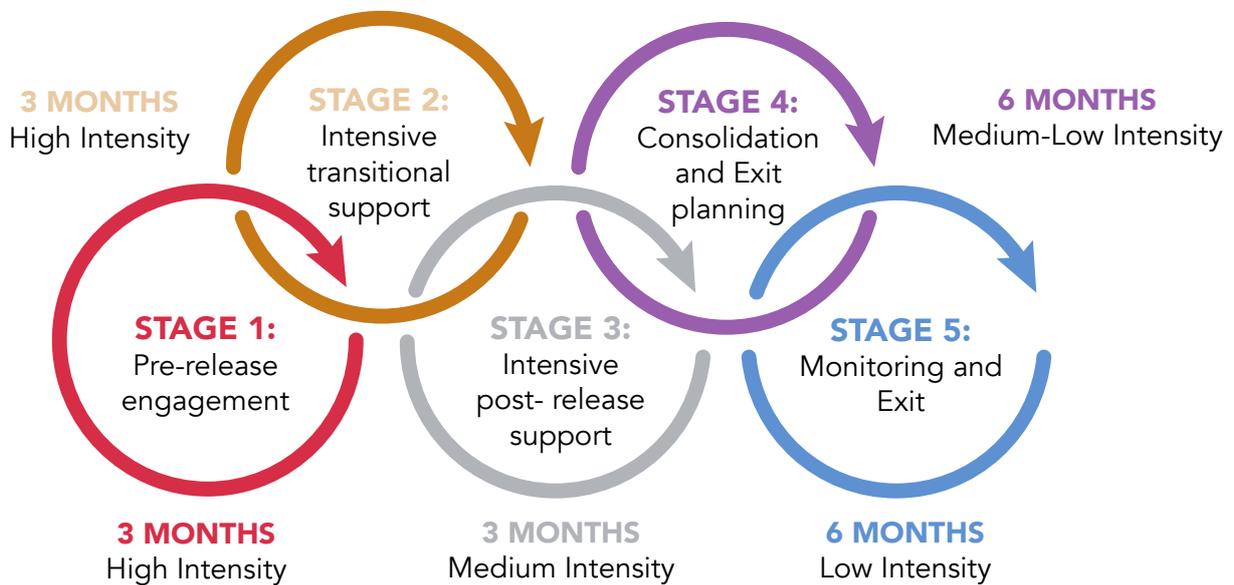


INDIVIDUALS

- Holistic, long-term, intensive, relational case work with people in and leaving custody and throughout the process of reintegration
- Ensuring voices of people with lived experience of the criminal justice system are heard and informing CRC's approach

CRC'S APPROACH

CRC CASE MANAGEMENT MODEL:



“ 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.

“ 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.

“ 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.



CHANGING LIVES IMPROVING OUTCOMES

CREATING PATHWAYS OUT OF THE JUSTICE SYSTEM

BUILDING THE EVIDENCE BASE



Advocacy, Research and Policy



Specialist Service Delivery

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



Innovative Models of Diversion

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

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



Community Voice and Expertise

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

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

PROJECT OVERVIEW

CRC PROJECT OVERVIEW

IN 2022-2023 CRC DELIVERED A RANGE OF SERVICES ACROSS 11 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.



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.









ADVOCACY

**ADVOCACY, RESEARCH &
POLICY**

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.



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.



CRC panellists at the NADA Conference Symposium 'Responding to violence, victimisation, and criminalisation: What are the opportunities for the AOD sector?' Susan Hawkeswood, Family Case Worker; Gail Gray, Senior Case Worker - Miranda Project; Claire McMahon, Team Leader - Women's Transition; Ben Tempone, AOD Transition Worker.



Joe brought a wealth of knowledge and passion for community projects relating to alcohol and other drugs outreach, domestic and family violence, community resilience, healing and trauma recovery.



STAFFING CHANGES

Over the past year, there have been some major changes in the ARPU team. In October 2022, Riana Tatana left her role as Research Officer (First Nations Identified) for a new opportunity at UNSW as a Diversity and Inclusion Learning Facilitator. In January 2023, ARPU welcomed Dr Vendula Belackova to the team as Senior Research Officer (part-time). Vendula has a background in both academic and applied research (mostly in drug policy). She is an adjunct Senior Lecturer at UNSW, has worked at MSIC in a research capacity and has conducted a fellowship at NDARC.

In March 2023, ARPU recruited Joseph Clarke to replace Riana as Research Officer (First Nations Identified). Joe brought a wealth of knowledge and passion for community projects relating to alcohol and other drugs outreach, domestic and family violence, community resilience, healing and trauma recovery.

Unfortunately, Joe resigned from his position in late June 2023 due to personal reasons. ARPU has recently recruited William Frazer for this position and he will be joining the ARPU in October. And finally, Court Support Coordinator Isabel Samaha has been working one day per week with ARPU since June 2023 as a Research Assistant, primarily managing the REVIVE project and the Criminal Justice Training.

KEY ARPU ACTIVITIES

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

Collaboration and engagement:

Building broad and meaningful relationships with internal and external stakeholders invested in the work of CRC is essential to ensure ARPU is working effectively towards achieving our goals. In 2023, we initiated quarterly meetings with the ARP sub-committee, which has enabled us to build on the sub-committee members' networking record and expertise.

Evaluation activities: In 2023, ARPU undertook embedded evaluations by supporting the work of external evaluators for the Miranda and RHSP programs, and by conducting an internal qualitative study of the Miranda Project. This was preceded by extensive work on ethics applications throughout 2022-23. ARPU is currently overseeing three different evaluations, alongside the internal qualitative evaluation of the Miranda Project.

- Reintegration Housing Support Program Evaluation
- Miranda Project-Quantitative Evaluation
- PRF Partnership Evaluation

Research papers: ARPU is in the early stages of developing a number of research 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. In 2023, ARPU initiated work on two peer-reviewed publications (one on outcomes of CRC's 2021 evaluation and the other on the outcomes of the RHSP evaluation).

ADVOCACY, RESEARCH AND POLICY UNIT

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. In the past year, ARPU has provided three formal submissions to Government Inquiries and has also been involved in a number of other consultations.

Strategic direction and streamlining processes:

As the work of ARPU develops and grows, it has been important to find a balance between supporting CRC's organisational needs, and external requests and opportunities. The unit has been working to develop its strategic orientation to ensure it is meeting CRC's long-term research and advocacy goals, as well as making the most of external research requests and other opportunities. The need to strengthen our strategic direction has resulted in two major projects:

- Developing and defining CRC's research priorities and associated processes into a formal document to guide CRC's approach to research (in terms of process and ethics), for both internal projects and external research requests.
- Creation of the Advocacy Registry, which seeks to systematically collect advocacy issues from CRC frontline workers in order to highlight immediate research and advocacy needs and identify focus areas for CRC's systematic advocacy.

Conferences, presentations, workshops and awards:

In the past year ARPU has had a number of public-facing opportunities, namely within the Network of Alcohol and other Drugs Agencies (NADA) and Mental Health Coordinating Council (MHCC) peak body networks.

CRC received the award for Excellence in Research and Evaluation at NADA's AOD Awards for the NSW Non-Government Sector on the basis of CRC's 2020 Evaluation titled "They're there to support you and help you, they're not there to judge you": Breaking the cycle of incarceration, drug use and release- Evaluation of the Community Restorative Centre's AOD and reintegration programs. ARPU manager Lucy Phelan also presented the main outcomes of this evaluation and chaired a panel deconstructing the dichotomy between victims and offenders in the context of AOD services. More recently (and on the back of these other opportunities) Lucy presented a webinar to the Community Mental Health Drug and Alcohol Research Network (CMHDARN) on "Example of Excellence – Showcasing the Community Restorative Centre", which is available to the public online.



The unit has been working to develop its strategic orientation to ensure it is meeting CRC's long-term research and advocacy goals, as well as making the most of external research requests and other opportunities.





ARPU staff L-R: Sophie Russell, Senior Research Officer; Lucy Phelan, ARPU Manager; Joseph Clarke, Research Officer; Vendoula Belackova, Senior Research Officer with their Excellence in Research and Evaluation Award at the 2023 NADA Conference.

“

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COMMUNITY
COMMUNITY PROGRAMS

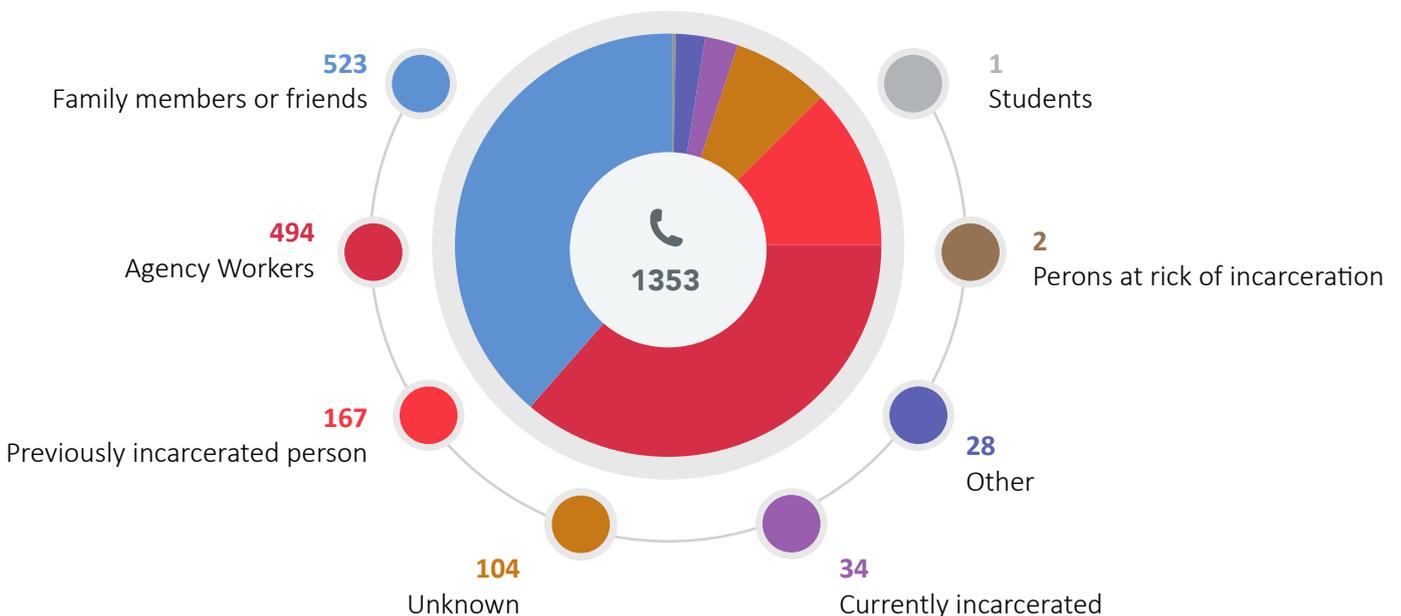
TELEPHONE INFORMATION AND REFERRAL SERVICE (TIRS)

CRC’S TELEPHONE INFORMATION AND REFERRAL SERVICE IS CURRENTLY FUNDED INTERNALLY. 2022-2023 WAS THE BUSIEST YEAR EVER FOR TIRS, WHICH HAS SEEN ANNUAL INCREASES IN CALLS EVERY YEAR SINCE A DEDICATED TIRS WORKER WAS APPOINTED IN 2015.

The reason for the increase in calls is not certain but is likely to be a combination of several factors. A high number of people are held in privately operated correctional centres where it is more difficult for families to obtain assistance from staff. Parklea, Clarence and Junee prisons rely largely on emails rather than phone calls and it can take some days before families receive a response. Health issues are particularly difficult to address in private prisons where healthcare is not provided by Justice Health, who has an easily accessible client liaison officer who is able to address health issues relatively quickly. An additional factor may be increased awareness of TIRS due to CRC’s website rating highly in relevant Google searches.

Some aspects of TIRS remained stable as in previous years; most callers are female, calling for assistance for a male in custody and post-release accommodation was again the most common reason for calls to TIRS. Other common themes include post-release employment, assistance in obtaining medical treatment in custody and seeking essentials such as clothing, food and financial support following release.

DURING THIS FINANCIAL YEAR, TIRS RECEIVED 1353 CALLS FROM PEOPLE SEEKING ASSISTANCE:

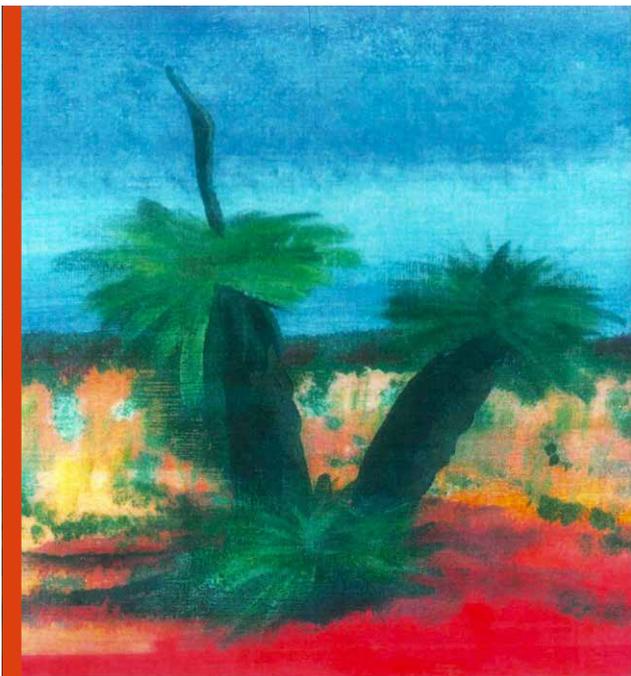




83 callers identified as Aboriginal and/or Torres Strait Islander, however, this figure is likely to be an underestimation of the true number of First Nations callers. There are two main reasons for this:

- 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.

98 callers identified as being of CALD background, though again, it is unlikely that every caller from a diverse cultural background is likely to be identified if this is not relevant to the presenting difficulty.



Terry B

WALK

Over sixty-thousand years old,
I walk amongst them, the spirits, the
souls of the old ones
I call for guidance for the young ones,
new to this world
Trapped here, my mind can still roam
over ancient lands,
my Dreaming

I've withdrawn to the water
To watch my people live on
On a road less walked by many who fear
what they do
not know

Damage, dispossession, loss,
consequence,
Vilified by those who fear what they do
not know
The sins of those who carry the darkness
cannot be absolved

I accept the gift and the curse bestowed
on me
Drawing wisdom from those who have
passed on
It is the price I pay for being who I am
today
And so I walk
I walk on
You ask me how I can still walk
Come,
Walk with me
I'll show you how

You can see your past, you can see the
now
And maybe your tomorrow

By Zak Grieves

Featured in *Paper Chained Magazine*

CONTACT COORDINATION AND SUPPORT SERVICE

STAYING CONNECTED WITH SOMEONE IN PRISON CAN BE FINANCIALLY AND EMOTIONALLY COSTLY.

The Contact Coordination and Support Service is funded by Corrective Services NSW to provide assistance to families and friends 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 for people travelling for more than three hours, overnight accommodation. CRC provides this service in recognition of the importance of maintaining family ties and connection during a period of imprisonment.

The NSW Department of Communities and Justice extended the funding of this service until 30 June 2024. Families are also able to contact CRC’s Telephone Information and Referral Service (TIRS) for information about the prison and broader justice systems and referral to support services according to individual needs.

We aim to provide 290 travel assistance supports to families per financial year. This target was not met this year but as post-COVID visiting patterns slowly returned to a more normal level, the number of applications increased each quarter.

The re-uptake of the program by families was addressed partly by the redistribution of the information sheet and application form to Services and Program Officers to encourage them to promote the service to visiting families. Many new families sent in their first applications as well as long-standing clients again using the service once they were able to visit their loved one in person again.



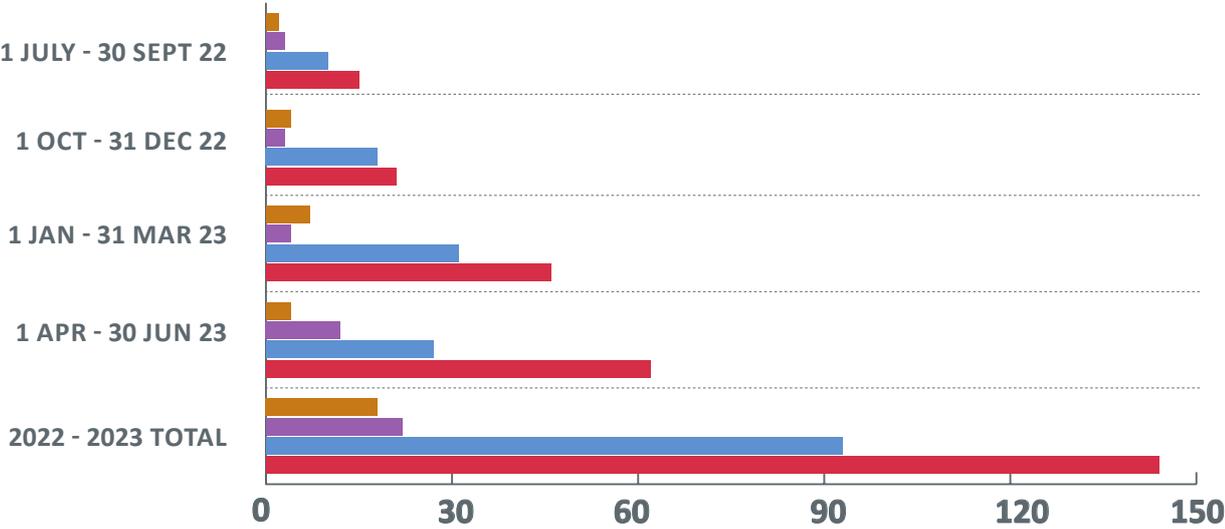
Thank you, such a great service you offer. My brother doesn't get visits up there and this is only the second time in 10 years I have seen him.



QUARTER	1 JULY - 30 SEPT 22	1 OCT - 31 DEC 22	1 JAN - 31 MARCH 23	1 APR - 30 JUN 23	2022 - 2023 TOTAL
TOTAL TRAVEL ASSISTANCE APPLICATIONS PAID	15	21	46	62	144
NUMBER OF NEW CLIENTS	10	18	31	34	93
NUMBER OF NEW CLIENTS WHO WERE OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER BACKGROUND	3	3	4	12	22
NUMBER OF NEW CLIENTS WHO WERE OF CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUND	2	4	7	5	18



HOW TRAVEL ASSISTANCE APPLICATIONS INCREASED THROUGH THE YEAR

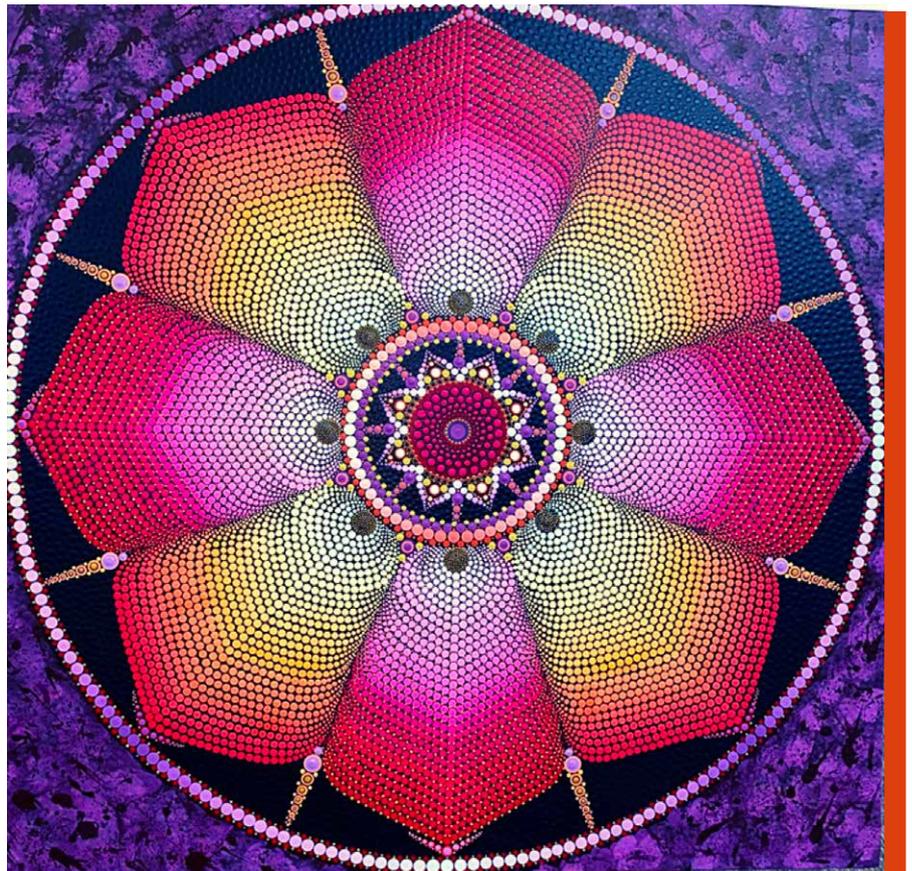


- Number of new clients who were of culturally and linguistically diverse background
- Number of new clients who were of Aboriginal and/or Torres Strait Islander background
- Number of new clients
- Total travel assistance applications paid

FAMILY CASEWORK SERVICE

The Family Casework Service is funded by the Office of Responsible Gambling to provide:

1. Support and case management for families impacted by the criminal justice system with a focus on supporting families with a loved one in custody, and people newly released from custody, with a focus on families living in the Canterbury-Bankstown LGA.
2. Capacity building / training provided to organisations in the Canterbury-Bankstown LGA on the issues facing families of incarcerated people.
3. Cross-referrals to therapeutic and financial gambling counselling for families of people in custody and people on release from custody in the Canterbury-Bankstown LGA.
4. Gambling education and awareness raising to CRC casework staff, working with people on release from custody.



Nexus | Rebirth

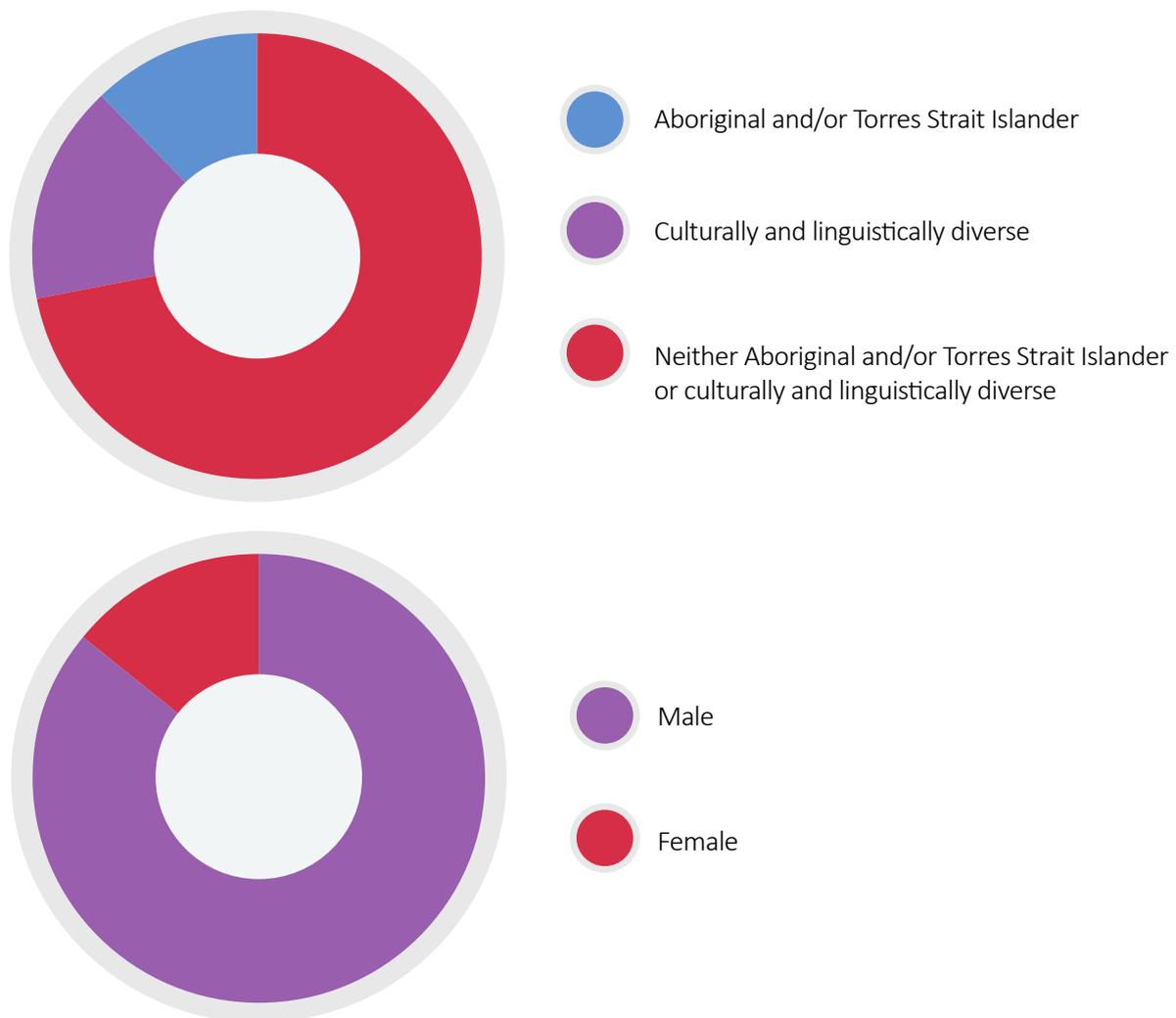
The Family Casework Service has increased to operating four days per week and the Office of Responsible Gambling has kindly re-funded the program for the next three years. The Families Case Worker provides referrals for family members to other agencies, including specialist counsellors and organisations

providing assistance with issues including advocacy, problem gambling, financial, material and practical aid.

The Family Casework Service provided counselling and casework to 87 clients during the financial year, with 37 cases having been closed in that time.



Demographic details of the 50 families making up active cases in June are:



Support needs often vary over time for clients and include one-off or long-term counselling, referral to services to obtain legal, financial, or material assistance, advocacy, casework, and peer support via online families' forums. The Families Case Worker attends regular online and in-person interagency meetings for family-focused organisations in the Canterbury-Bankstown LGA to network and raise awareness of the service. Two Club Grants were received and used to provide food and fuel vouchers to help families to access other support services.

CASE STUDY

C, who lives in the Bankstown area, contacted the Family Worker after her husband was arrested. C was very upset and was facing financial difficulties without her husband's income. C's husband was granted bail, which alleviated some of her concerns. C asked the Family Worker about Legal Aid as C was worried that the legal fees for a private solicitor would result in the loss of the family home. The Family Worker discussed making an application for a Legal Aid grant and provided the form to do this. C's husband was treated badly while in custody. The Family Worker referred C to the NSW Ombudsman to make a complaint.

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, CSS is available for defendants, witnesses, victims of crime, as well as the many friends and families of those attending court. The CSS is delivered by a group of 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.

2022-23 has been a challenging year for the Court Support Scheme in many ways. The

Scheme has continued to adapt to the changed conditions and protocols at local courts across the state since the COVID-19 shutdowns. CRC volunteers have shown great initiative and thoughtfulness in adapting to these various changes in their roles and finding new approaches to continue to serve court users. Challenges notwithstanding, the scheme continues to improve its key performance indicators (KPIs) and find opportunities to serve court users.

We continue to navigate challenges in volunteer recruitment and retention. Over the course of the year 20 new volunteers were recruited into the program but many resigned after less than 12 months of service. Our volunteer recruitment process underwent review in the fourth quarter and a new protocol has been initiated. The new volunteer training resources are currently under review and will be finalised before the end of the calendar year. We continue to identify

ongoing training opportunities for existing volunteers and work with local courts to ensure volunteer growth and satisfaction.

The coordinator made visits to several courts, meeting new and veteran volunteers and attending court user forums with other stakeholders. In May, many of the volunteers gathered at CRC's Canterbury office to celebrate National Volunteers Week and participate in ARPU's criminal justice system training. It was a rare opportunity to gather in one place – a challenge for the program given the spread of our volunteers from Newcastle down to Wollongong. The session gave the volunteers an opportunity to learn about what happens on the other side of the court process and contextualised their roles. It also gave them a better understanding of the impact of CRC's other programs and the broader effort that they are a part of. The feedback from the session was very positive, many saying that the training helped them to better understand the people who became involved in the criminal justice system and help them perform their role with more compassion and understanding of the kinds of support needed.



CRC volunteers have shown great initiative and thoughtfulness in adapting to these various changes in their roles and finding new approaches to continue to serve court users.



COURT SUPPORT SCHEME

Legal Aid introduced a new reporting structure with new KPIs in 2021. The Scheme was shut down for most of 2021 and into 2022 precluding volunteers from delivering services in that time. Since the courts reopened to service providers, many courts made changes to their day to day running which has impacted the Scheme significantly. These challenges are reflected in the KPIs. Nevertheless, our volunteers have managed to have a significant impact on court users, delivering 30,766 instances of support over the year, with steady growth each quarter.

Figure 1 below shows the breakdown of services delivered in 2022-23. The bulk of our services focus on providing information to court users about legal protocols, the court, and what services might be available to them at court and in community. The second most provided service is referrals. Mostly these are referrals to legal assistance from the Legal Aid duty service or local Community Legal Centres, but they also include referrals to other social services and groups. The third kind of service our volunteers provide comes under the banner ‘non-legal discreet’. It encompasses

instances of emotional support, accompanying someone to a saferoom, and anything that doesn’t fall under the other two categories. Changes to how saferooms are accessed at a couple of local courts has affected our KPIs in this category.

Figure 2 compares the Scheme’s KPIs this year against our contracted deliverables, and last year’s performance. The effect of the challenges faced by the Scheme are evident, but so too is the sharp growth achieved this year compared with 2021-22. We are confident that the growth will continue in the following year.



The feedback from the session was very positive, many saying that the training helped them to better understand the people who became involved in the criminal justice system and help them perform their role with more compassion and understanding of the kinds of support needed.



SERVICE TYPE	NUMBER OF SERVICES	
	JULY - DECEMBER 2022	JANUARY - JUNE 2023
INFORMATION	10,202	13,111
REFERRAL	3,871	4,360
NON-LEGAL	1,251	1,640
TOTAL/AVERAGE	15,324	19,111



FIG. 1 | SERVICES DELIVERED IN 2022-23

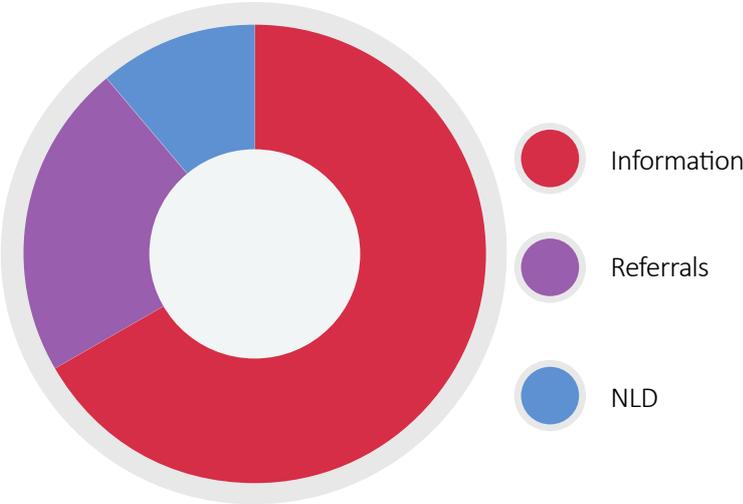
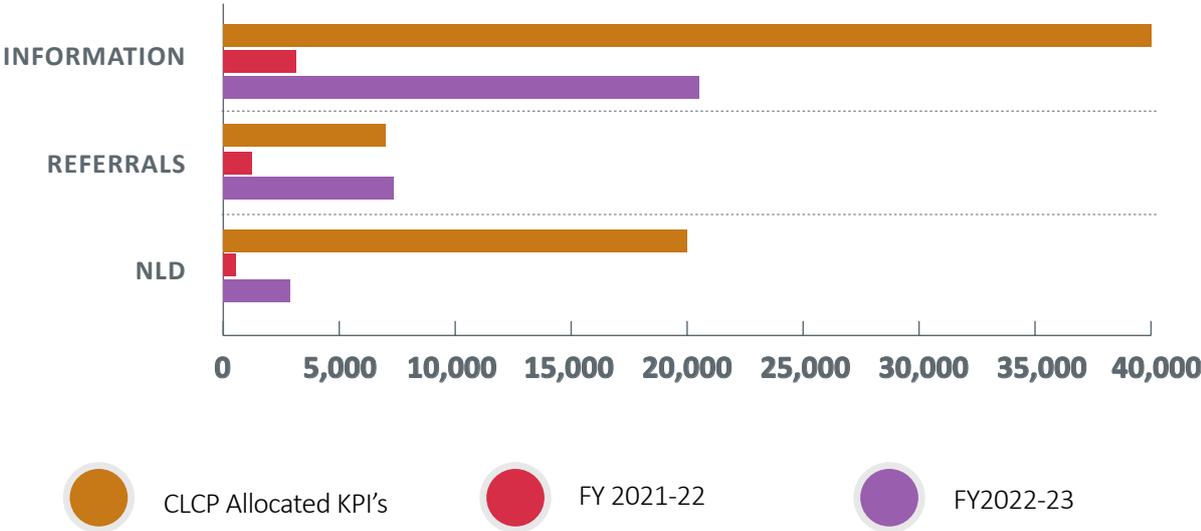


FIG. 2 | GROWTH IN ANNUAL KPI'S





CASE STUDY

“While I was in prison in 2020, I was walking the yards, I found this magazine (Paper Chained). I’ve seen Jailbreaks address on the back and I sent a letter reaching out. I didn’t even know if I’d get a reply to be honest, I think I just reached out to see if there was any support I for when I got out of prison. I was worried about my release. I basically reached out in the hope that I could connect with maybe an organisation. I knew if things didn’t change, I’d be returning to jail. I got a reply from Jailbreak and here I am today.”

– SHANE, JAILBREAK PRESENTER



JAILBREAK HEALTH PROJECT

JAILBREAK HEALTH PROJECT IS FUNDED BY NSW HEALTH AND AIMS TO INCREASE KNOWLEDGE OF HIV, STIS AND HEPATITIS C PREVENTION AND MANAGEMENT AMONG PEOPLE IN CUSTODY AND POST-RELEASE, AND THEIR FAMILY AND SUPPORT NETWORKS.

Weekly half to one-hour Jailbreak radio programs, with peer-based harm-minimisation content focused on Hepatitis C prevention and treatment, are presented by people in custody and developed and broadcast via various community radio stations.

During the 2022-23 financial year:

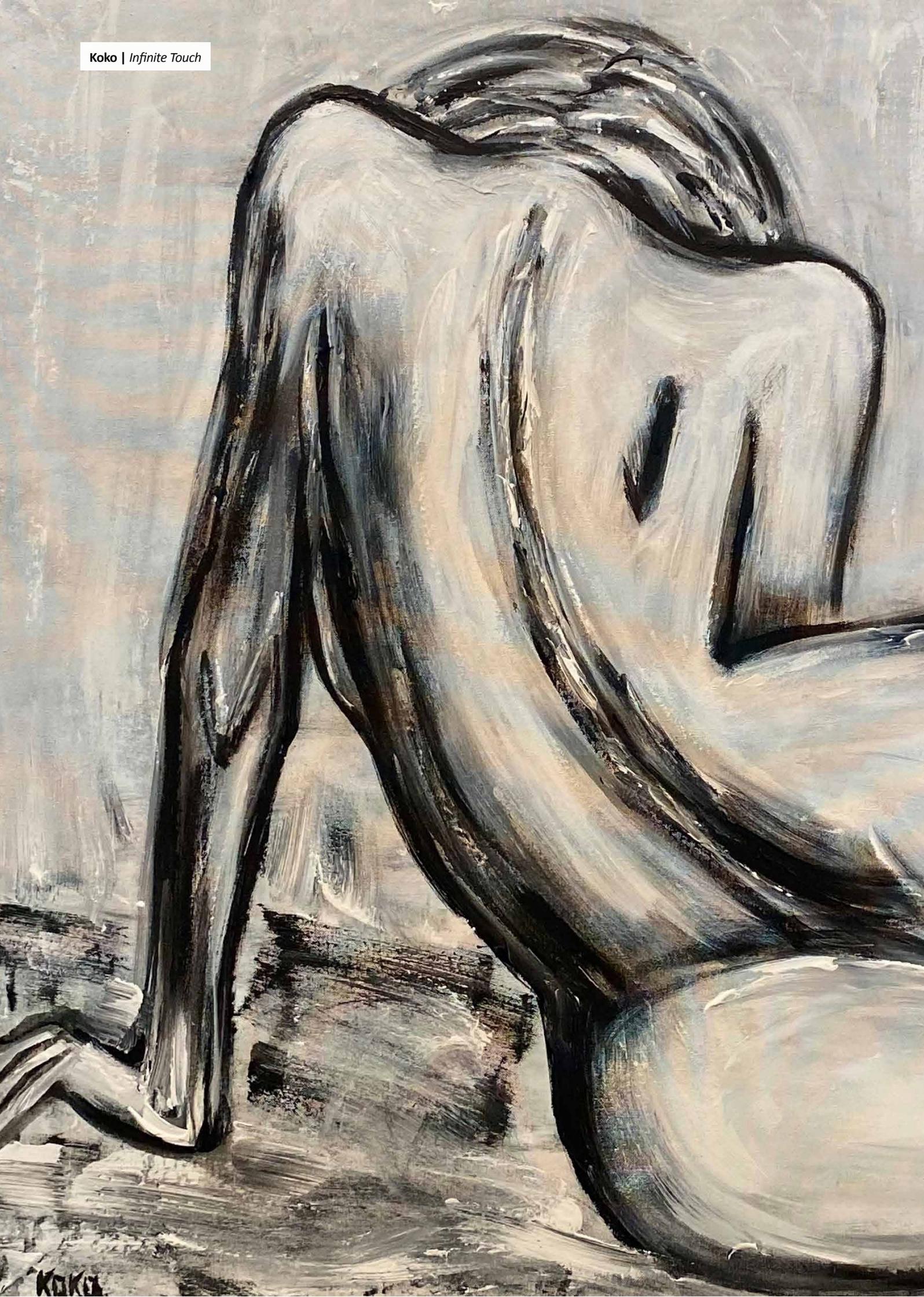
- **308** half-hour programs were broadcast (including all repeat broadcasts)
- **324** hour-long programs were broadcast on Koori Radio (including all repeat broadcasts)
- **2028** health messages around Hepatitis C and other blood-borne viruses were broadcast during these programs
- **100** per cent of radio content was delivered by people in custody or following their release
- **42** clients in custody were involved in Jailbreak programs
- **40** clients in the community were involved in Jailbreak programs.

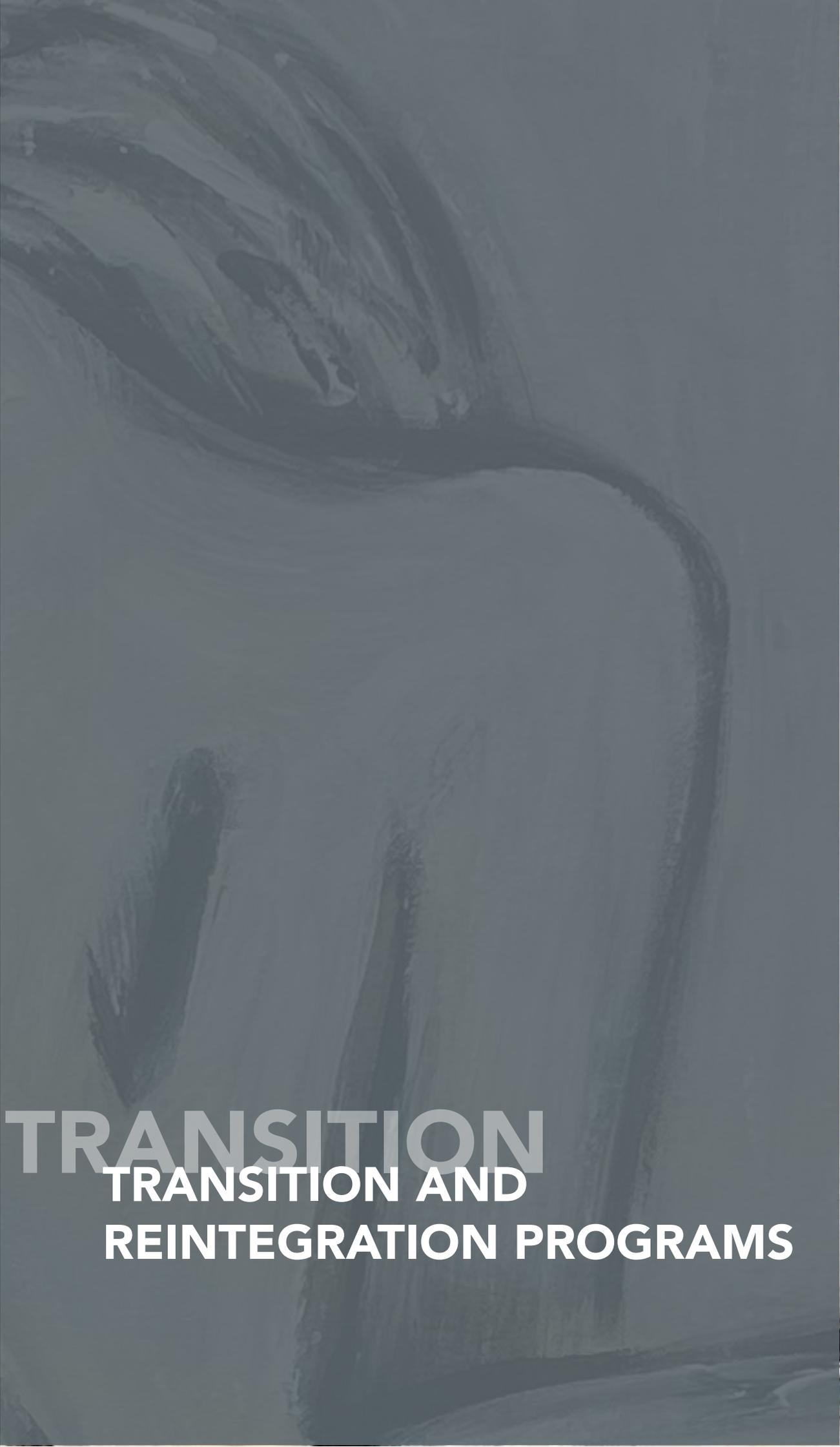
All radio content during 2022-2023, including health promotion, project engagement, program presentation and content contribution continued to be developed and delivered by people with lived experience of prison. Content included the experiences, voices, words, stories, requests and sometimes the songs and performances of people with lived experience of incarceration. As COVID-19 restrictions continued to ease, the project's engagement with people in custody through weekly prison visits gradually returned though prison unit lockdowns continued to fluctuate and impact on the project's custodial engagement. Project participants in custody continued to be acknowledged with a certificate to recognise their contribution to providing a community service.

Progress in the development of on-demand content (podcasting) continued this year, involving negotiations around copyright licensing suitable for on-demand content within a prison system and the development of a secure platform suitable for use in a correctional setting. With inmate

tablets continuing to be rolled out across correctional centres and traditional radio use by people in custody reducing over time, the production of on-demand content promises to be a cost-effective and easily accessible way for people to enjoy music and stories about personal journeys through the prison system alongside accessing valuable, peer-based harm-minimisation and health education content.

“
Content included the experiences, voices, words, stories, requests and sometimes the songs and performances of people with lived experience of incarceration.”





TRANSITION
TRANSITION AND
REINTEGRATION PROGRAMS

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 that is funded by NSW Health, Central and Eastern Sydney Primary Health Network, South Western Sydney Primary Health Network and Western Sydney Primary Health Network. 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. In 2022-23, the program provided 267 clients with intensive casework support.

WOMEN'S TRANSITIONAL AND POST RELEASE SERVICE (INNER CITY SYDNEY)

The Women's Transitional and Reintegration Service is funded by the Department of Communities and Justice as part of Specialist Homelessness Services. The program provides outreach and case management support to anyone who identifies as female exiting a NSW Correctional Centre who has complex needs and 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 2022-23, the program provided 68 clients with intensive casework support.

TRANSITIONAL AND POST-RELEASE SERVICE (NEPEAN/BLUE MOUNTAINS)

The Transitional and Post-Release Service (Nepean/Blue Mountains) is a partnership with Wentworth Housing and is funded through the Department of Communities and Justice. The program works with people on release from prison who are homeless or at risk of homelessness, and who are looking to live 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 2022-23, the program provided 40 clients with intensive casework support.

CASE STUDY

Client W was initially referred to CRC in August 2022 and supported by CESPAN AOD staff due to their address at that time. W was supported to find a more suitable property via the Reintegration Housing Support Program and had moved to North Parramatta by the end of October. W was offered the opportunity to continue to access our AOD support via a WentWest-funded worker and they agreed. A warm handover was conducted over two face-to-face appointments, with all relevant file documentation being shared with the new worker.

Staff supported W to move into their new unit and familiarise themselves with the local area. W has been receiving subcutaneous injection buprenorphine (Buvidal) as a form of opioid agonist treatment (OAT) at the Langton Centre in Surry Hills. I referred W to the Centre for Addiction Medicine (CAMS) in Parramatta prior to their move. I supported W to access the service at CAMS for their initial appointment, by transporting them and attending the clinic with them.

At the appointment there were lots of other people waiting outside to access their dose. It was a very intense environment, which W said reminded them of being in the prison courtyard. We discussed ways to manage these situations and prepared for the next dose (monthly injections). We planned for times when I might not be available to attend with them, but I agreed that I would accompany them when possible.

W has been out of prison for around four months now and has remained abstinent for the whole period. They have been drug-free for three years in total. They often reflect on the support received from CRC and accessing OAT as being an integral part of their recovery. W has spoken about their

childhood and its impact on the way their life has turned out. They have spoken about their mother using methamphetamine during their upbringing, as well as the area and people they grew up with contributing significantly to their lifestyle and choices.

W has worked to improve their boundaries, values and choices through speaking with CRC staff, role play and gaining a better understanding of themselves and their goals. W has also continued to access a counsellor once a fortnight through Victims Services in relation to child sexual abuse.

W has two children who live with their mother. W has a good relationship with the mother of their children and the children. W has said that the children are one of the biggest motivating factors for improving their quality of life and staying abstinent. During our appointments, W has reflected on moments of shame where AOD use has affected their relationship with their kids and the mother of their kids. We have been able to talk through specific scenarios, how they handled it, the emotions that came up and triggers, and have started to prepare for potential scenarios that may or may not arise. W has been able to identify what people they want in their lives and has gained the strength to safely and healthily steer clear of those who may be detrimental to their goals and sobriety.

W has started working in construction a few times a week. They find this helpful in occupying themselves and it provides more purpose and structure for their week. W has expressed confidence in remaining out of prison. They have said this is nearly the longest period they have been out of prison and that they are motivated to remain on track, and to keep working on themselves to keep it that way.

CASE STUDY

J is a 52-year-old woman, referred to the Women's Transition Program in November 2022 at commencement of her Drug Court program. J had just been released from custody with conditions to reside at Jarrah House, a residential rehabilitation centre in Little Bay. She disclosed that she had been cycling in and out of custody and homelessness since 2014, which is also when she last engaged with CRC. Her main goals were to maintain abstinence from drugs, find stable accommodation, access counselling, and find and foster a positive support network in the community.

While at Jarrah House, J has struggled with living in this residential environment, and has become frustrated with and triggered by the behaviour of other residents. Despite this, she has utilised the distress tolerance and emotional regulation skills she has learnt during the program to get herself to the end of her 13-week admission. J was one of my first clients when starting at CRC, and I was able to dedicate a greater amount of time to establishing rapport and trust. Due to this, J felt that she was able to call when she was feeling distressed and was considering leaving the Jarrah House program. J and I explored the situation, and I validated her emotions, highlighted her strengths and the skills that she had utilised. We realistically discussed the implications of leaving a drug court mandated program and created a safety plan for when she became distressed at Jarrah, and another one focused on if she did leave the program. J self-identified that previously she would have blown her top and walked out of the program, but her high levels of motivation and desire to change, combined with extensive support have been driving factors in her finishing the program. J has now completed stage one of Drug Court and has moved onto stage two, residing in a less restrictive rehabilitative environment.

CASE STUDY

J was referred to the service while serving a term of imprisonment at Dillwynia Correctional Centre. She was also being represented by Legal Aid NSW in relation to other outstanding charges. J's Transition Worker worked collaboratively with the Legal Aid social worker and it was identified that it was likely she would receive a community based sentencing option if she was able to access community based services. Subsequently, J was supported by her Transition Worker through the referral and assessment process to enter Wayback residential program and was offered an admission date. Due to the services and programs available to J in the community, she received a Community Corrections Order (CCO) with the condition to engage in the Wayback residential program. After being released from court that day, J's Legal Aid solicitor received a phone call from Wayback staff advising that the available bed had been cancelled as she had not attended in time for the admission. Both J and her Legal Aid solicitor were shocked and defeated.

A phone call was made to Wayback, strongly advocating for the admission to go ahead and that the delay in attending had been due to court processes out of her control. Thankfully, Wayback agreed for J to attend as planned, ensuring she was able to adhere to the conditions of the Community Corrections Order.

TRANSITION AND REINTEGRATION SUPPORT PROGRAMS

TRANSITIONAL BOARDING HOUSE SUPPORT (INNER WESTERN SYDNEY)

CRC's Transitional Boarding House Support project operates in partnership with the Newtown Neighbourhood Centre and is funded through the Department of Communities and Justice. The program works with people on release from prison who are homeless or at risk of homelessness, and who are looking to live in a boarding house in the inner western Sydney region. CRC transitional worker offers pre-release support and planning and short, medium and long-term intensive holistic case management. In 2022-23, the program provided 34 clients with intensive casework support.

“

This is the first time I have received support when leaving prison and I think it made a real difference getting to know you in prison, so you weren't a stranger on the outside.

”

||

CASE STUDY

X has been out of custody for almost 12 months following his second medium-length sentence. In this time, he has been very successful with his transition back into the community and his recovery. X moved into a boarding house within two weeks of his release and he enjoys the social aspect of his home. He has never been behind on his rent and he manages his income wisely by attending local food pantries and charity lunches/dinners. X has worked hard to establish boundaries with his family, and he is working to improve his social connection by joining the community of the local church, where he will soon be volunteering a couple of days a week. X is studying full-time and participating in group assignments. He is on the priority housing list and awaiting an offer.

||

TRANSITION AND REINTEGRATION SUPPORT PROGRAMS

EXTENDED REINTEGRATION SERVICE (SOUTH WESTERN SYDNEY)

The Extended Reintegration Service is a partnership between Corrective Services NSW, South Western Sydney Area Health Service and Housing NSW and is funded by Corrective Services NSW.

The program works with people on release from prison who are homeless or at risk of homelessness who have a Corrective Services' risk assessment of high to medium-high and a mental illness and/or intellectual disability. CRC transitional workers offer pre-release support and planning, and intensive holistic case management for up to nine months post release. In 2022-23, the Extended Reintegration Service provided 21 clients with intensive casework support.

SHOW ME THE WAY TO EDEN

I've travelled long and for many years
The road became a trusted friend
But now that I've grown old and weary
In the distance I can see the end
Now I long for an easier life
And crave my place in the sun
Show me the way to Eden
My life's work has now been done
I will sit back then in my easy chair
And let my memories overtake the day
For I have more memories than my days left
I wouldn't want it any other way
I've seen the sun rise in an eastern sky
And watched it set in western sands
I've picked up soil flecked through with gold
And sifted it through my hands
I drank the water from crystal clear dreams
And enjoyed a beer in many a country pub
I've made many friends that I hold dear
From the city back out to the scrub
Show me the way to Eden
Let the waves of life wash over me
And I will wade in the shallows of yesterday
For it's yesterday where I long to be
I've lived and loved a life on the edge
Of adventure tinged with laughter and tears
And when I've finally found my Eden
That's where I'll spend the rest of my years

By B De Witt

Featured in *Paper Chained Magazine*

CASE STUDY

M is a 43-year-old man with a history of schizophrenia and substance use disorder. M has a long history of psychiatric care in various mental-health services spanning a period of 20 years in custody. M has had numerous admissions to Long Bay Hospital and to hospitals in the community. As a result of repeated incarcerations, most of his psychiatric care has occurred in custody, and M has been under Community Treatment Orders both in the community and in custody. M has previously been homeless, unemployed and in receipt of the Disability Support Pension.

Prior to his referral to the ERS program, M's last tenancy was 10 years ago when he had a public housing property that was relinquished after a return to custody. He had been living with his mother in between his releases but the relationship had become strained, they had a falling out, and she was no longer willing to accommodate him.

ERS staff started working with M after his referral in January. He had been undergoing an adjustment to his medication and struggled with paranoia and hallucinations, which affected his ability to sustain any meaningful conversation. During the three-month pre-release stage his symptoms stabilised and M could actively engage in conversation and make insightful contributions to his support plan. His memory improved and he was able to identify material supports he needed, such as clothes to wear on release, identification documents stored with family and various bits of other personal information. This proved useful for completing Housing forms and other documentation. M built a good rapport with his ERS transition worker, which allowed him to disclose sensitive details including some of the frustrating physical side effects of his medication, which were added to his post-release support plan.

On release day, M was picked up from the correctional centre by the transition worker. He was provided with clothing purchased through brokerage, which he changed into in the

bathroom in the Visitors Centre before leaving the correctional centre. M received support with attending all his appointments on release day, including reporting to Community Corrections, signing his lease at Housing, attending a banking branch for his statement for Centrelink and purchasing his first lot of groceries. Unfortunately, M was involved in an altercation at the new address on the first night, resulting in serious injuries that required a hospital stay. ERS staff were able to advocate for M with DCJ Housing, as his accommodation had become unsuitable and risked exposing him to further instances of violence. DCJ were supportive and were able to provide assistance through a series of placements in TA and, through liaising with partners at the department, M was housed in a lower-density area after two weeks. M received support with setting up the new house using a mix of donations from the Women's Transition program and other community welfare organisations.

After four months in the community, M was involved in an incident that led to new charges and a return to custody. During a visit to M in custody, he expressed that the support he received was far more positive and helpful than during his previous releases. He engaged with mental-health services and complied with his CTO despite his misgivings. He received support with linking up to a GP in the local area to address previously untreated physical health issues, for which he received successful treatment. M was also referred to the local drug health services where he received fortnightly phone counselling as a condition of his parole, which he attended, albeit grudgingly. After receiving support letters from his GP and his transition worker, M was able to have his DSP reinstated. He also obtained a photo ID through Services NSW, which overcame a barrier that prevented him from accessing various community services. The family has also witnessed an improvement in his mental health and they are regularly including him in family gatherings, which has had a discernible effect on his wellbeing and general outlook.

CASE STUDY

S is a 49-year-old male who has been a client of CRC's Reintegration Housing Support Program for approximately six months. S was referred to the program via the LCM after being released from custody into homelessness. He has a long history of incarceration and has served several adult sentences. S has struggled with substance dependency his whole life and has been homeless multiple times. S battles with diagnosed PTSD induced by childhood trauma and multiple traumatic experiences throughout his adult life, severe anxiety and depression.

S was deemed a high-risk reoffender upon being released. His criminal history consists of multiple offences, however substance dependency has been the catalyst for S's struggles with the criminal justice system. S has been charged with multiple drug-related offences - according to S most of the other crimes committed were under the influence or motivated by his substance dependency.

Since his release, S and I have worked extensively on resolving his homelessness utilising the RHSP's collaborative relationship with DCJ. The RHSP successfully supported S to obtain transitional housing

while we worked on a long-term solution. Together we completed a case plan and implemented goals, which required extensive advocacy with other services and case coordination. S had expressed a deep desire to address his AOD barriers, primary healthcare and mental health, however he was understandably reluctant given that he had never addressed these issues previously and did not know where to start. The RHSP is an outreach-based support program, which allowed me the freedom to attend the required appointments with S and support him along the way. Together we initiated engagement with a trauma-informed GP, AOD counselling, psychology and psychiatry support.

S and I identified long-term, stable accommodation as one of the primary goals he wished to achieve. We determined that the best way to resolve his long-term homelessness was through public housing (DCJ) and we successfully lodged a priority application. Throughout the process DCJ was extremely supportive, understanding and helpful. We maintained regular communication and if an obstacle presented itself, DCJ staff would work with us to

overcome it. We were continually informed on what supporting evidence was required and made aware of where things were up to along the way - providing S with the clarity he needed during a stressful time.

Fast forward to the present and S has successfully obtained a DCJ property; he has been maintaining his tenancy extremely well and has finished furnishing his new home. S is continually engaging with support services, attending weekly AOD counselling, fortnightly psychology appointments and he now has the confidence to attend these appointments alone. S has rekindled his relationship with his family and sees them weekly. S is eight months' sober, of which he is rightfully proud, and he has successfully completed all post-release requirements with Parole, who ceased supervision with S after he went from a high-risk reoffender to a low-risk. S has expressed his gratitude to CRC and the RHSP program, however I have made a point of emphasising his hard work and determination throughout our time working together. S has come an extremely long way and I look forward to watching him continue to succeed.

TRANSITION AND REINTEGRATION SUPPORT PROGRAMS

REINTEGRATION HOUSING SUPPORT PROGRAM (STRAWBERRY HILLS, MT DRUITT, LIVERPOOL, CONISTON, NEWCASTLE, DUBBO)

The Reintegration Housing Support Program (RHSP) is funded by the Department of Communities and Justice. The program 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

“

Thank you for everything – if it wasn't for this program and you I would be on the streets or back in jail or worse, suicidal. I have my own home for the first time in my life and with beach views. Life is good.

”

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 2022-23, the RHSP program provided 358 clients with casework support.

“

I truly appreciate and respect the work that you do and it pushes me to change my ways so that no more lives are affected in any negative way because of me. I know that it may feel like I have not accomplished anything in the time I have been out but if it weren't for you and the effort you put into helping me, all these things I still have to do in life would be unbearable. You are a great worker and an asset to your company. Being such a kind-natured human who lives by ethics and morals in the way that you do to spread humanity, it gives useless, hopeless people like me faith in the future and trust in the community.

”

TRANSITION AND REINTEGRATION SUPPORT PROGRAMS

THE MIRANDA PROJECT (PENRITH, NEPEAN AND BLACKTOWN)

The Miranda Project is funded by the Paul Ramsay Foundation, Women NSW and Corrective Services NSW. The program 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 2022-23, the program provided 80 clients with intensive casework support and 92 clients with brief support.

DEMOGRAPHICS OF MIRANDA PROJECT CLIENTS

Of the 80 intensive support clients:

- **34** were Aboriginal and/or Torres Strait Islander, representing 42.5% of women supported
- **15** were from culturally and/or linguistically diverse backgrounds, representing 18.75% of women supported
- **69** women were parents, with a total of 201 children

Of the **92** brief-support clients:

- **69** women requested and were provided with brief supports or participated in group-only programs
- **23** women requested intensive supports, but were unable to be accepted due to capacity or eligibility criteria and were provided with brief supports and warm referrals



Miranda offers a vital safe social-engagement space alongside practical support, skill development and connection with other key services.





CASE STUDY

Alex is a proud Aboriginal woman and a mother of five children. Alex's four older children have been in kinship care since birth. Alex has been a victim of significant domestic and family violence throughout her life and reports using substances to assist in managing the trauma she has endured.

At referral, Alex was pregnant in her third trimester with her youngest child and would have lost care of her child had she not been successful with the Women's Diversion Pathway Program. Her Miranda case worker met with Alex on a regular basis to build rapport, provide emotional support and coaching, and to discuss her goals and needs. Due to her past use of substances it was identified that Alex, under the Section 26 leave permit, would benefit from residential rehabilitation prior to her transition to community. The residential program enabled Alex to receive drug health support, trauma-informed counselling, mental-health support, parenting supports and an opportunity to participate in activities to foster connection to community and independent living.

Her Miranda case worker continued to meet regularly with Alex via AVL to discuss her support plan, including preparing for Alex's admission to rehab and practical assistance with essential items, in addition to supporting her health and wellbeing. On approval of the Section 26 leave permit her caseworker transported Alex to the Residential Rehabilitation with the items that CRC was able to source for her, which included clothing, baby items, a mobile phone for communication and an Opal card for transport. Two days later Alex gave birth to her son.

The Rehabilitation program included programs such as SMART Recovery, art therapy, the Women's Choice & Change group, cooking classes, a mental-health group, trauma-informed yoga and AOD counselling. As Alex progressed through the program, she was

allowed to leave independently, including over weekends to visit her children out of Sydney. This was both incredibly important but difficult for Alex. Along her recovery journey Alex encountered some challenges and lapses. She took responsibility and ownership of these lapses and showed a willingness to continue with and complete the recovery program. Although Alex experienced some setbacks after her lapse, she managed to navigate through these stressors with determination, commitment and resilience to achieve long-term change for both herself and her son.

Alex successfully completed the residential rehabilitation program in four months and with support was able to secure a property with Housing NSW. CRC worked with other services to ensure she had all the items she required for the home, as well as assisting her with the move from the rehab to her new residence. Alex continued to receive drug health supports via the rehab and other services, and she has continued to have involvement with DCJ relating to the care of her youngest child and contact arrangements with her older children.

On completion of her Section 26 leave permit two months after leaving rehab, Alex chose to continue to engage with CRC's Miranda Project, and we have been navigating how this support fits with the other services she is required to engage with such as Kari, a culturally specific intensive family preservation service. Alex continues on her journey of healing and recovery with the full-time care of her youngest child and increased contact with her older children.

Without the opportunity provided to her by the WDPP Alex would not have been able to retain custody of her youngest child or receive the drug-health support she required for her own health, healing, growth and development.



CASE STUDY

In partnership with the Broken Hill Correctional Centre (BHCC), two CRC staff and two BHCC staff took six men from custody out to Mutawintji National Park for a cultural day. This was Phase 1 of a program that was designed by CRC staff and approved by CSNSW. This was a chance for the men to connect with Country again at a sacred Aboriginal site. A Welcome to Country and Smoking Ceremony were conducted by a young local Aboriginal leader, Keanu Bates, who then led an exclusive tour of Mutawintji National Park sacred sites (not open to the public). Cultural food was provided for lunch and in the afternoon Keanu led the group along the creek bed to gather wood and raw materials, which will be used in Phase 2 of the program - creating traditional wooden artifacts, including bowls, which will be conducted at BHCC.

One of our participants, an elderly local man, has described the day as a blessing and that he felt that he reconnected with his 'old people' who have passed on. He said: 'The hairs on the back of my neck and arms stood up and I felt a connection straightaway.' This client had last been out to Mutawintji when he was 13 years old. He is now 53 and was incredibly pleased to be able to leave custody at BHCC for the day to be part of this program. It was extremely moving for everyone to see this and share in this moment.

CASE STUDY

S is a proud Aboriginal young person (23) who was referred to the Pathways Home program three months prior to her release from custody. S's pre-release goals included: obtaining employment, finding safe and stable accommodation, reducing and abstaining from substance use, exploring mental-health interventions and pursuing education options. Due to her lack of trust in services and history of incarceration, the pre-release support was imperative in building what is now a trusting relationship between S and her transition worker.

Since S's release from custody, she has engaged weekly with her transition worker to address her goals and connect with appropriate services. S has also been supported to explore strategies to distance herself from unhealthy connections in the community while rebuilding relationships with her family. S has strengthened her ability to cope with family dynamics and manage her emotional well-being.

S's mental health while in custody deteriorated and she was committed to sourcing interventions to support her with this, including obtaining accurate diagnoses and appropriate medications. S has since obtained an accurate mental-health diagnosis and has been medicated accordingly. Her Pathway's transition worker supported S with culturally appropriate referrals to an Aboriginal health service, which also assisted with medical documentation for housing pathways.

S has engaged consistently with her transition worker to address her housing needs and has successfully submitted a housing application, along with all required documentation. With the support of the transition worker, S has gained the confidence to manage her housing needs and independently contacts Housing NSW for updates. S has also managed to maintain her weekly appointments with Community Corrections, despite her housing instabilities and ongoing transition into the community. S has maintained contact with her transition worker since her release and has continued to work towards improving her circumstances. S has joined a gym and is working towards becoming a swimming instructor, which she has identified as her dream job.

TRANSITION AND REINTEGRATION SUPPORT PROGRAMS

TRANSITIONAL INDIGENOUS SERVICE (BROKEN HILL, WILCANNIA AND MENINDEE)

The Transitional Indigenous Service is funded by the National Indigenous Australians Agency and 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. Transition workers offer pre-release support and planning along with short, medium and long-term intensive holistic case management.

In 2022-2023 the Transitional Indigenous Service provided intensive case management to 53 clients along with multiple brief supports to people in the community.



Anonymous

PATHWAYS HOME (CENTRAL, EASTERN AND WESTERN SYDNEY)

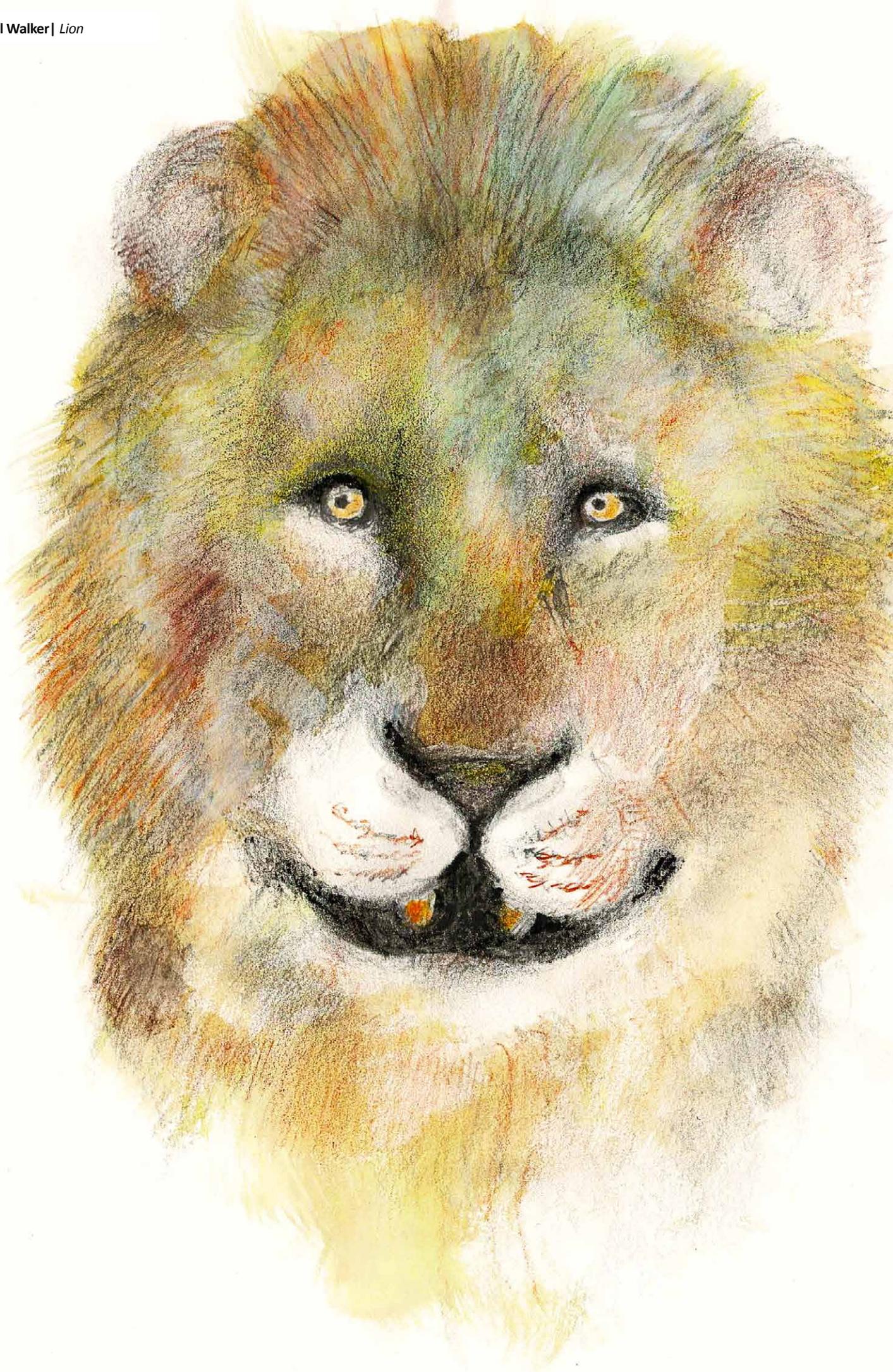
Pathways Home is funded by Western Sydney Primary Health Network and Central and Eastern Sydney Primary Health Network. The program provides outreach case-management support for young people aged 10-24 who have been involved with the criminal justice system and need support around their drug and/or alcohol use. Pathways Home works with young people while they are in custody and post-release. Youth Transition Workers offer pre-release support and planning, and long-term holistic case management in the community. In 2022-23, the program supported 54 young people.

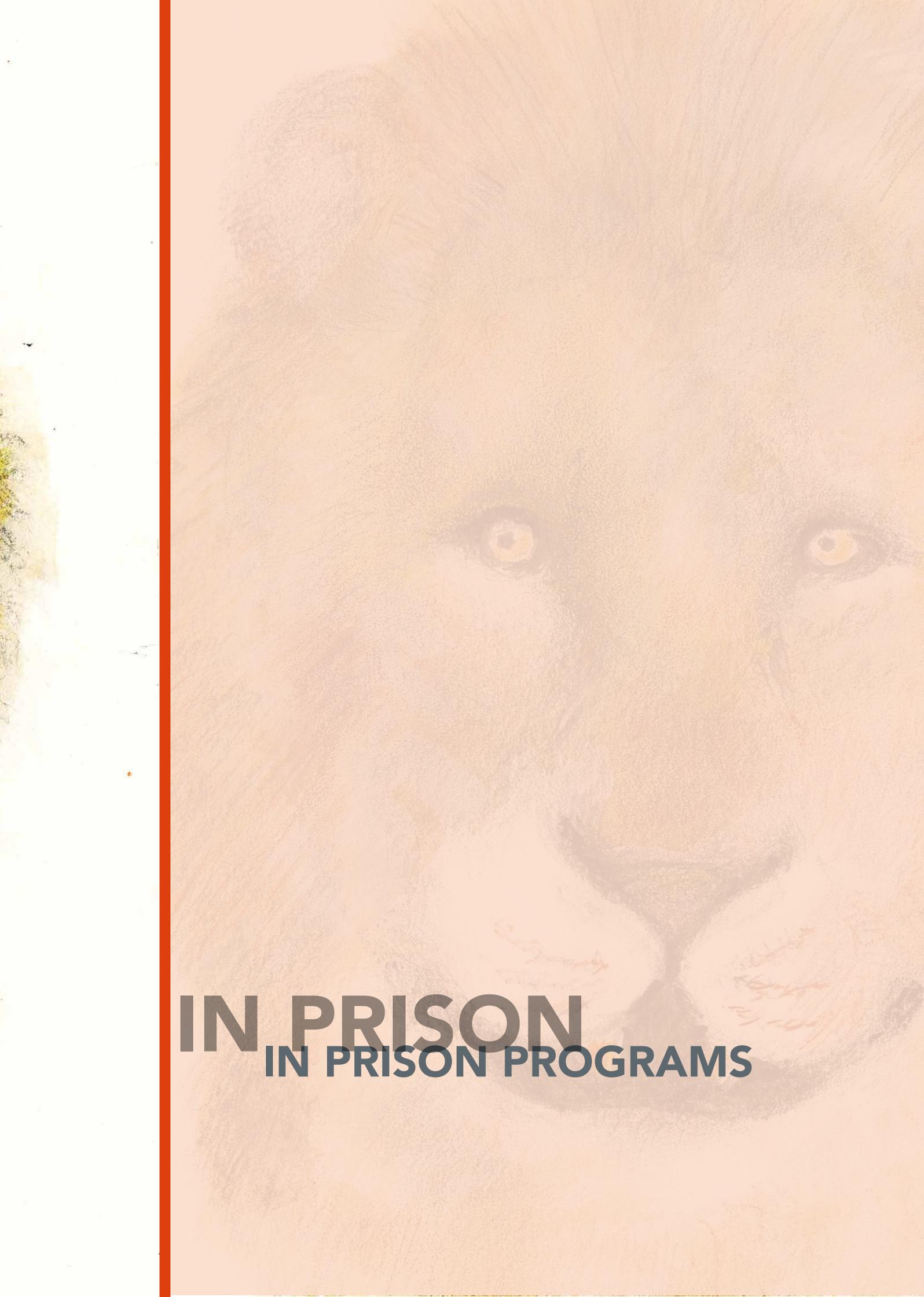
MY CROSS

My sentence (11 years); I deserve it
Time away; I need it
These greens; I wear it
Prison life; I'm over it
My children's birth; I missed it
Depression; I ignore it
Anxiety; I suffer it
A smile; I fake it
My age (27); I feel older than it
My past; I'll get over it
The bridge; I've burnt it
Love; I think I've known it
My childhood; I hide it
A future; I want it
Happiness; I crave it
Pride; I've swallowed it
Addiction; I'll beat it
Anger; I fight it
My mind; I've lost it
My freedom; I'll have it
My family; I pray for it

By Jaxan Khalil Assad O'Reilly

Featured in Paper Chained Magazine





IN PRISON
IN PRISON PROGRAMS

MUSIC AND ARTS PROGRAMS

THE SONGBIRDS PROGRAM FACILITATES SONGWRITING AND VISUAL ART WORKSHOPS IN SELECTED CORRECTIONAL CENTRES. THE PROJECT WAS INSPIRED BY SUCCESSFUL PRISON-ARTS PROGRAMS IN THE UK AND US AND IS COORDINATED BY MUSICIAN AND TEACHER MURRAY COOK.

In 2022-23 funding support was provided by Lara Goodridge, the Berg Family Foundation, the Fell Foundation and the Judith Neilson Foundation. We were grateful to receive funding from Corrective Services NSW to enable the provision of 63 additional workshops between October 2022 and June 2023 at Long Bay Correctional Complex this year, though Songbirds funding remains mainly philanthropic.

The Songbirds songwriting program brings songwriters/performers into the prison environment so they can share their skills, mentor incarcerated songwriters and nurture creative talent. Songs are conceived, written and recorded in custody during the workshops, then produced, mixed and mastered externally. Community-based songwriting courses are also held on a weekly basis at the Ozanam Learning Centre.

2022-2023 was another busy and successful year for the Songbirds songwriting program, with workshops being held at the Silverwater Women's, Dillwynia and Long Bay correctional centres and the Compulsory Drug Treatment unit at Parklea. Weekly community-based workshops continued at the Ozanam Learning Centre, working towards the release of an album of 12 original songs written, arranged and recorded at the facility. Murray performed prison songs at the opening of the Long Bay café and assisted in the facilitation of performances at NAIDOC Week celebrations at Shortland, Long Bay and Broken Hill correctional centres. Murray facilitated a forum at the Addi Road Writer's Festival with he and a panel of other musicians discussing various aspects of songwriting, which was also broadcast on ABC Radio National's *Life Matters* program. Presentations were given at several forums including the Australian Recreational Therapy Association conference and the Australasian Correctional Education Association.



The Songbirds Songwriting Program brings songwriters/performers into the prison environment so they can share their skills, mentor incarcerated songwriters and nurture creative talent.



Murray at the Norway Conference

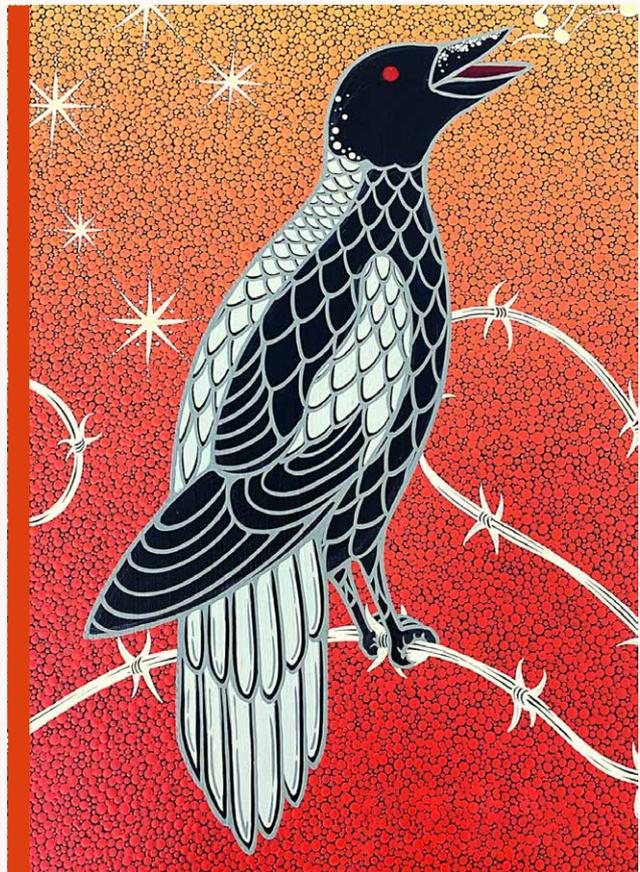
A highlight of the year was a presentation at the European Prison Education Association international conference on Arts in Prison in Tonsberg, Norway. Murray's talk on his experience as a prison teacher and the Songbirds program was very well received by participants including academics, psychologists, custodial staff, prison educators and people with lived experience of prison from 22 countries. A visit to a Norwegian prison demonstrated the standard and humanity of their correctional system and its contribution towards the lowest recidivism rate in the world.

Songbirds Art Program has two artists, Carrie Fraser, and Dr. Jim Croke, facilitating workshops in the Forensic Hospital and Special Programs Centre (SPC) at Long Bay correctional centre. Participants use water-colours, oils, and pencils to create artworks that they may sell through the Boom Gate Gallery and greetings cards to send to family/friends. Songbirds staff attended a wonderful NAIDOC Week art display at the Boom Gate Gallery.

A six-week theatre program *'In the Wings'* was piloted at the Special Programs Centre at Long Bay where participants learned basic drama skills and write a short play which was performed to staff and others in custody on the last day. The workshops were facilitated by actor Blazey Best. The purposes of prison theatre workshops included a welcome break from a negative and traumatic environment, development of onstage and backstage production skills, development of communication and listening skills and emotional intelligence, tolerance of difference, cooperation, compromise, diplomacy and positivity and storytelling in a trauma-informed way. However, multiple challenges meant that the theatre workshops were discontinued, and funding was redirected towards other Creative Arts Unit initiatives.



Street Fair, Woolloomooloo



Tiny | Magpie

CASE STUDY

Tiny, who grew up in Southwestern Sydney, cycled in and out of juvenile detention and foster homes and was eventually sentenced to a long period in adult custody. His family history included parental substance use and offending, poverty and food insecurity, problematic gambling, and physical abuse. During Tiny's time in prison, he took up art as he recognised an innate talent through the popularity of his tattoos. He joined one of Jim Croke's art workshops and his works now fetch a premium price at the Boom Gate Gallery, enabling him to support his two children through school. He was commissioned to paint the cover picture of the Songbirds 3 album. Tiny also took part in Songbirds songwriting sessions, recording some well-executed drill rap songs, in which he and his co-performers showed great talent and skills with words and rhymes. Tiny's finest work was a beautiful song dedicated to his wife and children, revealing a strong singing voice, to say sorry and how much he looked forward to reuniting with them after his release. Tiny reported that he has redeemed his life through art and music and hopes to start a new life as a professional tattooist and artist.

PAPER CHAINED PRISON MAGAZINE

PAPER CHAINED IS A JOURNAL OF WRITING AND ARTISTIC EXPRESSION FROM INDIVIDUALS AFFECTED BY INCARCERATION THAT WAS FOUNDED IN 2017. DAMIEN LINNANE BECAME EDITOR IN 2021, AND CRC BEGAN FUNDING PRODUCTION OF THE MAGAZINE IN APRIL 2022. IT IS PRODUCED QUARTERLY AND POSTED FREE OF CHARGE TO PEOPLE IN CUSTODY. IN 2022-23 PAPER CHAINED WAS FUNDED BY THE JUDITH NEILSON FOUNDATION AND THE ESDEN FAMILY.

Interviews this year included those with former prisoner and TV personality Lizzie Kommes, Murray Cook from Songbirds and Kate Pinnock from Jailbreak Radio, Nigel Poor and Earlonne Woods, Pulitzer Prize finalists from the podcast Ear Hustle and Sisters for Change, a progressive and successful new program operating in a Queensland correctional centre. Articles were published on the history of prison magazines in Australia, drawing tips for people in custody (as requested by several people in custody through our 'readers suggestions' section) and our first prison recipe from a person in custody. Permissions were obtained to republish an interview

with Sydney Criminal Lawyers regarding *Paper Chained*, transcripts from Ear Hustle and a historical narrative written by a former prison officer now advocating for prison reform. Transcripts from Jailbreak radio were shared as a new feature and a way of promoting another CRC program, as well as a new regular column by Dwayne Antojado, a formerly incarcerated Victorian now active in academia and prison reform. *Paper Chained* also began printing our first 'serial' (ongoing fictional story spread over several issues).

All issues of *Paper Chained* can be read free of charge at www.paperchained.com



Issue 7 was published in September 2022



Issue 9 was published in March 2023



Issue 8 was published in December 2022



Issue 10 was published in June 2023

Singer / songwriter David Leha aka Radical Son





ORGANISATIONAL ORGANISATIONAL NEWS

HUMAN RESOURCES

CRC IS PROUD TO CONFIRM THAT AT THE END OF THE 2022-23 YEAR, 22 PER CENT OF STAFF IDENTIFIED AS FIRST NATIONS. WITH ADDITIONAL ABORIGINAL IDENTIFIED ROLES EXPECTED IN 23-24, WE ARE MORE THAN MEETING OUR RECONCILIATION ACTION PLAN MINIMUM FIRST NATIONS EMPLOYMENT KPI OF 20 PER CENT.

The diversity of CRC's staff is further enhanced by more than 10 per cent of staff having experienced youth or adult incarceration, adding incredible knowledge and insight to the organisation and our work with people affected by the criminal justice system. CRC plans to further build on diversity and inclusion in the organisation in 2023-24 by developing a Diversity and Inclusion Plan, consulting with staff around policy development, and delivering diversity and inclusion training.

CRC's strong focus on wellbeing has continued this year, strengthened by the results of a comprehensive Psychosocial Hazards Review authored by staff from Willis Towers Watson in November 2022. The review looked at specific psychological risks our workforce faces with a comparison benchmark against nearly 12,000 Australian workers across the community-based, public sector, healthcare and social assistance industry. Psychosocial hazards and factors in CRC's work environment and work design that have the potential to cause psychological harm were assessed, including

reviewing job demands and job resources. The results of the review were remarkably positive, with CRC meeting best practice in having reduced job demands, such as low group conflict, role ambiguity and role overload. CRC also met best practice in having strong job resources such as high change consultation and co-worker support, job control and supervisor support. One significant area for improvement is to reduce the impacts of the emotional demands of the work on our staff. While CRC was only marginally higher than the benchmark for this measure, the emotional impacts of working with vulnerable clients is still considered one of the biggest risks posed to the psychological wellbeing of our staff.

While we are very proud of the positive results of the Psychosocial Hazards Review, we have strengthened our response to reduce the impacts of the high emotional demands of the work by commencing the roll-out of CRC's Resilience and Wellbeing Program in March this year. The program includes a comprehensive, organisation-wide series of face-to-face and online training sessions for all

staff targeted at CRC's unique worker profile and specific psychosocial hazards. Included in Phase 2 of the program will be the implementation of a Stewardship Group to champion and embed a culture of self-care and wellbeing in the organisation, which will be rolled out in 2023-24. The program has been generously funded by the Paul Ramsay Foundation as a Capability Support project and will be internally evaluated using staff engagement surveys throughout the duration of the year-long project.

The Resilience and Wellbeing Program complements the existing staff wellbeing practices that CRC provides, including regular operational and clinical supervision for all frontline staff and managers, and cultural supervision for First Nations staff and people managers.



RECONCILIATION ACTION PLAN

AS ACTING CEO SINCE JUNE THIS YEAR, IT HAS BEEN WONDERFUL TO OVERSEE THE ONGOING IMPLEMENTATION OF CRC'S RECONCILIATION ACTION PLAN.

Our Innovate RAP received final endorsement from Reconciliation Australia in March 2023, and I feel very privileged to have been part of the Working Group that was responsible for developing the document and to be involved in its implementation. A lot of time, thought and consideration went into developing our RAP and it is something of which all staff can be very proud. I would like to thank all the members of the RAP Working Group for their contribution, particularly Co-Chairs Claire McMahon and Gail Gray, who have driven this process from the outset. CRC is committed to advancing reconciliation within the organisation and our unique sphere of influence, and to achieving better outcomes for the many First Nations people we support. Our goal is to actively engage staff in reconciliation and implement reconciliation strategies that will ultimately contribute to a reduction in the number of First Nations people incarcerated in this country.



CRC is committed to advancing reconciliation within the organisation and our unique sphere of influence, and to achieving better outcomes for the many First Nations people we support.



With NAIDOC Week fast approaching, all staff were encouraged to engage with community and attend NAIDOC events during work hours.



CRC's Reconciliation Action Plan Working Group (RAPWG) continues to be led by Co-Chairs Gail Gray (Senior Case Worker – Miranda Project) and Claire McMahon (Senior Transition Worker – Transition Programs). The RAPWG is comprised of 15 members, including First Nations staff, senior management and frontline staff.

By June 2023, CRC's Innovate RAP was six months into its implementation phase and a lot of progress had been made in relation to our RAP commitments, particularly in the RELATIONSHIP and RESPECT domains. In National Reconciliation Week (NRW) all CRC staff were provided with information and resources about events in their areas, and were encouraged to attend within work hours. Information was disseminated by the HR

department, the RAP Working Group and within individual teams, which resulted in a significant increase in awareness and promotion of National Reconciliation Week this year. All RAP Working Group members attended an external NRW event and staff of the Transitional Indigenous Service in the Far West attended an event held by Broken Hill Council. The Miranda Project also hosted an internal event at Penrith Women's Health Centre.

With NAIDOC Week fast approaching, all staff were encouraged to engage with community and attend NAIDOC events during work hours. A total of 19 staff were granted access to attend NAIDOC events at John Maroney, Geoffrey Pearce, Silverwater Women's and Dillwynia. In the lead-up to NAIDOC Week, CRC incorporated this year's theme 'For Our Elders' and emblem into our email signatures, and a grant from the National Indigenous Australians Agency enabled us to plan an internal NAIDOC Week webinar, which would include discussions



RECONCILIATION ACTION PLAN



As outlined in our RESPECT commitments, a First Nations Consultation Group (FNCG) will be formulated to provide an avenue for consultation with First Nations staff and key external stakeholders in relation to the organisation's cultural learning needs, community engagement and policy/procedure review.

with Elders from Penrith and the Far West. CRC also had a stall, hosted by Miranda Project staff, at the NAIDOC community event at Jamison Park in Penrith, which provided information to community members, as well as creative activities designed to facilitate connection with family and community. In the Far West, Team Leader Terina King was involved in the planning of the NAIDOC Ball and in Sydney, staff of our Pathways Home youth program facilitated a CRC stall at a Marist180 NAIDOC event, including boomerang painting for young people, which was hugely popular.

As outlined in our RESPECT commitments, a First Nations Consultation Group (FNCG) will be formulated to provide an avenue for consultation with First Nations staff and key external stakeholders in relation to the organisation's cultural learning needs, community engagement and policy/procedure review. The FNCG will be led by Kelly Parker (Manager – Reintegration Housing Support Program), who will liaise with the RAPWG and the management team regarding the FNCG meeting agendas to ensure discussions

align with RAP commitments within each of the three domains: **RELATIONSHIPS, RESPECT and OPPORTUNITIES.**

Both First Nations and non-Indigenous staff have continued to contribute to the promotion of reconciliation within CRC's sphere of influence this year, including by facilitating panel discussions and symposiums at the Reintegration Puzzle Conference and the NADA Conference. Awareness of actions CRC staff can take to promote reconciliation will continue to increase, with the RAP being incorporated as a standing agenda item at All Staff and team meetings in order to encourage staff participation throughout the implementation phase.

MICHELLE BRYANT

Acting CEO

ORGANISATIONAL STRENGTH

CRC has always prioritised the safety of our staff, who provide essential outreach services to clients in their homes, communities and other premises, and in recent years we have adopted cutting-edge technology to assist in this critical area of worker safety.

CRC previously used a safety monitoring and check-in system that required outreach workers to fill in their proposed movements for the day on a paper form and provide regular phone updates to CRC administration staff. Two years ago, CRC replaced paper-based movement sheets with a mobile phone safety app for workers called StaySafe. Assisted by this technology, CRC's administration staff can monitor the safety of up to 50 (or more if needed) outreach workers in Sydney and regional NSW simultaneously, in real time. If a critical situation arises, administration staff can determine an outreach worker's precise location using GPS coordinates and escalate to emergency services. This technology, supported by CRC's WH&S policies and staff training, has dramatically increased CRC's capacity to accurately monitor outreach worker safety.

In 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. In achieving accreditation, CRC met defined sector-specific quality standards across governance, management systems, consumer and community engagement, and diversity. During the final monitoring phase of the accreditation cycle, CRC will submit a Quality Improvement Plan (QIP) addressing any recommendations made in the accreditation report, as well as documenting how we continue to comply with the standards. The plan provides CRC with the opportunity to showcase any initiatives and quality-improvement activities we have implemented to enhance safety and quality. The QIP will be submitted as part of our mid-cycle assessment in March 2024.

CRC has updated three of our finance systems to reduce the administration burden on our staff, help improve our internal controls and reduce the amount of paper that was being used.

The systems are:

- **ProSpend** – Online expense claim and approval workflow platform. This has automated the approval of suppliers' invoices to ensure the correct authorisation matrix is followed. It also allows staff to claim for work-related expenses online, reducing the need for Excel spreadsheets. Lastly, we have direct feeds to our corporate cards, which ensures that staff with these cards have a live update of their expenses, and the monthly acquittals are now processed online.
- **Employment Hero Payroll** – Online timesheet and leave payroll platform. This has reduced the need for Excel-based timesheets and leave applications via a PDF document. It allows staff to submit all their timesheets and leave forms online, and their managers can now also approve these timesheets online. Timesheets automatically feed to the payroll platform, reducing the time taken to manually enter timesheets.
- **Xero** – Online accounting platform. This platform integrates with the above two platforms, significantly reducing the time taken to enter the weekly supplier payments and the fortnightly payroll journal entry. If required, it will allow the staff member to work remotely.

Development and roll-out of our new Client Management System, CaseConnect, has been a big success. Managers have enhanced ability to conduct client file audits and greater real-time visibility into program performance, ensuring the quality of our service delivery. Real-time visibility, when combined with the far richer dataset, also allows us to provide more customised and comprehensive reporting to our funders. CaseConnect has been a valuable resource for our Advocacy, Research and Policy Unit, with the expanded dataset contributing significantly to the Unit's ability to progress CRC's research agenda.

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:

- Anne Kennedy
- John Olip
- Ian Farmer
- David Thomson
- Tamara K
- Ilan Bloom
- Joshua Bloom
- Robyn Bloom
- Michael Frommer
- Nehama Werner
- David Solomons
- Erna Levy
- Julie Hockey
- Daniel Mogg
- Felicia Huppert
- Joanne Clarke
- Jennifer Ceylon
- Erica Schwarz
- Helen Matthews
- J H
- Fede Guidi
- Francisca Adams
- Brad Cox
- Paul Carter
- Martin Bibby
- Laura Cunningham
- Community Underwriting

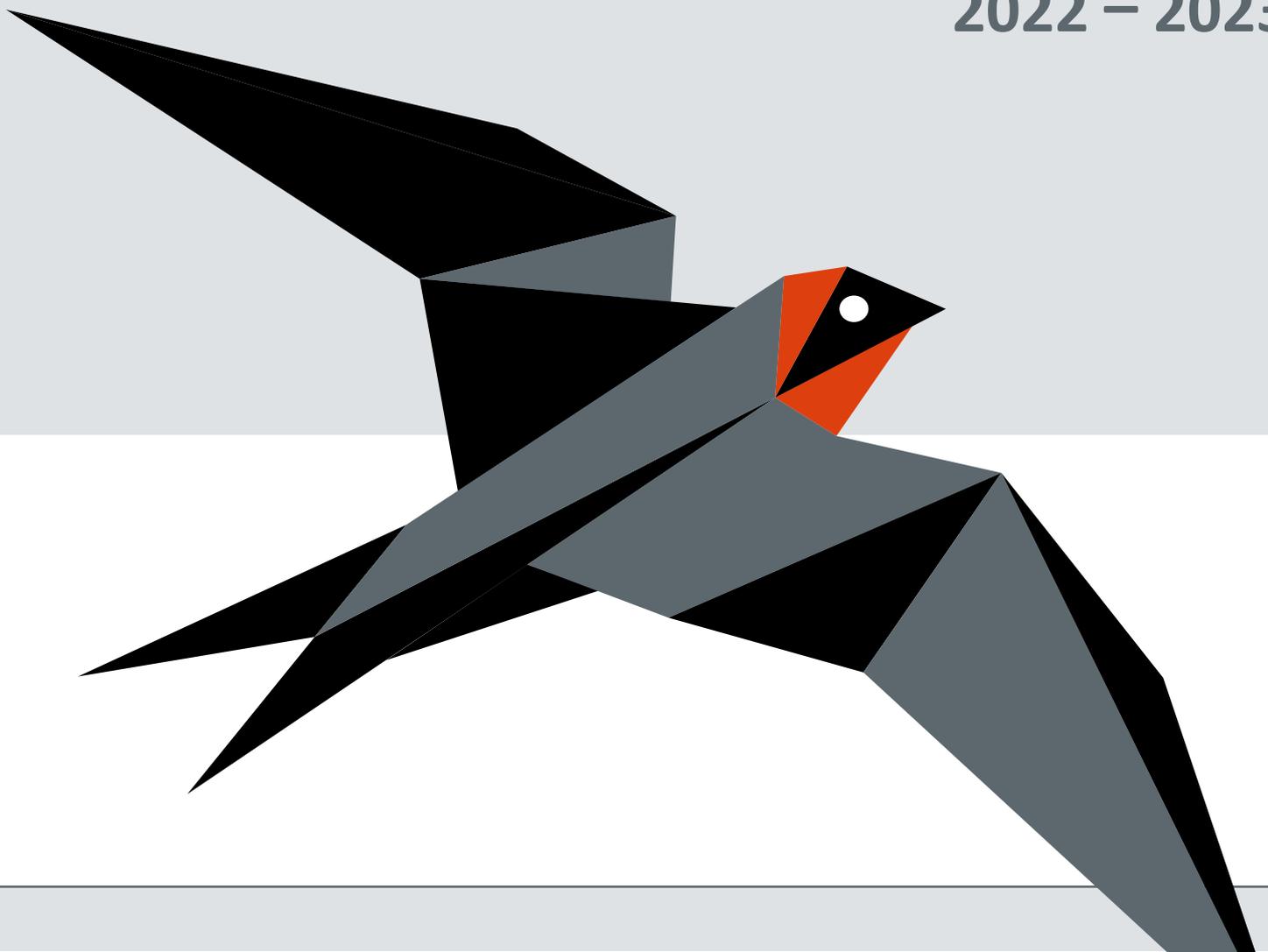
THANK YOU

CRC community
restorative
centre

ANNUAL REPORT

FINANCIALS

2022 – 2023



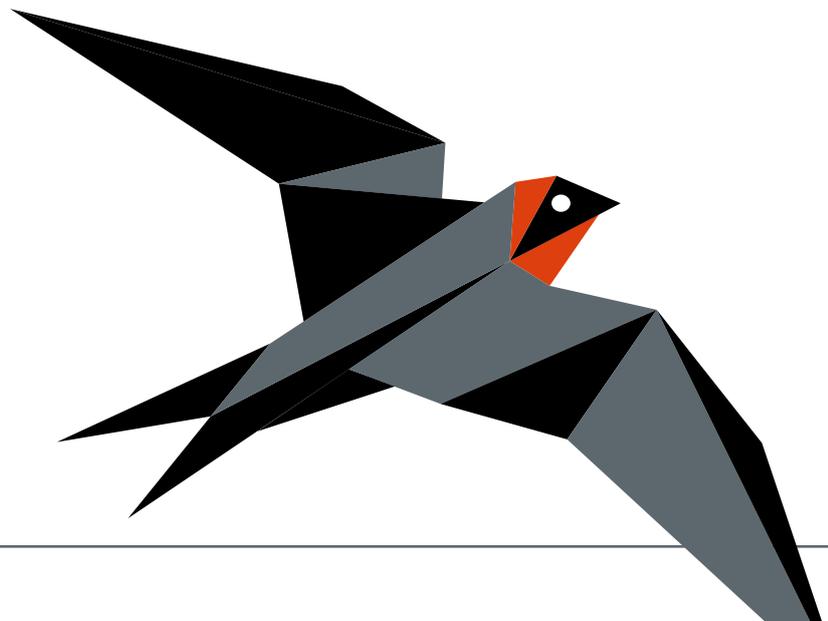
COMMUNITY RESTORATIVE CENTRE LIMITED

ABN 75 411 263 189

FINANCIAL REPORT - 30 JUNE 2023

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1.

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

Directors' Report

Your Directors present their report on the Company for the financial year ended 30 June 2023

Directors

The Directors at any time during or since the end of the financial period are:

Name and Qualifications	Position Held
P MacGillivray	Chair
N Lojszczyk	Secretary
R McCausland	Director
I Farmer	Director
A Sittczenko	Director
A Long	Director
I O'Mahoney	Resigned 22 October 2022
A Donohue	Resigned 10 June 2022

PRINCIPAL ACTIVITIES

The company's 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 accomodation, subsidised transport to rural correctional centres, a court support service, outreach to prisons, health promotion, on-site living support programs, training to other NSW services and information and advice about the criminal justice system in NSW.

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

OPERATING RESULT

The operating result of the Company for the financial year was an operating surplus of \$24,858 (2022: surplus \$98,957).

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

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

AUDITORS' INDEPENDENCE DECLARATION UNDER SECTION 307C OF THE CORPORATION ACT 2001

A copy of the Auditor's Independence Declaration follows this Directors' Report.

Signed in accordance with a resolution of the Board of Directors:

Director



P MacGillivray

Director



I Farmer

Dated this

4th Day of October 2023

2.

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

**Auditor's Independence Declaration Under ACNC ACT S 60-40 to the Directors of
Community Restorative Centre Limited**

In accordance with Subdiv 60-C of the Australian Charities and Not for Profits Commission Act 2021 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 2023, 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

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

D R Conroy FCA
Principal

Sydney
Dated this 4th day of October 2023

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2023

	Note	2023	2022
Revenue			
Revenues from ordinary activities	2	8,140,518	7,760,430
Other Income	2	406,291	179,768
		<u>8,546,809</u>	<u>7,940,198</u>
Expenses			
Employee benefits expense		(6,911,438)	(5,591,802)
Administration expenses		(268,411)	(248,890)
Depreciation and amortisation expenses	3	(205,541)	(172,180)
Motor vehicle expenses		(190,514)	(127,300)
Occupancy expense		(142,007)	(104,839)
Other expenses		(65,549)	(1,075,408)
Project expenses		(722,945)	(508,447)
Repairs and maintenance		(4,815)	(5,412)
Subscriptions		(10,731)	(6,963)
		<u>(8,521,951)</u>	<u>(7,841,241)</u>
Current year surplus/(deficit) before income tax		24,858	98,957
Income tax expense	1	<u>-</u>	<u>-</u>
Net current year surplus/(deficit)		<u>24,858</u>	<u>98,957</u>
Other comprehensive income for the year		<u>-</u>	<u>-</u>
Total comprehensive income surplus/(deficit)		<u>24,858</u>	<u>98,957</u>

The Statement of Profit or Loss and Other Comprehensive Income should be read in conjunction with the accompanying notes

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2023

	Note	2023 \$	2022 \$
CURRENT ASSETS			
Cash and cash equivalents	4	6,699,130	6,841,328
Trade and Other Receivables	5	549,777	89,568
TOTAL CURRENT ASSETS		<u>7,248,907</u>	<u>6,930,896</u>
NON - CURRENT ASSETS			
Property, plant and equipment	6	116,640	155,633
Right of Use Assets	7	477,370	31,976
TOTAL NON - CURRENT ASSETS		<u>594,010</u>	<u>187,609</u>
TOTAL ASSETS		<u>7,842,917</u>	<u>7,118,505</u>
CURRENT LIABILITIES			
Trade and Other Payables	8	4,496,078	4,323,002
Provisions	9	599,122	565,500
Lease Liabilities	10	127,797	35,248
TOTAL CURRENT LIABILITIES		<u>5,222,997</u>	<u>4,923,750</u>
NON CURRENT LIABILITIES			
Provisions	9	56,057	30,628
Lease Liabilities	10	374,878	-
TOTAL NON CURRENT LIABILITIES		<u>430,935</u>	<u>30,628</u>
TOTAL LIABILITIES		<u>5,653,932</u>	<u>4,954,378</u>
NET ASSETS		<u>2,188,985</u>	<u>2,164,127</u>
EQUITY			
Retained surplus		2,188,985	2,164,127
TOTAL EQUITY		<u>2,188,985</u>	<u>2,164,127</u>

The Statement of Financial Position should be read in conjunction with the accompanying notes

5.

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2023

	Retained Surplus \$	Total \$
Changes in equity		
Balance at 1 July 2021	2,065,170	2,065,170
Net Surplus/(deficit) for the year	98,957	98,957
Other comprehensive income for the year	-	-
	<hr/>	<hr/>
Balance at 30 June 2022	2,164,127	2,164,127
Balance at 1 July 2022	2,164,127	2,164,127
Net Surplus/(deficit) for the year	24,858	24,858
Other comprehensive income for the year	-	-
	<hr/>	<hr/>
Balance at 30 June 2023	2,188,985	2,188,985

The Statement of Changes in Equity should be read in conjunction with the accompanying notes

6.

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2023

	Note	2023 \$	2022 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers and government		9,128,724	5,500,571
Payments to suppliers and employees		(9,482,086)	(7,524,330)
Donations received		329,216	161,812
Interest received		77,075	17,898
Net cash provided by operating activities		<u>52,929</u>	<u>(1,844,049)</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment		-	-
Purchase of property, plant and equipment		<u>(22,938)</u>	<u>(185,262)</u>
Net cash provided by investing activities		<u>(22,938)</u>	<u>(185,262)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Borrowings		-	-
Repayment of Borrowings		<u>(172,189)</u>	<u>-</u>
Net cash provided by financing activities		(172,189)	-
Net increase (decrease) in cash held		(142,198)	(2,029,311)
Cash at the beginning of the financial year		<u>6,841,328</u>	<u>8,870,639</u>
Cash at the end of the financial year	4	<u><u>6,699,130</u></u>	<u><u>6,841,328</u></u>

The Statement of Cash Flows should be read in conjunction with the accompanying notes

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2023

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Community Restorative Centre limited is a company incorporated and domiciled in Australia. The financial statements of the Company are as at and for the year ended 30 June 2023.

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 accrual 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 amounts presented in the financial statements have been rounded to the nearest dollar.

The financial statements were authorised for issue on 4th October 2023 by the directors of the company.

Accounting Policies

(a) Income Tax

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

(b) Property, Plant and Equipment

Each class of property, plant and equipment are carried at cost or fair value less, where applicable, any accumulated depreciation.

Plant and equipment

Plant and equipment is measured on the cost basis and is therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of plant and equipment is greater than its estimated recoverable amount, the carrying amount is written down immediately to its estimated recoverable amount. A formal assessment of recoverable amount is made when impairment indicators are present (refer to Note 1(c) for details of impairment).

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2023

NOTE 1 – STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(b) Property, Plant and Equipment (Cont'd)

The cost of fixed assets constructed by the Company includes the cost of materials, direct labour, borrowing costs and an appropriate proportion of fixed and variable overheads. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance are recognised in profit or loss during the financial period in which they are incurred.

Depreciation

The depreciable amount of all fixed assets are depreciated on a diminishing value and straight line basis over the useful lives of the assets to the Company commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

CLASS OF FIXED ASSETS	EFFECTIVE LIFE
Office Equipment	5 Years
Motor Vehicle	3-5 Years

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income. When revalued assets are sold, amounts included in the revaluation relating to that asset are transferred to retained earnings.

(c) Impairment of Assets

At the end of each reporting period, the Company assesses whether there is any indication that an asset may be impaired. The assessment will consider both external and internal sources of information. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of that asset, being the higher of the asset's fair value less costs to sell and its value-in-use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is immediately recognised in profit or loss.

(d) Cash and Cash Equivalents

For the purpose of the statement of cash flows, cash includes:

- (i) cash on hand and at call deposits with banks or financial institutions, net of bank overdrafts: and
- (ii) investments in money market instruments.

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2023

NOTE 1 – STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(e) 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.

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.

(f) 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. In these circumstances the GST is recognised as part of the cost acquisition of the asset or as part of an item of expense. Receivable and payable in the Statement of Financial Position are shown inclusive of GST.

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2023

NOTE 1 – STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(g) Employee Entitlements

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

(h) 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.

Revenue from the rendering of a service is recognised upon the delivery of the service to the

Interest revenue is recognised using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument. Dividend revenue is recognised when the right to receive a dividend has been established.

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

(i) Investments and Other Financial Assets

Investments and other financial assets are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial assets unless an accounting mismatch is being avoided.

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2023

NOTE 1 – STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current, 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 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.

Comparative Figures

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

Critical Accounting Estimates Judgments and Assumptions

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.

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2023

NOTE 1 – STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

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 2023

	2023	2022
	\$	\$
NOTE 2 - REVENUE		
Members Subscriptions	10	117
B Miles Womens' Foundation	299,139	287,237
B Miles COVID 19 DVF	20,763	25,229
Newtown Neighborhood Centre Inc	136,175	136,620
Wentworth Community Housing Limited	217,076	208,379
NSW Department of Communities and Justice, Corrective Services NSW	740,748	689,150
Sydney Local Health District	190,300	174,400
NSW Health, Drug and Alcohol Treatment Services	136,168	136,168
Department of Communities and Justice	2,822,802	2,713,251
Department of the Prime Minister and Cabinet	691,682	665,518
EIS Health Ltd T/As Central & Eastern Sydney Primary Health Network	589,753	408,451
Legal Aid New South Wales	73,526	74,266
Wentwest Limited T/As Western Sydney Primary Health network	532,269	490,877
South Western Sydney Primary Health Network Limited	155,144	215,360
Paul Ramsay Foundation	1,225,227	1,228,096
NSW Customer Services	67,848	123,426
Randwick City Council	-	10,000
Other Grants	134,652	8,000
Recovery from Unexpended Funds	88,370	103,297
Other operating revenue	18,866	62,588
Total Revenue	<u>8,140,518</u>	<u>7,760,430</u>
Other Revenue		
Donations Received	329,216	161,812
Interest income	77,075	17,898
Dividends	-	58
	<u>406,291</u>	<u>179,768</u>
Total Revenue & Other Income	<u>8,546,809</u>	<u>7,940,198</u>

NOTE 3 - PROFIT FROM ORDINARY ACTIVITIES

Profit from ordinary activities before income tax expenses has been determined after:

Expenses

Depreciation of property, plant and equipment	61,931	33,403
Amortisation - Right of Use Assets	143,610	138,777
Total Depreciation & Amortisation Expense	<u>205,541</u>	<u>172,180</u>

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2023

	2023	2022
	\$	\$
NOTE 4 - CASH AND CASH EQUIVALENTS		
Cash at bank and on hand	437,445	578,437
Short term bank deposits	6,261,685	6,262,891
	<u>6,699,130</u>	<u>6,841,328</u>
NOTE 5 - TRADE AND OTHER RECEIVABLES		
Trade Receivables	230,297	70,335
Other Receivables	266,250	3,120
Accrued income	37,356	601
Prepayments	15,874	15,512
	<u>549,777</u>	<u>89,568</u>
NOTE 6 - PROPERTY, PLANT AND EQUIPMENT		
Office Equipment at cost	8,255	8,255
Less: Provision for Depreciation	<u>(5,722)</u>	<u>(2,885)</u>
	<u>2,533</u>	<u>5,370</u>
Motor vehicles at cost	203,719	180,781
Less: Provision for Depreciation	<u>(89,612)</u>	<u>(30,518)</u>
	<u>114,107</u>	<u>150,263</u>
Total Property Plant and Equipment	<u>116,640</u>	<u>155,633</u>

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the financial period:

	Office Equipment	Motor vehicles	Total
Balance at the beginning of the year	5,370	150,263	155,633
Additions	-	22,938	22,938
Disposals	-	-	-
Depreciation expense	(2,837)	(59,094)	(61,931)
Carrying amount at the end of the year	<u>2,533</u>	<u>114,107</u>	<u>116,640</u>

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2023

	2023	2022
	\$	\$
NOTE 7 - RIGHT OF USE ASSETS		
Right of Use Assets/Leases	624,253	467,967
less accumulated amortisation	<u>(146,883)</u>	<u>(435,991)</u>
Total Right of Use Assets	<u><u>477,370</u></u>	<u><u>31,976</u></u>
NOTE 8 - ACCOUNTS PAYABLE AND OTHER PAYABLES		
Trade creditors and accruals	432,932	229,576
Grants in advance	2,644,079	2,350,844
Grants Unexpended	601,055	1,077,282
Liabilities to employees	303,369	187,900
Income in Advance	<u>514,643</u>	<u>477,400</u>
	<u><u>4,496,078</u></u>	<u><u>4,323,002</u></u>
NOTE 9 - PROVISIONS		
Current		
Annual Leave	415,568	376,175
Long Service Leave	<u>183,554</u>	<u>189,325</u>
	<u><u>599,122</u></u>	<u><u>565,500</u></u>
Non Current		
Long Service Leave	<u>56,057</u>	<u>30,628</u>
	<u><u>56,057</u></u>	<u><u>30,628</u></u>
NOTE 10 LEASE LIABILITIES		
CURRENT		
Lease Liabilities - operating	<u>127,797</u>	<u>35,248</u>
	<u><u>127,797</u></u>	<u><u>35,248</u></u>
NON CURRENT		
Lease Liabilities - operating	<u>374,878</u>	<u>-</u>
	<u><u>374,878</u></u>	<u><u>-</u></u>
NOTE 11: AUDITOR'S REMUNERATION		
Auditing the financial statements	<u>14,300</u>	<u>13,750</u>
	<u><u>14,300</u></u>	<u><u>13,750</u></u>

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2023

2023
\$

2022
\$

NOTE 12: EVENTS SUBSEQUENT TO REPORTING DATE

From 30 June 2023 to the date of this report, there has been no subsequent event that would have a material effect on the financial position of the company except as disclosed in these financial statements.

NOTE 22: CONTINGENT LIABILITIES AND CONTINGENT ASSETS

There are no contingent assets and liabilities in existence at the balance date that are not otherwise disclosed in the financial report.

NOTE 14 - COMPANY DETAILS

The principal place of business of the Company is
Community Restorative Centre limited
251 Canterbury Road
Canterbury NSW 2193

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

DIRECTORS' DECLARATION

In accordance with a resolution of the directors of Community Restorative Centre limited, the directors of the entity declare that:

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 as at 30 June 2023 and of its performance for the year ended on that date of the company.

2. In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

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

Director



P MacGillivray

Director



I Farmer

Dated this 4th October 2023

18. **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189**



Principal: David Conroy FCA

Postal Address:
Level 2/154 Elizabeth Street
Sydney NSW 2000

Telephone: 02 9267 9227
Fax: 02 9261 3384

Email:
david@conroyaudit.com.au
ABN: 95 373 401 379

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

We have audited the financial report of Community Restorative Centre limited (the registered entity), which comprises the statement of financial position as at 30 June 2023, 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 has been prepared 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 registered entity's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – AASB 1060: General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities and the Corporations Regulations 2001 and the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the registered entity 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 registered entity's annual report for the year ended 30 June 2023, 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 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 of the registered entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – AASB 1060: General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities and the Australian Charities and Not-for-profits Commission Act 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 registered entity's ability 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 have 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 registered entity'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 registered entity'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 registered entity 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.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.



A handwritten signature in black ink, appearing to read "D R Conroy", is written over a horizontal line.

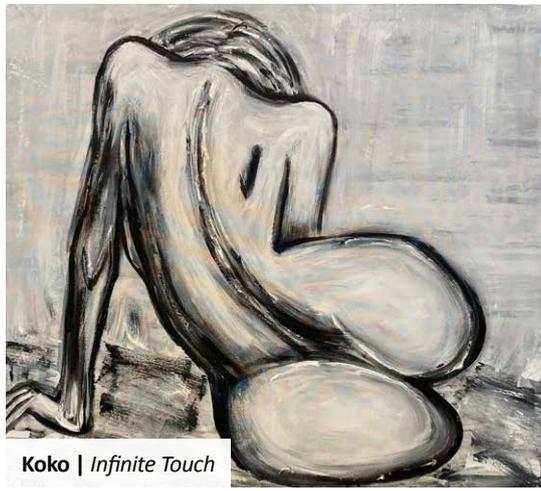
D R Conroy
Principal

Street Sydney NSW 2000

Dated this 4th day of October 2023



Simon Clay | *Bird Of Prey*



Koko | *Infinite Touch*



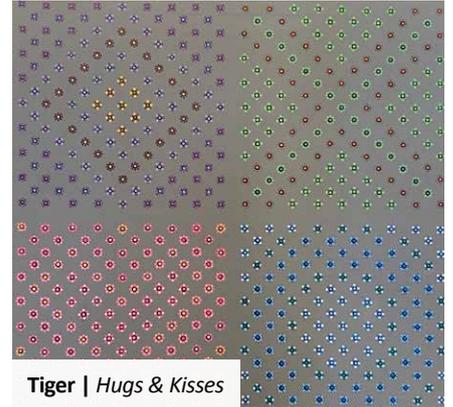
Phil Walker | *Lion*



Terry B



Spectrum | *Shatterglass II*



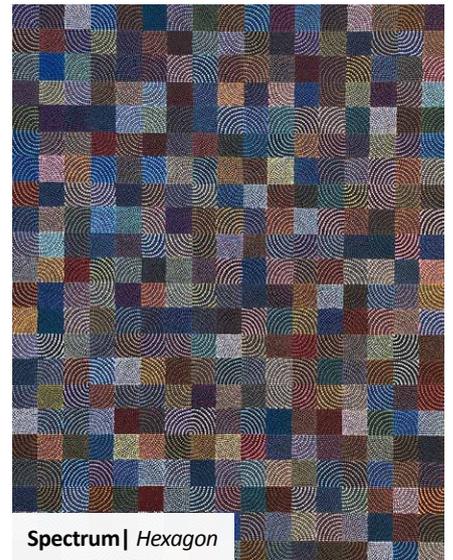
Tiger | *Hugs & Kisses*



Nexus | *Manifest*



Spectrum | *Tesselation*



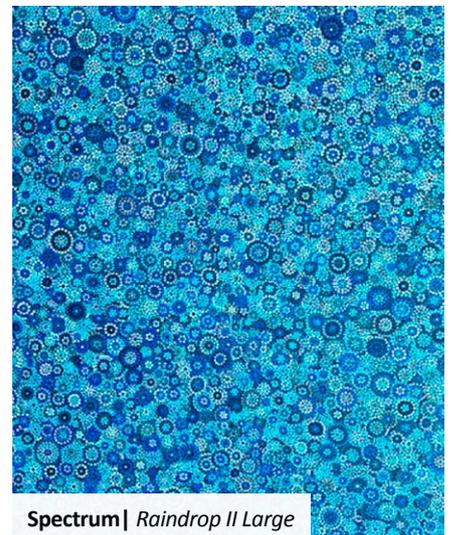
Spectrum | *Hexagon*



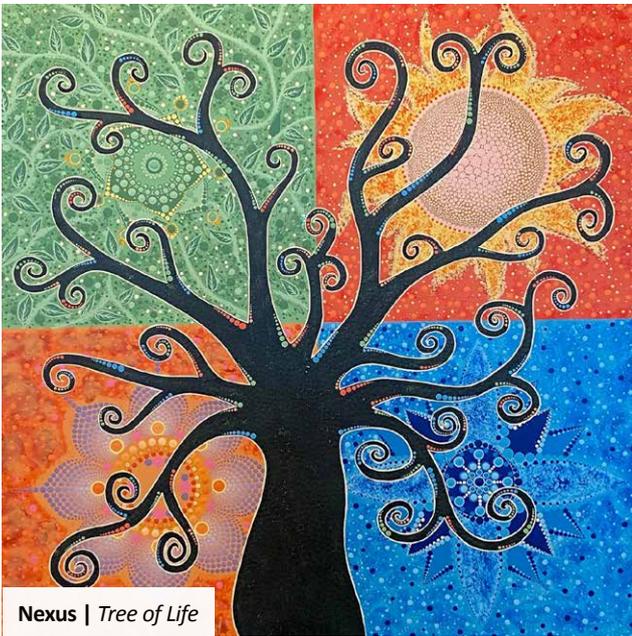
Koko | *Suggestions*



Koko | *Desire*



Spectrum | *Raindrop II Large*



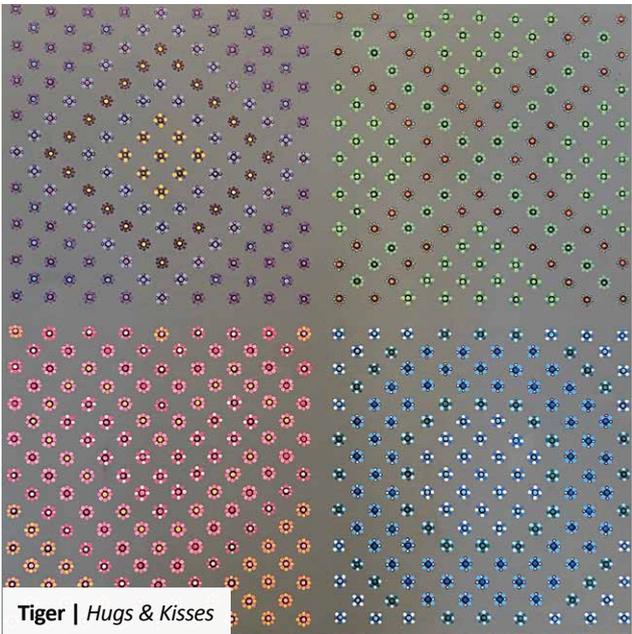
Nexus | *Tree of Life*



Spectrum | *Giraffe II*



Spectrum | *Scale Big*



Tiger | *Hugs & Kisses*



Nexus | *Rebirth*



Anonymous



Spectrum | *Stained 4*



Koko | *Medicine Man*



Jai | *Dreamtime Dot Work*

