



CRC community
restorative
centre

ANNUAL REPORT

2023 - 2024





Why we use the language of ‘criminal legal system’ rather than ‘criminal justice system’

In this report, CRC predominantly uses the language of ‘criminal legal system’ as opposed to ‘criminal justice system’, which is typically used in everyday communication. By ‘criminal legal system’ CRC is referring to the way the ‘justice system’ in Australia has been illegally imposed through the process of settler colonialism, without consent from First Nations communities. The terminology of ‘criminal legal system’ also recognises the way legal mechanisms in Australia (for example, policing, courts and prisons) fail to deliver ‘just’ outcomes for communities, and that this failure is a systemic, rather than a one-off, issue.

The lack of justice precipitated by Australia’s ‘criminal justice system’ can be seen in the way such a system entrenches the oppressions and experiences of discrimination people face, rather than addressing them. For instance, First Nations communities experience racial

targeting by police and the ‘justice system’ is not held to account when First Nations people die in custody. The fact that prisons perpetuate cycles of homelessness, alcohol and other drugs dependence and can be re-traumatising also indicates they do not precipitate ‘just’ outcomes for individuals or communities.

By using the language of ‘criminal legal system’ we seek to validate the lived realities of people’s encounters with the criminal legal system, in addition to recognising the ongoing harms of settler colonial institutions in Australia. Language shifts around ‘criminal justice’ projects are part of CRC’s interest in contributing to futures and systems that are substantively ‘just’ for all communities. Ultimately, CRC recognises that language is important, and that words do not simply reflect reality but actively construct it.



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

251 Canterbury Rd
Canterbury NSW 2193

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 Gadigal Peoples

Broken Hill and Wilcannia

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

With respect to the Barkindji and Wiljkali 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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Artwork: International incarcerated people's artworks
submitted to Paper Chained magazine.

Design: Jye Forward

Founding Principles

CRC was founded in 1951. The principles underpinning its establishment still provide 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 legal system. Families of people in prison should not be punished or suffer discrimination by the criminal legal 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 post-release, if in the best

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

Strategic Priorities

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 legal system, and works for positive social change.

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

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 First Nations peoples and the criminal legal system.
- 3. The application of the law reflects broader inequalities and is not always just.
- 4. Imprisonment is overused, 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 legal 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.



Ashley McGoldrick | Transcend

Funding Partners

CRC is grateful to the following funders who provided support during 2023/24:

- NSW Department of Communities and Justice (Corrective Services NSW)
- NSW Department of Communities and Justice (Homes NSW)
- NSW Department of Communities and Justice (Women, Family and Community Safety)
- NSW Health (Drug and Alcohol Treatment Services)
- Central and Eastern Sydney Primary Health Network
- WentWest 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
- Office of Responsible Gambling, NSW Department of Enterprise, Investment and Trade
- 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 GSHS partners in 2023/2024 are:

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

Donors

- Barwon Foundation
- Community Underwriting Agency
- Esden Family
- Fell Foundation
- Goodrichter Pty Limited
- Angela Herscovitch

One-Off Grants

- Bankstown Sports Club
- Blacktown Workers Club
- City of Sydney RSL
- Commonwealth Bank
- Randwick City Council
- Wests Ashfield

Acknowledgements

CRC would like to acknowledge the staff, volunteers, members, partners and funding bodies that have made our work possible during 2023/24.

Staff

At CRC, our staff are at the heart of what we do. At June 30, 2024, there were 71 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 15 local courts.

Students

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

Partnerships

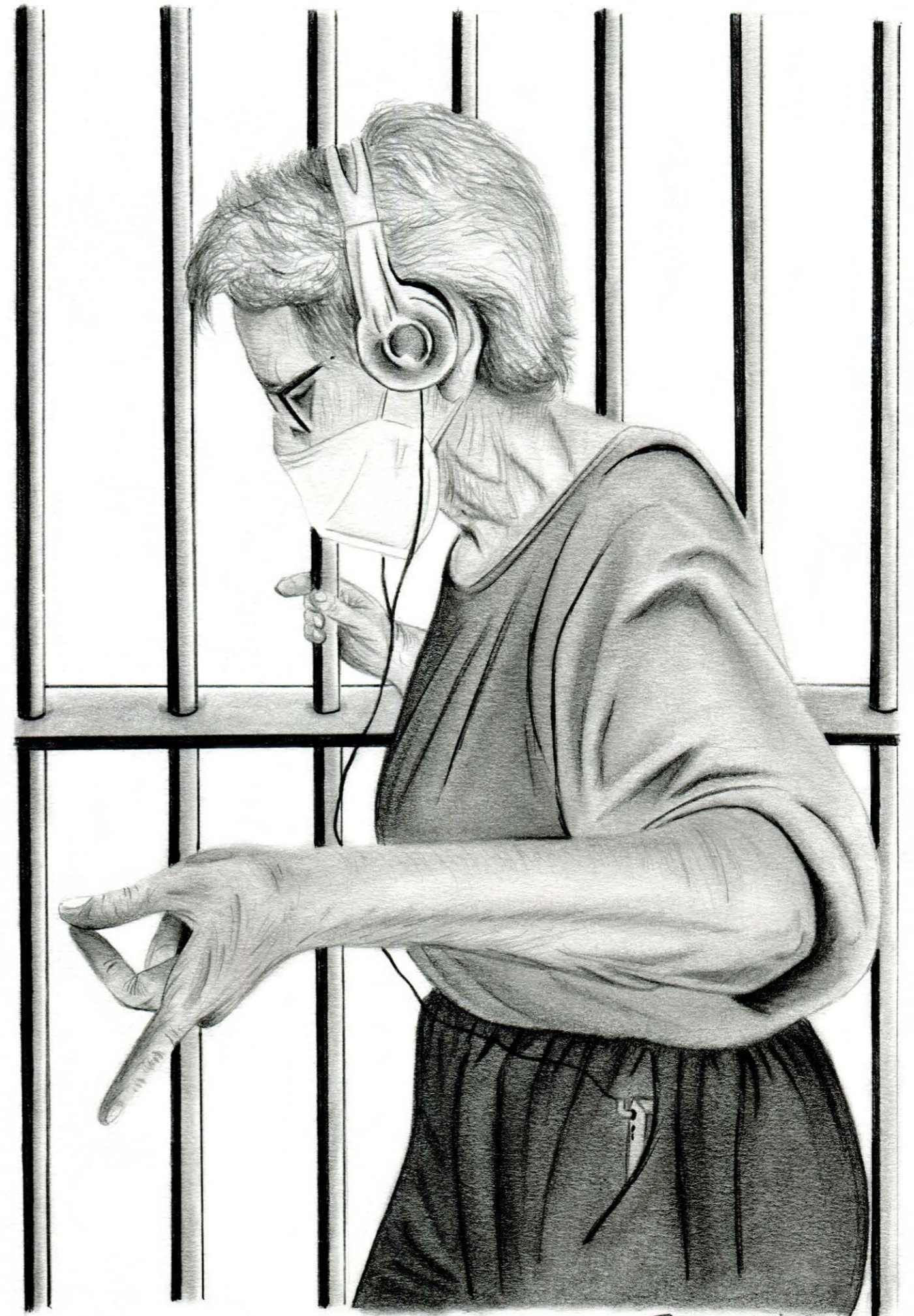
CRC has strong formal and informal partnerships with multiple stakeholders across NSW. We would like to thank all our partners for working so hard, in often difficult circumstances, to achieve better outcomes for men and women on release from prison and their families.

External Consultants

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

Condolences

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



Damien Linnane | Alice

Damien Linnane 2022

Patron's Message



A YEAR OF PROGRESS & HOPE

I am proud to be Patron of the Community Restorative Centre (CRC). It is an outstanding organisation that helps the vulnerable in times of need. But also the wider society, concerned about the rule of law; universal human rights for all; and justice.

Justice for prisoners is important in our system of law. This means justice in the manner of their trial and conviction. But also, justice in their release to rejoin society.

Two cases - Mallard and Folbigg - in which I participated judicially later demonstrated wrongful convictions of prisoners who went on to serve very long sentences in Australian prisons. The failure to support reform of judicial procedures, to provide better guarantees against unjust convictions, is something that rightly concerns judges who have the responsibility to endeavour to keep the innocent (or those not properly convicted) out of prison.

England has established a Criminal Cases Review Commission to provide better scrutiny of suspect evidence in criminal trials. This reform was proposed but rejected in South Australia. However, it has now been followed not only in England but in Scotland, Ireland, New Zealand and Canada.

The issues that chiefly concern CRC are not, at least ordinarily, issues of unreasonable and unjust convictions of prisoners. Their trial is generally accepted by society as sealing their fate. In serious cases the trial leads to sentences, including in the most serious

cases, loss of liberty and extended isolation from families, friends and society.

This is the point at which the work of CRC is normally engaged. For years CRC has been undertaking outstanding work to provide assistance and guidance to prisoners approaching the completion of their sentences of custodial punishment. CRC has helped and advised prisoners and their families in transition to restoration to the community. It has given support following discharge from prison: to help prisoners to return to their homes and loved ones; or to assist them to obtain affordable housing and accommodation. The present opportunities for employment and regular income; to deal with illness and disability; to address mental and physical handicaps; and to avoid the 'revolving door' of discharge from, and return to, incarceration and punishment all invoke the work of CRC. This annual report describes and explains the help that is provided.

In past years, in my Patron's reports, I have appealed to abandonment of political responses involving the so-called 'law and order option' that demands increasing levels of custodial punishment. Often those

appeals are not heeded and increased punishment and longer sentences of imprisonment are the outcome. However, in the year presently under report, instances of improvement have arisen that deserve our acknowledgment. The provision of further public funding for CRC. Special support for the most vulnerable. Attention to the special needs of First Nations prisoners in and after incarceration. These developments deserve to be praised.

New and expanded projects on the part of CRC deserve particular support and, in my view, praise and encouragement. Take, for example, the following projects in the past year:

The Department of Communities and Justice have committed themselves to funding two of the Miranda Project's case workers for another year. In a major development for the program, the Paul Ramsay Foundation also reconfirmed its partnership with CRC. It provides core funding for the Project, established to support women prisoners. It has promised this funding for the next five years. Additionally, the Paul Ramsay Foundation has extended funding for the Advocacy, Research and Policy Unit of CRC. This long-term commitment, by a major philanthropic trust, has ensured the sustainability of the program in a sector that has been sadly often characterised in the past by short-term contracts and a piecemeal approach to funding. The management and program staff of CRC for once can be excited by the opportunities afforded by ongoing funding to continue the expansion of the work of CRC in these endeavours.

Further good news for the Miranda Project has seen its engagement with the Judith Nielson Foundation. The Foundation has recently broadened its Australian operations to include a particular focus on women impacted by the justice system, homelessness and family or domestic violence. The Foundation has announced that they will be funding an expansion of the Miranda Project. The funding has already allowed CRC to move into a physical space, co-located with Liverpool Women's Health Centre in Sydney, to

deliver much-needed support to women from South-West Sydney in the custodial context who rely on CRC for essential humanitarian support.

In September 2024, CRC was fortunate to receive funds from a Treatment Access Expansion Grant. This was offered through NSW Health. Their grant provides funding for four years. It will allow CRC to extend the reach of the Pathways Home Youth Program. This Program supports young people (aged 10-24 years) involved with the criminal justice system. It does so where its clients need particular help in connection with addiction and harmful substance use. This grant has been used to employ an additional two youth transition workers, working alongside a clinical practitioner. They address young people's needs in relation to mental health and addictive behaviour, vital areas of need and for support.

In addition to continuing to support clients through service delivery, this year CRC has also received the final reports of a number of important program evaluations that have been completed. The Miranda Project, for example, has been subject to two recent evaluations. The first was an independent, quantitative evaluation funded by the NSW Attorney-General's Department. The second was a qualitative evaluation, conducted by the in-house Advocacy, Research and Policy Unit. Preliminary results from the quantitative evaluation undertaken during the special challenges of a serious pandemic have been encouraging, despite the pandemic severely curtailing service delivery and necessitating the shut-down of many community-based group activities.

As well, a positive association has been identified between participation in the Miranda Project and reduced incarceration when compared with a similar cohort of women who did not participate in the program. A sustained reduction in time spent in custody for Miranda clients was revealed. Likewise, there has been a large reduction in violent offending on the part of members of this cohort of prisoners. Initial findings from the qualitative evaluation report have been positive. Clients have indicated

Patron's Message

that the Miranda Project was key to reducing their reoffending and the number of custodial episodes in which they became involved.

Within its resources, the program eliminates many of the drivers of reoffending, including substance use, homelessness and loss of cultural supports. Miranda Project staff have assisted clients to adhere to the requirements of correctional orders. They also help clients engage with legal problems. Doing so also tends to reduce the number of days spent in custody. Of particular importance to clients in this regard is their relationship with children. Through advocacy and engagement with child protection services, help in improving parental skills; increasing stability in the lives of clients; and affording practical assistance to care for children, Miranda Project staff work to support their clients as mothers, family members and citizens.

A recent evaluation of another CRC project, the Reintegration Housing Support Program (RHSP), which places CRC transition workers in Homes NSW offices so as to facilitate access to accommodation for people who are exiting custody found that RHSP clients were able to achieve improved long-term housing outcomes, including access to stable, affordable public housing. Early evidence also indicates that the program can achieve long-term safety outcomes for clients, as well as improved well-being. The evaluation found that RHSP clients were significantly more likely to achieve a positive public housing outcome (32%). This was considerably better than the experience of the control group of people (13%) exiting custody who presented to a Specialist Homelessness Service (SHS) for housing support. In findings that echo the theme of this year's annual report, the evaluation found that, for CRC clients, incarceration is commonly located in the context of a lifetime of other kinds of disadvantage. Meeting basic housing, health and support needs is fundamental to supporting those in greatest need to rebuild their lives outside the prison system. It is vital to avoid the revolving door that continues to capture many of those discharged from prison. It helps some of them to start a new life.

None of these achievements are easy for CRC or our society. Good outcomes are not inevitable. Funding is essential; but often hard to procure. The Miranda Project addresses women, yet most prisoners are men, including young males. CRC needs to expand its outreach to this more difficult cohort of prisoners who could benefit from support. The many positive outcomes achieved, outlined in this report, will hopefully convince even sceptical citizens and their elected officials to afford support; encourage politicians; redirect non-performing funding; and counteract the simplistic 'law and order' demands of hostile media.

Any fair person in our community, who reflects on Australia's convict past and our recent resort to increased incarceration, will support me in expressing thanks and praise for CRC and its dedicated staff and volunteers, who want it to succeed. There is good news in this report. More than in other reports in recent years. Those who are responsible should be praised and encouraged to increase the improvements and to achieve still greater goals. Not only is this beneficial for prisoners and their families, it is also in the interests of our society as a whole. The community whom CRC serves are individuals, citizens and human beings. In the words of the *Universal Declaration of Human Rights*, they are 'born free and equal in dignity and rights'. CRC provides practical programs to convert these brave words into action and community restoration, often in unpromising circumstances.



The Hon. Michael Kirby AC CMG

Former Justice of the High Court of Australia
(1996 – 2009)
Patron of the Community Restorative Centre

Ashley | Lightning



Patron's Message



CRC has continued this year, as always, to pursue its goal of 'breaking the cycle' of imprisonment by supporting those caught up in the criminal legal system to live successfully in their communities. It has done so with great success, despite the never-ending quest for the resources that are needed to achieve its aims. This brief comment focuses on the failures of the criminal legal system in regard to women and children and the need for more resources to be allocated to the provision of alternatives to prison.

Though women make up a small proportion of all those caught up in the criminal legal system, greater attention to their situation and the allocation of appropriate resources to deal with their particular needs could have a positive overall impact. The number of women held in prison in this State remains relatively low, around 800. Nevertheless, within this group the proportion of First Nations women continues to grow and now exceeds half the total number of women in prison. It has been reported that First Nations women are 25 times more likely to be incarcerated than non-First Nations women (*Closing the Gap Annual Data Compilation Report, released July 31, 2024*). This situation demands our attention. The increasing number of First Nations women in detention takes us further away from meeting the Closing the Gap targets. The lack of progress is disappointing, to say the least. Add to this that the majority of women in detention are held on remand; many will not receive custodial sentences and those that do are likely to be incarcerated for relatively short periods. Even if for a short period, the incarceration of women is likely

to have wider flow-on effects for the family and the community. It can lead to homelessness, unemployment, poor physical and mental health for the women and their children. It can increase the chances of children entering out-of-home care, and an increased risk that they will enter the criminal legal system. Recent figures show that 18 per cent of the children of people incarcerated in NSW are in out-of-home care (*KWOOP Profile of women in prison in NSW, March 2020*).

While there must be consequences for offending, there is clearly a great need to provide alternatives to prison, especially for those women who have committed minor, non-violent offences. Support for women entangled in the criminal legal system is an area where CRC continues to make a special contribution, through its Miranda Project, which helps women to live lives free from the criminal legal system, and free from domestic and family violence, by providing effective holistic support, including casework, counselling and connections with other key services.

In regard to children, the youth justice system is in great need of reform. The failure of governments to take action to raise the age of criminal responsibility from 10 to 14 is deeply regrettable. The issue has been on the agenda for a long time, but still awaits action. It ought not to be difficult to acknowledge that a different response is needed to very young people who commit offences. A recent BOCSAR study found that most 10- to 13-year-old children who appear in court are from disadvantaged backgrounds; the majority have been victims of violence, have had significant contact with the child protection system and have a parent with a history of offending. First Nations children and children living in regional and remote NSW are disproportionately affected. Three quarters of young people in detention are on remand, not yet sentenced. More than half (60%) of these are of Aboriginal and/or Torres Strait Islander background. <https://www.nsw.gov.au/legal-and-justice/youth-justice/about/statistics/custody>

Despite the success of programs such as justice reinvestment, detention continues to be a primary response to youth offending. International human-rights standards provide that the detention or imprisonment of children is to be used only as a measure of last resort, not as a primary response (International Convention on the Rights of the Child, art 37(b)). Those standards require States to provide a range of alternatives to institutional care (ICRC art 40 (4)). But, as a range of recent reports make clear, most if not all Australian jurisdictions fail to meet these standards. The National Children's Commissioner, Anne Hollands, reported recently that:

"Our communities will not be safer if we just keep punishing and locking up children who have complex needs caused by poverty, homelessness, disability, health and mental health issues, domestic, family and sexual violence, systemic racism and intergenerational trauma ... It costs over \$1 million every year to lock up a child, and most will continue

to reoffend because their basic needs are not being met." [Aug. 20, 'Help way earlier!': How Australia can transform child justice to improve safety and wellbeing].

CRC's submission to Commissioner Hollands rightly pointed out that despite many reports focusing on youth justice over the years, governments have routinely failed to act on the recommendations in any meaningful way, ensuring an ongoing cycle of disadvantage, out-of-home care and incarceration for generations of children and young people. It would be a great pity if the recommendations from the National Children's Commissioner's report went the same way.

The tabling in Federal Parliament of the Commissioner's report has been followed by a referral to the Legal and Constitutional Affairs References Committee of an Inquiry into Australia's youth justice and incarceration system [following a motion by Senator David Shoebridge and Senator Dorinda Cox]. This is particularly welcome, especially its particular focus on the over-incarceration of First Nations children and compliance with human rights. One can only hope that this Inquiry will lead to action. The time is long past when it needs to be acknowledged that for children, of whatever age, the best evidence suggests strongly that the better and most effective response to offending is to deal with the underlying causes of such offending in the community by providing support services and alternative programs.

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



After 11 years on the Community Restorative Centre's Board of Directors – including three years as Chair – it continues to be an enormous source of pride that the organisation not only delivers outstanding services and programs for people involved with the criminal legal system, but also that this practical assistance is amplified through tireless advocacy on behalf of marginalised communities on a range of issues.

In a year where homelessness has reached crisis levels and affordable housing appears beyond the reach of large sections of Australian society, advocating on behalf of our client group and criminalised people more generally around the need for safe, secure housing has become an increasingly urgent priority for CRC.

Between August – November 2023 the federal government undertook public consultations to inform the development of a National Housing and Homelessness Plan in collaboration with state and territory governments. The Plan is a 10-year strategy that will underpin future housing and homelessness policy in Australia, including strategies for how all levels of government can work together and with the private and community sector to better support people experiencing homelessness and housing insecurity. CRC's Advocacy, Research and Policy Unit (ARPU) provided a submission to the Plan outlining the challenges and barriers to securing housing facing people on release from prison.

The submission was only one of many contributed by the Unit to various government Inquiries over the past year with the aim of informing government policy around the needs of criminalised populations. ARPU also provided submissions to the National Children's Commissioner's Inquiry into Youth Justice and Child Wellbeing Reform Across Australia; the NSW Legislative Council's Inquiry into the Equity, Accessibility and Appropriate Delivery of Outpatient and Community Mental Health Care in New South Wales; the Special Commission of Inquiry into Offending by Former Corrections Officer Wayne Astill at Dillwynia Women's Correctional Centre; the Australian Law Reform Commission's Inquiry into Justice Responses to Sexual Violence; and the Department of Communities and Justice's review of the Protocol for Homeless People in Public Places Implementation Guidelines. CRC's expertise is routinely acknowledged, for example in this excerpt from the final report of the Inquiry into Youth Justice and Child Wellbeing Reform Across Australia:

"The Community Restorative Centre pointed out that reintegration is about creating identity outside the justice system and addressing systemic barriers to reintegration. It advocated for the use of community-based outreach, housing support and genuine collaboration with people with lived experience. It argued that successful throughcare approaches require understanding of the 'practical and relational kinds of support people require'."

CRC's submission and the findings of the Inquiry into Youth Justice and Child Wellbeing Reform Across Australia have a particular resonance for me due to my own background of advocacy on behalf of children and young people as a member of the NSW Youth Justice Coalition. Issues facing children and young people involved with the criminal legal system in NSW have included NSW Police's disproportionate use of the Suspect Targeting Management Plan (now discontinued) against children, young people and First Nations people, including patterns of oppressive policing that actually increase children and young people's contact with the criminal justice system; changes to bail laws that make it harder for young people aged 14-18 to be released on bail for certain offences; and the shameful fact that children in NSW can be charged and incarcerated from the age of 10, which has resulted in the Aboriginal Legal Service NSW/ACT and the Raise the Age campaign calling for all state and territory governments to raise the age of criminal responsibility to 14. This is an urgent reform that is needed in NSW and would prevent the unnecessary criminalisation of children, in the case of First Nations children, some as young as 8 years old. Instead, we should be investing in the social supports that prevent children from entering the criminal legal system in the first place.

The work undertaken by CRC's Advocacy, Research and Policy Unit forms part of wider efforts by organisations across the social sector to advocate on behalf of minoritised communities and seek to influence government policy to deliver better outcomes for the people they support.

The expertise of the sector's workforce, including that of staff with lived experience, and their ability to amplify the voices of the people they work alongside, means that they are uniquely positioned to contribute to public debate on a range of social issues. I look forward to seeing the Unit continue to harness the organisation's expertise and influence to agitate for policy and sector reform over the coming year.

On behalf of my fellow Board members, I'd like to pay tribute to CRC's amazing CEO, Alison Churchill, and the exceptional management team and staff. We celebrate the strength and resilience of CRC clients. We acknowledge our patrons, the Honourable Michael Kirby AC CMG and the Honourable Elizabeth Evatt AC. And as Chair, I thank our committed Board of Directors. This year we welcomed new Board members Ryan Dempsey and Nick Croker; we look forward to working with them and benefitting from their insights and experience.

Peta MacGillivray

Peta MacGillivray
CRC Board Chair

CEO's Report



"Prisoners and their problems do not fall from the sky. They come from families, they live in neighbourhoods and they belong to communities."
 – Tony Vinson (2000, in an obituary for parole officer Frank Hayes)

The above quote is from an obituary written more than two decades ago, and yet the sentiment it expresses remains foundational to the work of CRC and many organisations like ours. It encapsulates the interconnectedness of individuals, families and communities impacted by the criminal legal system to their social and economic environments, and the broader social context in which they live.

A recent article by Professor Eileen Baldry and Associate Professor Ruth McCausland (McCausland, R. and Baldry, E. (2023) "Who does Australia Lock Up? The Social Determinants of Justice", *International Journal for Crime, Justice and Social Democracy*, 12(3), pp. 37-53) outlined the social factors that increase the likelihood of someone coming into contact with the criminal legal system, that is, the social determinants of justice. Structural racism, problematic alcohol and drug use, homelessness and unsupported mental health and cognitive impairment were amongst the key drivers of incarceration. The intersection of multiple issues further increased an individual's likelihood of being incarcerated and reincarcerated. Despite decades of evidence supporting the need to address systemic inequalities, stigma and discrimination within society, our justice and social systems continue to pathologise and place blame solely on individuals, resulting in the allocation of services based on a dichotomy that identifies people as either

'victims or offenders', 'deserving or undeserving'. We know that this binary lens ignores the lived experience of incarcerated people. People in prison have frequently resisted (or responded to) disadvantage and violence with the tools they have available; this includes committing crimes to survive and using substances to relieve physical and emotional pain, trauma and other difficult circumstances.

While the public's perception may be that incarceration itself is sufficient punishment and that further punitive practices during an individual's sentence are not required or do not occur, the reality is quite different. Dehumanising processes routinely used during imprisonment include: having one's name replaced by a number, monotony, continuous noise, lack of privacy, strip searches, limited contact with family, friends and culture, lockdowns that reduce time out of cells to a few hours a day and an absence of any meaningful activities. In combination, these practices constitute a form of psychological warfare and

frequently cause the individual to feel unsafe, resulting in hypervigilance and other negative psychological symptoms.

For formerly incarcerated people, punishment does not end on the day of release. For the majority, punishment is perpetual, often impacting the rest of an individual's life. One of the biggest predictors of going to prison is having been there before. Not – as many people believe – because incarcerated people learn more ways of committing crime ('how to be better criminals'), but because life post-release is even harder for people than life prior to incarceration. The old adage 'you do the crime, you do the time' is far from the reality for formerly incarcerated people. Instead, there is a serial depletion of assets and an increase in service exclusion resulting from every period of incarceration. For organisations like ours, it is essential that we remain steadfast in our commitment to working collaboratively with people to address the multiple issues and exclusions they face if we are serious about creating meaningful and long-lasting change.

Our frontline workers, managers and volunteers – with the help of our back-office staff – provide an internationally recognised best-practice model of support, creating genuine pathways that enable clients to move away from the criminal legal system. Our model empowers people to make changes within their sphere of influence whilst recognising that many choices are vastly reduced due to their history of incarceration. I am proud to work with a team of people who remain hopeful, focused and positive while delivering life-changing, impactful programs. Over the past year, CRC has supported more than **970** people via a range of transitional and specialist programs. Our Telephone Information and Referral Service has supported an additional **1700** people.

The Advocacy, Research and Policy Unit (ARPU) is responsible for all evaluation and research activities at CRC. The Unit draws on both the lived experience of criminalised people and the expertise of our

frontline staff to identify strategies aimed at shifting the government's focus from individual offending to addressing the failures within our service systems that drive people towards contact with the criminal legal system. Whilst ARPU staff continue their involvement in external conversations and campaigns advocating for increased funding for social housing, legal support, domestic and family violence and AOD services, and improved physical and mental health systems, in recent months we have also looked strategically at effective ways to broaden our focus. After decades of experience in the sector, we know that 'more' does not necessarily equal 'increased access' for our client group. It is quite possible, indeed quite likely, that without significant shifts in government funding and service systems – particularly the removal of discriminatory policies and practices – criminalised people will continue to be locked out of any expansion of services and infrastructure. If we are to move towards a place where we are less reliant on expensive and ineffective models of punishment, then we need to advocate for a more just and equitable service sector and society. Over the coming year we intend to finetune our strategy, looking at ways to address the inequality of access that has resulted in the continued under-servicing of our client group and ensure that measures to reduce disparity are integrated into service systems.

I would like to acknowledge all of CRC's staff, who remind me of the power of the human spirit on a daily basis. As CEO, I am proud to work alongside every single one of you. I would also like to thank our Board of Management for providing the leadership, guidance and strategic oversight that supports us to deliver essential services to individuals, families and communities and advocate for change to the systems that negatively impact them.

Alison Churchill
 Chief Executive Officer



Ashley McGoldrick | *Transform*



Colin Burke | *A Thought For the Unseen*

The background is a solid orange color. A white, wavy, irregular line runs diagonally from the bottom left towards the top right, creating a sense of movement or a horizon line.

**Advocacy,
Research and
Policy Unit**

Advocacy, Research and Policy Unit

ARPU provides the foundation for rigorous evidence-based practice that guides CRC’s work from service delivery to systemic advocacy.

ARPU was formed in 2014 and was formally funded in September 2021 by the Paul Ramsay Foundation (PRF), which has provided the opportunity to strategically build and grow the unit into the future.

ARPU exists to achieve better outcomes for people impacted by the criminal legal 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 agitating for broader policy and sector reform. The work we carry out is wide and varied and aims to be responsive to 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.

“There’s stuff that I’ve sat there and said to [case workers] that I’ve never felt comfortable talking about in my life. And I don’t know if it’s them or it’s the training they have done, but there’s something that just, you don’t get that, you just don’t get that. And you’re not treated like a number, you’re treated like a person, which makes a big fucking difference.”
– Kelly, Client

Generating Evidence on the Impact of CRC’s Programs

A number of research and evaluation activities have been successfully completed in the past 12 months, from the finalisation of a major qualitative evaluation of the Miranda Project (detailed below) to overseeing a number of other program evaluations that were being conducted by external researchers, including the Miranda Quantitative

Evaluation (Soulab), Evaluation of 12 Innovative DFV Programs - including the Miranda Project (Gendered Violence Research Network UNSW) and the Reintegration Housing Support Program (RHSP) Evaluation (ARTD).

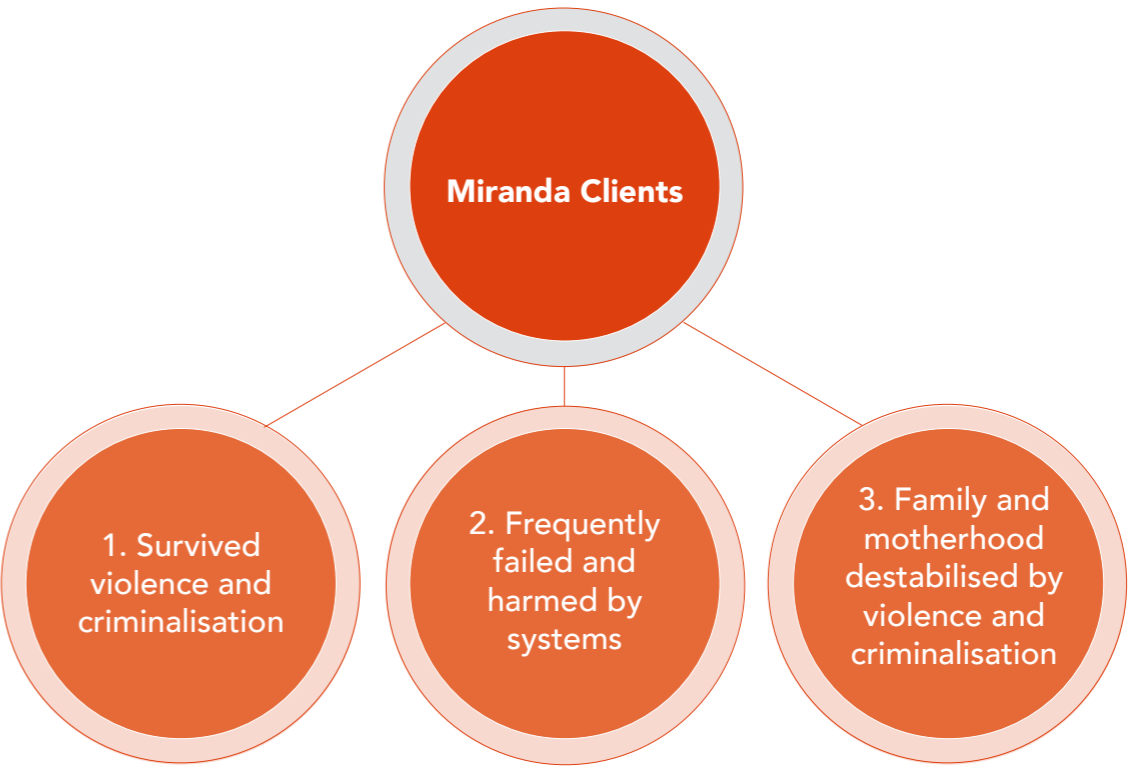
‘From Harm To Healing: The Role of The Miranda Project in Supporting Women at the Intersection of Violence and Criminalisation’. ARPU recently completed the qualitative evaluation of the Miranda Project. The evaluation is the result of almost two years of work by the unit and involved 17 in-depth interviews with Miranda clients and eight interviews with Miranda staff, as well as a comprehensive literature review. The evaluation aimed to understand “How effectively does the Miranda Project work to reduce women’s contact with the criminal justice system and support them to live safely in the community?”.

The evaluation found that the Miranda Project is working extremely well to support women at the intersection of criminalisation and violence due to a number of core features of the program, including its holistic, client-centred and flexible approach to support; the Miranda Hub and ‘drop-in’ services; highly skilled, emotionally intelligent, empathetic staff; specialisation in working with women who have experienced violence; working sensitively with clients who have complex family relationships; and offering a culturally safe service for First Nations clients.

“It’s [the Miranda project] just give me the chance, the opportunity with baby... If it wasn’t for that, I’d probably be still in the same hole I was. If I didn’t get the chance with baby, I don’t think I’d have changed”
– CRC Client

Key Thematic Findings: Nine Key Themes

The first three themes centre the client’s story:



The following six themes unpack how the Miranda Project supports clients:

1.

Program design enhances engagement and positive outcomes
2.

Clients assisted with addressing multiple practical needs
3.

Staff skills and relational approach
4.

Specialist skills for working with women who experience violence
5.

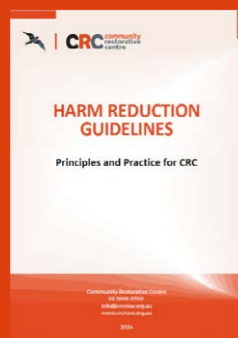
Works sensitively with families
6.

Importance of enhancing cultural safety for clients and staff

Advocacy, Research and Policy Unit

Translating Research Into Action

Following ARPU's attendance at the Harm



Reduction International (HRI) Conference in 2023, ARPU collaborated with the AOD Transition Program to develop the **'Harm Reduction Guidelines: Principles and Practice for CRC'**. Harm reduction is a non-abstinence based approach to working with people who use drugs that

aims to reduce any potential harms associated with their use. Harm reduction is rooted in social justice and public health principles, built on the belief in, and respect for, the rights of people who use drugs. There is no one universal harm reduction strategy, as an important aspect of harm reduction is to understand and situate drug use in specific social, cultural and political contexts so it can be as relevant and responsive to specific groups of people. The guidelines draw on Australian and international literature and good practice to outline how harm reduction principles can be applied in a practical setting when working with CRC clients and, more broadly, people who are impacted by the criminal legal system (CLS). The guidelines are available on the CRC website, and all frontline CRC staff have been trained in how to apply the harm reduction principles in their client work.

Influencing Policy for Systems Change

ARPU's advocacy work is varied and targeted to make the most difference for CRC's clients and other people impacted by the criminal legal system. This work includes writing submissions and letters, engaging in stakeholder engagement and consultation activities to influence policies, strategies and broader systems change. Some activities in the past 12 months include submissions to the Australian Law Reform Commission Inquiry into Justice Responses to Sexual Violence, the NSW Legislative Council for Inquiry into the Equity, Accessibility and Appropriate Delivery of Outpatient and Community Mental Health Care in NSW, the Department of Social Services on developing the National Housing and Homelessness Plan, the NSW Government Special Commission of Inquiry into offending by former corrections officer Wayne Astill at Dillwynia Women's Correctional Centre, and the Human Rights Commission, Justice and Child Wellbeing Reform Across Australia. Notably, CRC's submission to the Human Rights Commission was referenced in their landmark report "'Help way earlier!' How Australia can transform child justice to improve safety and wellbeing".

Another notable outcome was ARPU's direct input into the NSW Government's 'Protocol for Homeless People in Public Places Implementation Guidelines'. Specifically, Appendix M – Supporting people exiting justice or correctional settings. The Protocol is part of the Government's response to homelessness and

aims to assist and guide government, non-government organisations and private businesses to interact and engage with people experiencing homelessness so they are treated with respect and dignity and do not face discrimination. The Protocol also encourages government and non-government organisations to provide a response or deliver support to people experiencing homelessness if they need or request it.

Another key achievement for ARPU has been the development of the Advocacy Registry, an online form that collects information from CRC staff about any advocacy-related issues they come across in their work. The registry assists ARPU, and CRC more broadly, to understand key advocacy issues, identify priorities and advocate on them in a variety of contexts. Information submitted by staff into the registry is used to inform all of the unit's advocacy work.

Amplifying the Work of CRC

ARPU is involved in working closely with other CRC program managers to promote the work of CRC and advocate around issues impacting our clients through presentations at various conferences, events and workshops. Notable presentations in the year 23/24 included a webinar for the Community Mental Health Drug and Alcohol Research Network (CMHDARN) on "Example of Excellence – Showcasing the Community Restorative Centre"; a presentation about the issue of homelessness amongst people exiting prison and the RHSP program, which was presented with RHSP manager Regina Brady at the Homelessness NSW Conference and at the AHURI Australian Homelessness Conference; a presentation about CRC's work to the NLA Prisoner's Forum; a presentation at NADA DV Workshop (with the Miranda Project); and preparation of a (successful) application to the Australian Crime and Violence Prevention Awards on behalf of the AOD team. Lucy Phelan attended the award ceremony along with David Chivers and Chris Sheppard.

Strengthening Collaboration and Partnerships

ARPU has been building relationships with internal and external stakeholders invested in the work of CRC through developing partnerships and participating in working groups. Some recent activities include partnering with the University of Sydney on a student case study related to the challenges of people exiting prison; partnering with UNSW Law & Justice to support Criminology student placements; participating in a video for UNSW Law & Justice about career pathways, and promoting the work of CRC; engaging with the UNSW Drug Policy Modelling Unit on a research project related to the development of AOD KPI outcomes; participating in NADA's Research Capacity Building Project Advisory Group meetings; participating in the NSW Health AOD VBHC Working Group; as well as being listed as investigators on a number of upcoming academic research projects.

What is Harm Reduction?

- ...is a way of working with people who use substances in a way that reduces potential harm.
- ...is a non-abstinence-based approach; it focuses on respecting the rights of people who use drugs.
- ...grass roots movement that comes from social justice and public health principles.

There is no single harm reduction strategy, as what is best practice will change in different situations and when working with different people.

Why housing makes a difference

"Stability – it's the main thing. It's the only thing that has stopped me from using and going back. Having a house is the main thing you need." – CRC Client

CRC: Service Delivery Overview

CRC has been quietly providing life-changing support and advocating for systemic change in criminal legal policy and practice for more than 70 years, developing and implementing holistic, evidence-based service models and leading the sector in its research, policy advice and advocacy.

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

In response, CRC restores hope and dignity, building pathways beyond the criminal legal 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 and incarceration.
- Building the evidence base for best practice in the community sector and systemic responses to incarceration.

Services

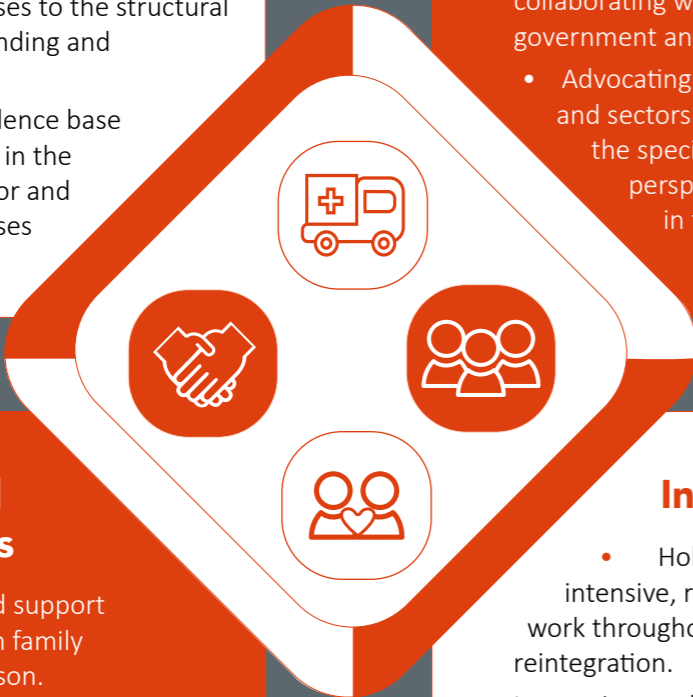
- Ensuring clients can access housing, AOD, disability, health and other critical services by collaborating with relevant government and key stakeholders.
- Advocating for other services and sectors to consider the specific needs and perspectives of people in the criminal legal system.

Families and Communities

- Information and support for families with family members in prison.
- Focused on the intergenerational impacts of incarceration.
- Tailored model of support for women in the criminal legal system.
- Working with over-incarcerated communities.

Individuals

- Holistic, long-term, intensive, relational case work throughout the process of reintegration.
- Innovative models of diversion.
- Ensuring the voices of people with lived experience of the criminal legal system are heard and inform CRC's approach.



CRC's Approach

All CRC programs reflect principles for best practice in community-based reintegration programs for people with the intersection of multiple needs:

Reintegration framed outside of the lens of rehabilitation

‘Fixing’ people is not at the centre of the conversation but rather focusing on the creation of an identity outside of the criminal legal system.

Service delivery incorporating systemic advocacy

Service delivery includes a strong advocacy component that addresses structural barriers for individuals, such as access to housing, employment, education, health and legal services.

Pre-release engagement

Meeting and working with people prior to release to build the casework relationship and planning for re-entry.

Holistic, relational and long-term casework models

Long-term support is provided for people with long histories of disadvantage, trauma and ‘referral fatigue’ in order to build engagement, trust and navigate service systems.

Community-based outreach

Service delivery operates outside of the criminal legal system and in the communities in which people are living.

Housing First approaches

Providing a solid base from which people can try and make the changes required to stay out of prison.

Genuine collaboration and work with people with lived experience of incarceration

At all levels of program delivery.



Malcolm Morton | *Brown black blue on red*

CRC Project Overview

In 2023/24 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, art and music programs, cultural engagement and the provision of information and support to the communities with high rates of incarceration.

All CRC programs seek to build pathways outside of the criminal legal system, support people who are adversely impacted by the 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 legal system 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 legal system.

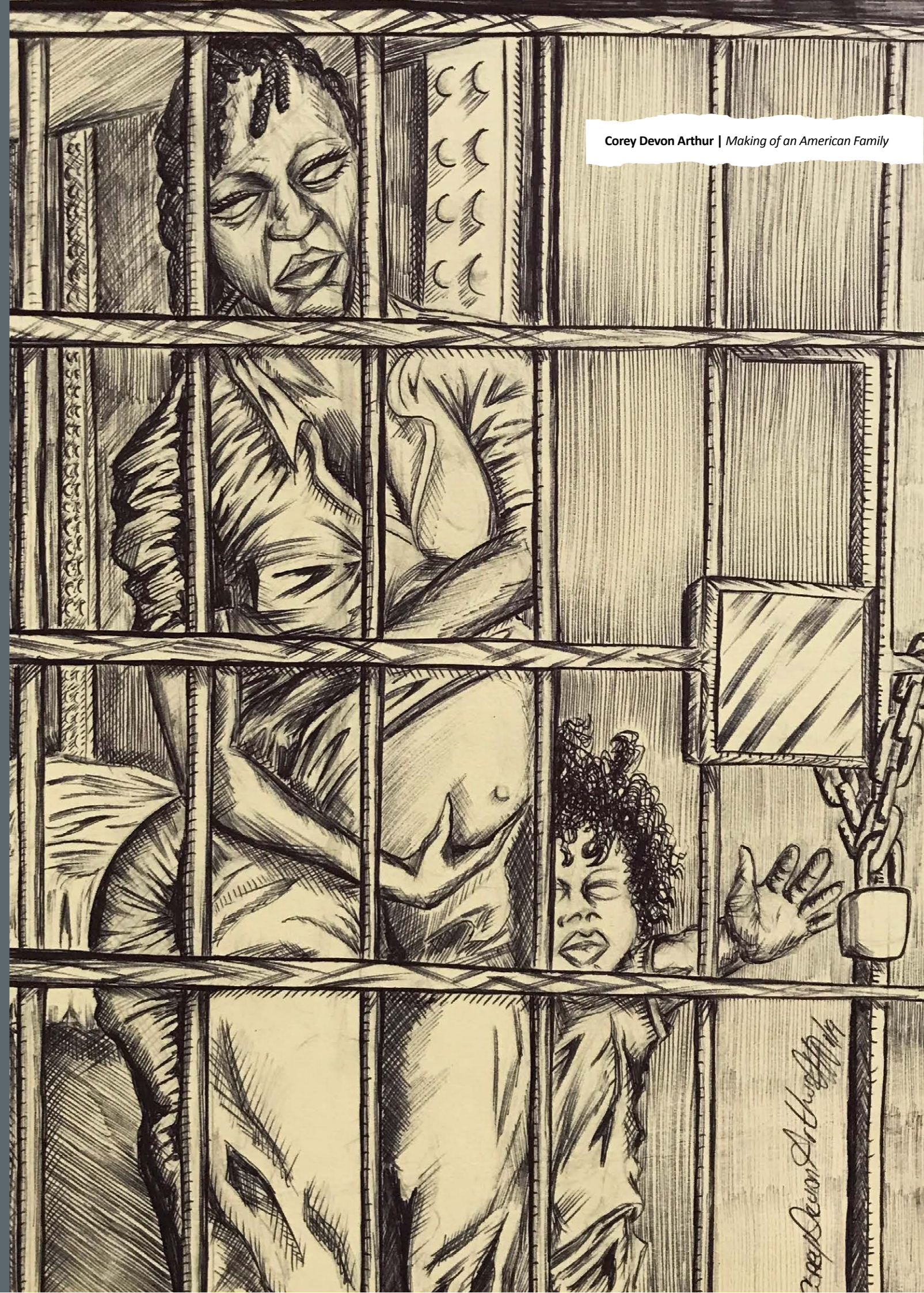
What makes a difference?

"After serving a lot of time in jail and sharing everything, including your room and bathroom, with other inmates, sharing accommodation in the outside world is not only reminiscent of incarceration but it has its own challenges. We are indoctrinated by some sets of rules from jail time which 'normal' members of society who haven't been in jail mostly aren't unaware of and that, by itself, creates a lot of friction and undesired clashes, which could lead us back behind bars.

Personally, having my own place gives me a space that is mine, I can relax and unwind in there without anybody disturbing me. Plus, it is very important for my self-esteem when I have my own place in case I want to invite a friend home or start a relationship with the opposite sex. It gives me a sense of belonging to a place that I can call home and I can design it to my liking."

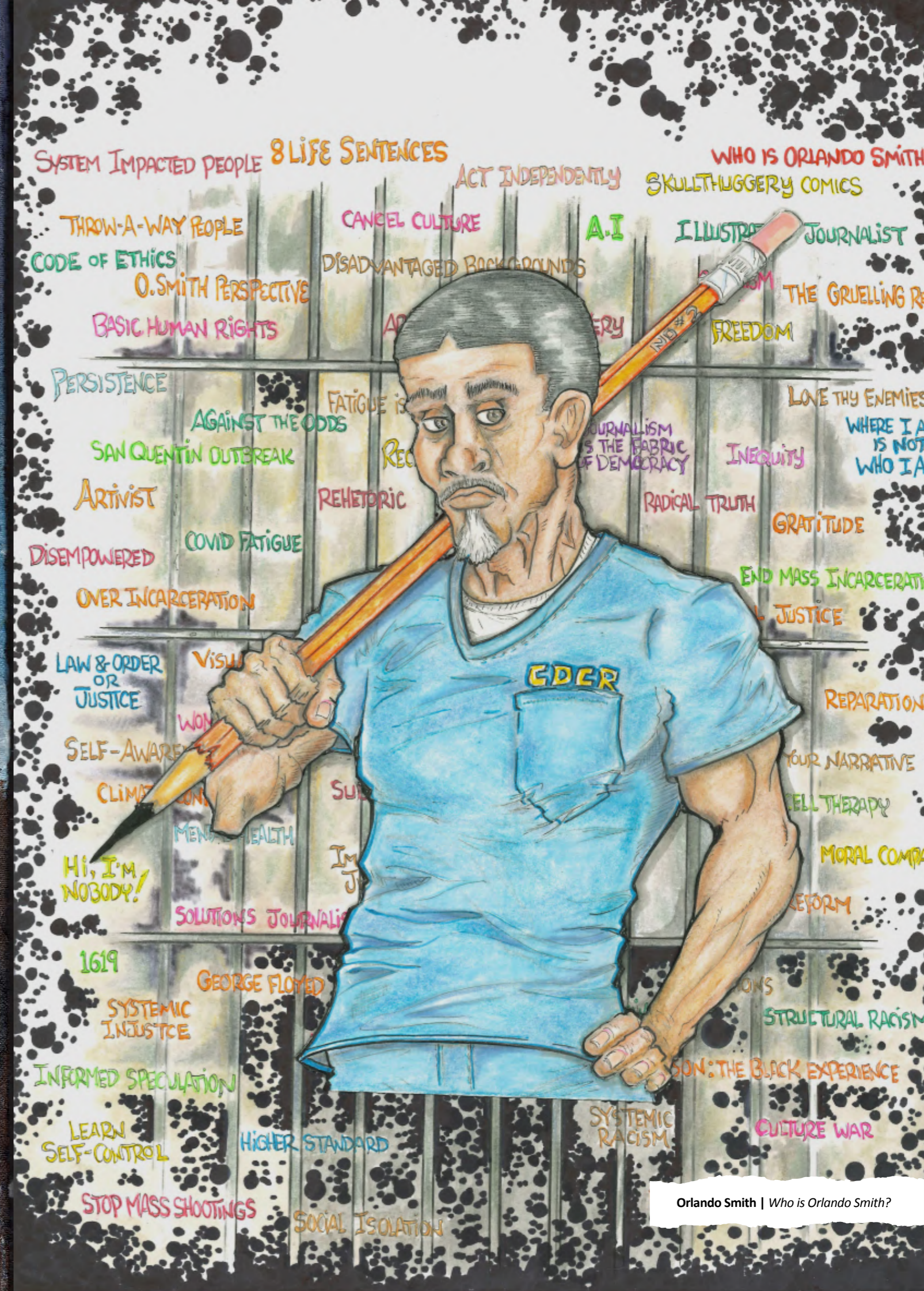
— CRC Client

Corey Devon Arthur | *Making of an American Family*





James Mutugi | The Escape



Orlando Smith | Who is Orlando Smith?



**Community
Programs**

Telephone Information And Referral Service (TIRS)

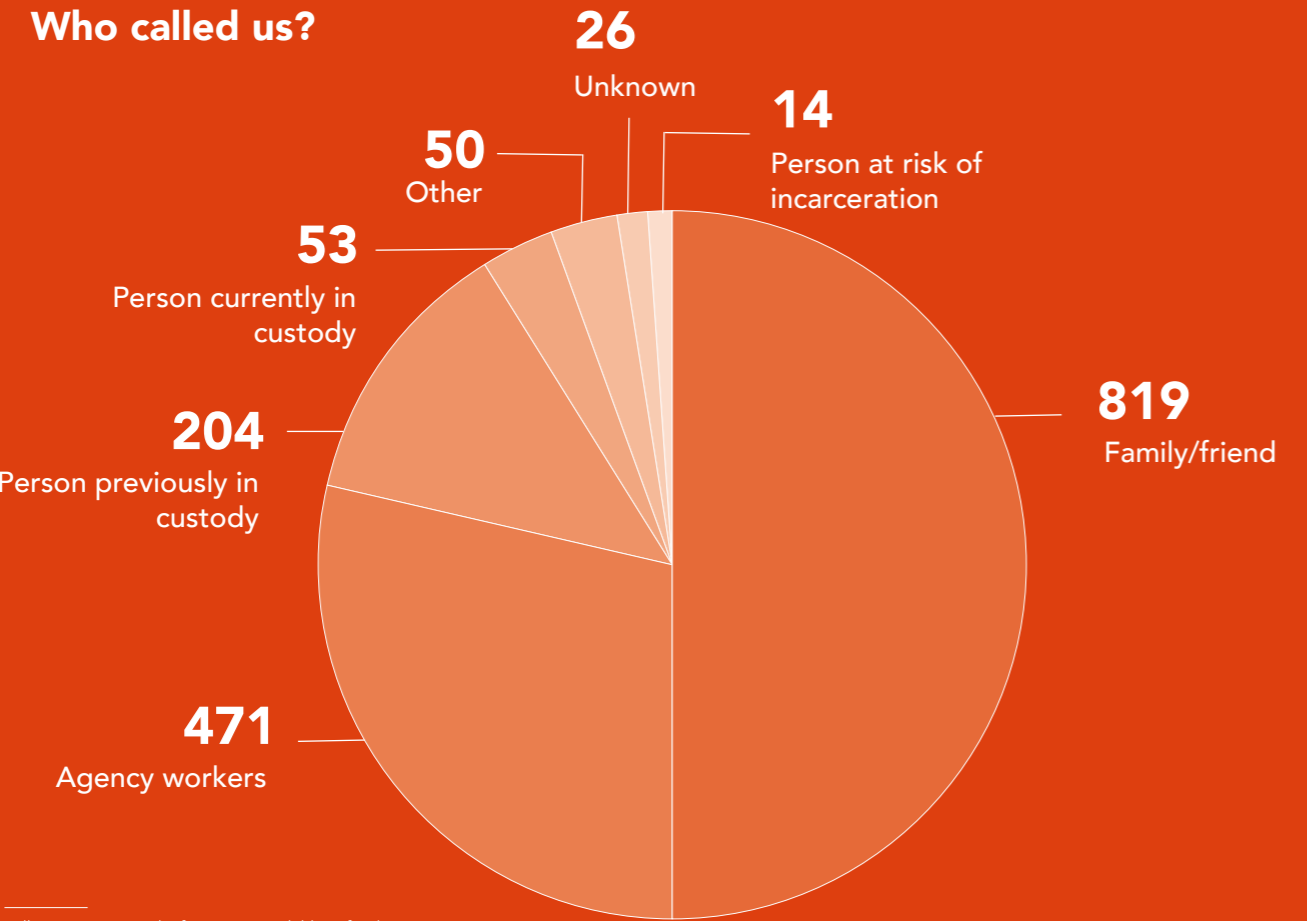
CRC provides a free telephone information and referral service for anyone affected by the criminal legal system, including people in prison and on release, families, friends and service providers. This is provided to address the practical and emotional difficulties faced by those affected by the criminal legal system.

TIRS Worker Peggy Gothe returned to her previous casework position in CRC’s Penrith/Lower Blue Mountains program in May, with Chris Sheppard, Isabel Samaha and Tamra Smith expanding their work at CRC and sharing the TIRS role.

As in previous years, TIRS received more contacts than in the previous year, with 1637 calls, emails and letters arriving throughout the year covering a wide variety of questions and issues. As

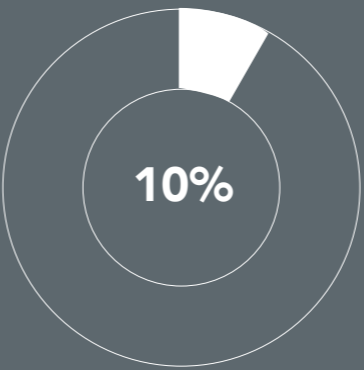
always, post-release accommodation was the most common issue raised with 227 requests for this, reflecting the ongoing lack of affordable and suitable housing available to those leaving prison. Other frequent calls were about accessing residential AOD rehabilitation, particularly for the purpose of bail, as well as many other enquiries about AOD treatment, post-release casework support and requests for CRC speakers or training.

Who called us?

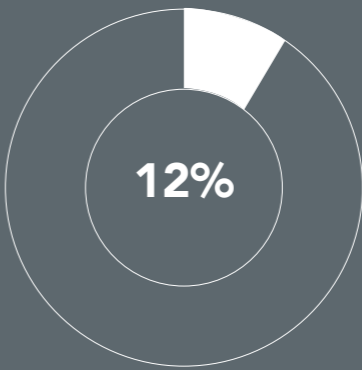


Full project statistical information available in funding reports

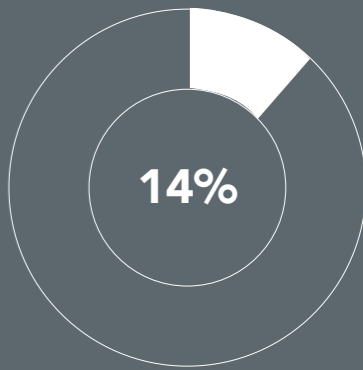
Total Number of Callers:
1637



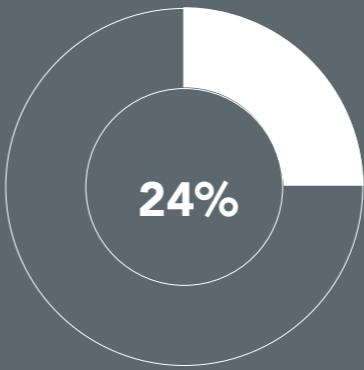
First Nations



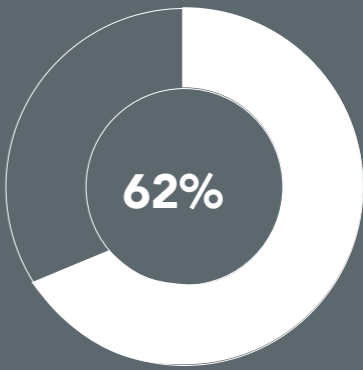
CALD Backgrounds



Identify as Non-Binary or Unknown



Identify as Male



Identify as Female

The KPI of 240 family callers was far exceeded as always, this being the largest group of callers.

Professional Feedback

"Thank you to both you and your colleague at Miranda for all your assistance and support, I really appreciate it. You have both gone above and beyond in providing me with some suggestions of support! I am following up with the below service suggestions so hopefully can find the right service fit and support for this client." – **Clinical Psychologist**

Contact Coordination and Support Service

Keeping in touch with someone in prison can be costly, both financially and emotionally.

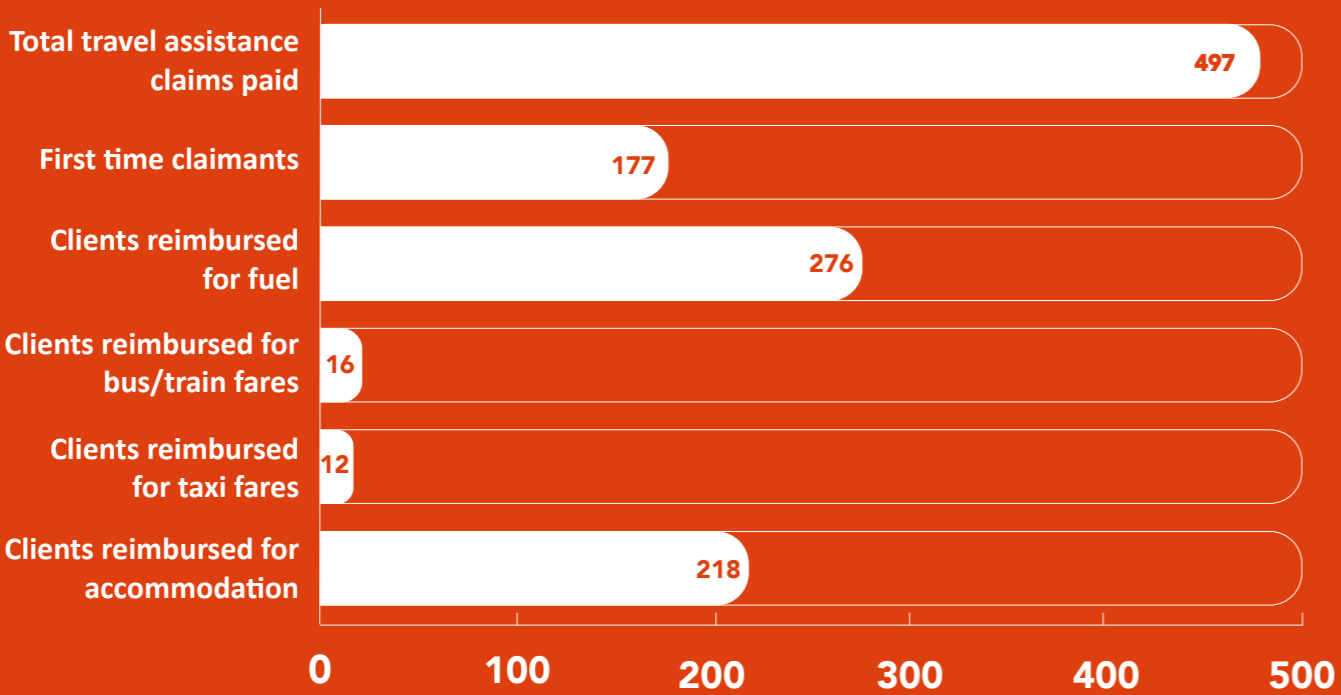
CRC is able to provide some limited financial assistance with costs for travel and accommodation to people on a low income, such as Centrelink, or people who are experiencing financial hardship and who are travelling significant distances to visit a family member or kinship relative in a NSW prison.

Applications for travel assistance have almost reached pre-pandemic levels since face-to-face family visits to correctional centres have returned to near-normal. The funding agreement KPI is to support 240 family clients to visit their relative in custody per year. The KPI was far exceeded as in

previous years. The figures below pertain to each main claimant and each claim can include between one and six family members who visit.

CRC is pleased to report that we successfully tendered for the CCSS contract until June 2027. We believe we are the best organisation to administer this program as it facilitates contact with other services for families, including the TIRS and Family Casework programs.

Financial Year Total



Full project statistical information available in funding reports



Family Casework Service

The Family Casework Service is funded by the Office of Responsible Gambling, NSW Department of Enterprise, Investment and Trade.

The Family Casework Program provides:

- 1. Support and case management for families impacted by the criminal legal system, with a focus on supporting families with a relative in custody and people newly released from custody.
- 2. Gambling education and awareness.
- 3. Cross referral to Gamble Aware Central Sydney and additional regions across NSW.
- 4. Crisis assistance for families.

The Family Casework program was sad to say goodbye to Family Worker Susan Hawkeswood and wished her a long and happy retirement in late February. Reylene Galloway took over the role in March 2024. Reylene has a social work background with experience in family reunification programs, young people and people with disability.

The Family Casework program continued to be a well-used service this year and remains the only dedicated casework service in NSW for adult family members of people in custody. Support needs often vary over time for clients and include counselling, referral to other services, advocacy, casework and participation in online family support forums, co-facilitated by volunteer family therapist Seak Manor.

Brokerage from a Clubs Grant and funds allocated from the Office of Responsible Gambling allow for the provision of Coles and fuel vouchers, which have been distributed to several clients experiencing financial hardship. Reylene also provides psychoeducation for clients around financial stability.

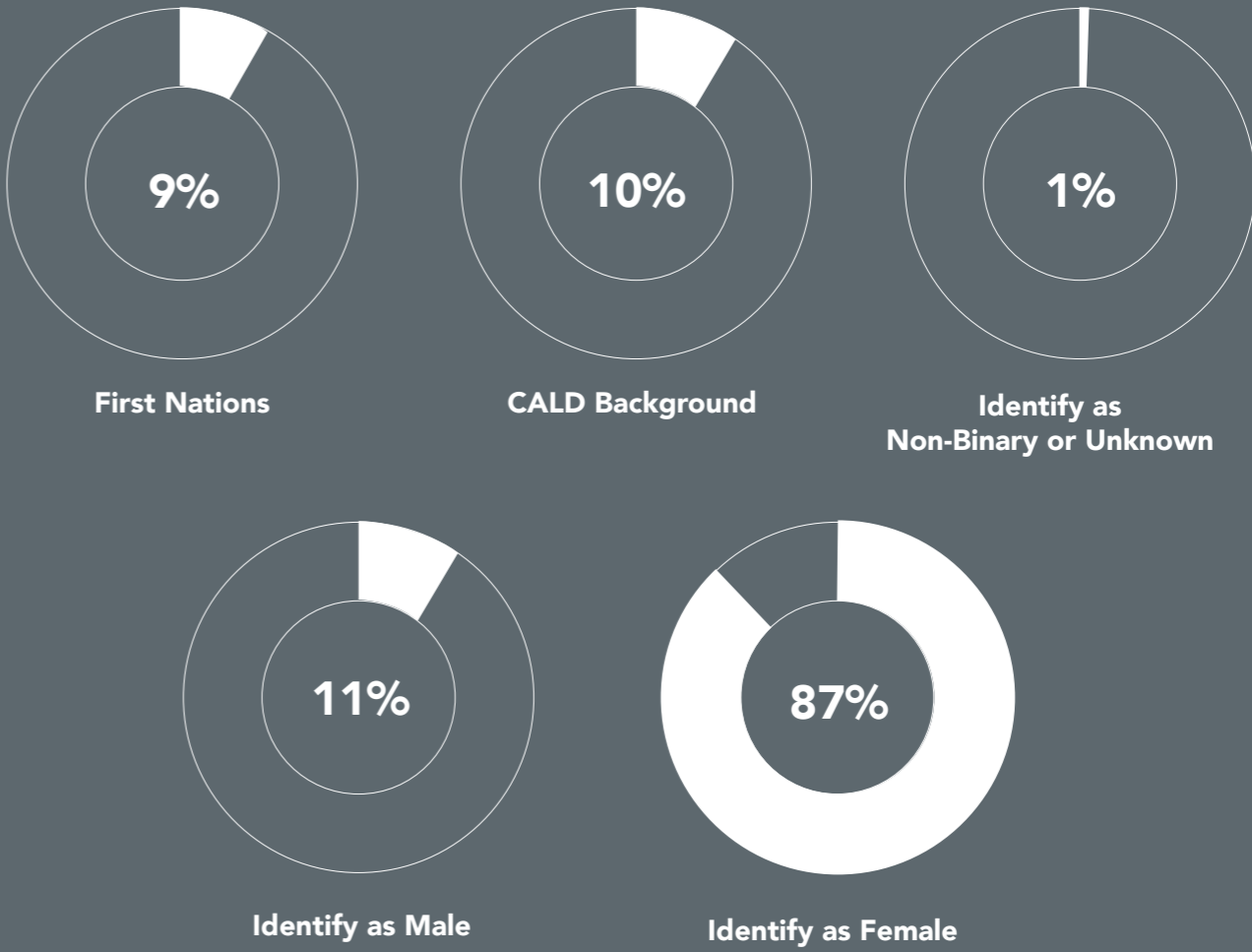
Ongoing engagement with local services continued with regular online and in-person interagency meetings for family-focused and multicultural organisations in the Canterbury-Bankstown LGA. Various professional development workshops were run in the Canterbury-Bankstown LGA and the Family Worker continues to promote free training for local family-focused agencies.

Why housing makes a difference

"Stability, if you don't have a home to go to then you fall into the same trap, bunk up with your crew, and start offending again. Older crims find the vulnerable and know if they wave 2k in our face we're going to take it to survive. Guaranteed if I didn't have a home to go to I would have reoffended just to survive." – CRC Client

Full project statistical information available in funding reports

Total Number of Cases:
229



Why housing makes a difference

"[Housing means] that we don't have to worry about where we will be sleeping next, that we don't worry about storing food and clothing." – CRC Client

Court Support Scheme

The program places around 50 volunteers across 15 participating Local Courts in NSW to assist court users with information, referrals and support on list days. Court users include defendants, victims and their families and friends.

This program has been operating for 25 years and is currently funded by NSW Legal Aid as part of the Community Legal Centre Program (CLCP). Funding has been extended until June 2025.

The current KPIs were set for the first time in 2020 with the commencement of the current funding agreement under the National Legal Assistance Program (NLAP) administered by Legal Aid’s Community Legal Centres Program Unit (CLCPU).

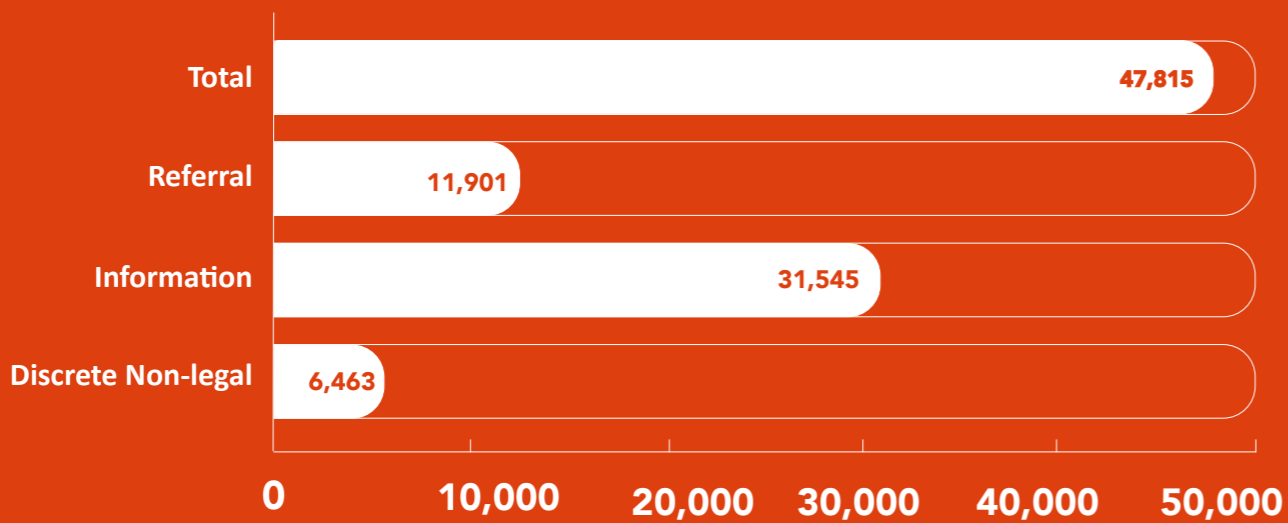
In the previous 20 years of the Court Support Scheme (CSS) our annual KPIs fluctuated between 18,000 and 61,000 with an average of about 43,000. In the year prior to the commencement of the current KPIs we reported 18,844 instances of support. The current total KPI target is 67,000 annually, which is a target that the CSS had never previously reached and were not provided additional resources to achieve.

This year our volunteers achieved 47,815 instances of support. While it is 71% of the target KPIs set by the CLCPU, it is 11% above the Scheme’s annual average.

In March the coordinator met with the Legal Aid CLCPU team to discuss the KPIs. Legal Aid recognised the Scheme’s efforts to meet the targets, including volunteer recruitment and training. It was agreed that the current breakdown of the KPIs and methods of reporting do not accurately reflect how the Scheme operates or the immense value it brings to the local courts.

In June we collaborated with the CLCPU to draft an alternative template for reporting our deliverables to better capture our activities and impact, while still operating under the required Data Standards set by the NLAP. The 2023-24 report due to Legal Aid in September will

Types of Assistance



Full project statistical information available in funding reports

capture the volunteers’ activities under the usual categories of ‘information’, ‘referral’ and ‘non-legal discrete’, and will also capture the activities of the coordinator, training and recruitment and stakeholder engagement.

The coordinator has begun a review of the Scheme involving all volunteers and stakeholders. The review seeks to establish what we’re doing well, how we can better serve the courts and court users, and what we can do to better engage and support our volunteers. A number of court visits have already been made that have included productive meetings with registrars and registry managers, volunteers and other service providers. We have been receiving excellent feedback from the courts, who are very grateful for the volunteers.

It is anticipated that the review will establish a number of measures for the improvement of the CSS and help to prepare for our next funding application, which will be due in 2025.

Activities

- A Christmas lunch was held for volunteers in Sydney.
- National Volunteer Week was celebrated by sending a thank you card and gift to each volunteer.

Case Study

D was assisted by the CSS volunteers at the Downing Centre in May. D is homeless and stays around the CBD area. He was unsure of why he had received a summons notice and hadn’t been able to prepare for his court appearance. The volunteer spent some time with D explaining the contents of his Court Appearance Notice and what he could expect to happen while at court that day. D said that he didn’t think he would be able to get any help because he was intoxicated, and the duty lawyers had turned him away earlier that morning. The volunteer was able to persuade D to come with them to the Legal Aid desk, where they gently advocated for him to receive the support he needed. He was represented by a Legal Aid duty lawyer that morning. While D was waiting to be called by the lawyer he sat with the volunteer and talked about the immense emotional and physical distress he was experiencing. The volunteer provided a list of services that he might want to approach for some support. D was very grateful for the volunteer’s support and felt that he was now much better prepared for his court appearance and resolved to seek help from some other services the next day. The volunteer’s assistance may very well have helped D to avoid prison due to being registered as not having appeared at court and his bail revoked.

Why housing makes a difference

“It provides you with a greater feeling of choice, control and stability and a sense of normalcy”.

– CRC Client

Jailbreak Health Project

The Jailbreak Health Project aims to increase knowledge of HIV, STIs and Hepatitis-C prevention and management among people in prison and post-release, their families and support networks. This is achieved by developing and broadcasting weekly half to one-hour Jailbreak radio programs with HIV, Hepatitis-C and sexual health-related content via community radio.

The Jailbreak Health Project is pleased to have secured a further three years of funding until June 2027 from NSW Health.

Listener access to Jailbreak in custody has traditionally been possible if they had access to a radio and if the correctional centre was within the frequency range of a community radio station. Significant progress was made this year towards achieving access via a digital link within the CSNSW inmate tablets, with the potential to transform the project's capacity to reach approximately 10,000 listeners in custody. CRC's IT Team has supported the project negotiations, working on various copyright, content and technological security issues with a dedicated team of copyright, licensing, website technicians and key correctional and community radio station stakeholders. Jailbreak has developed a purpose-built digital play platform providing 'play on demand' content that meets CSNSW security criteria. Given the podcast is a

more intimate medium, certain topics and language were identified as having potential for harm for some vulnerable listeners. This has had minimal impact so far, with CSNSW acknowledging the therapeutic value of Jailbreak content in harm minimising health promotion but also around broader issues such as culture, addiction and getting through time.

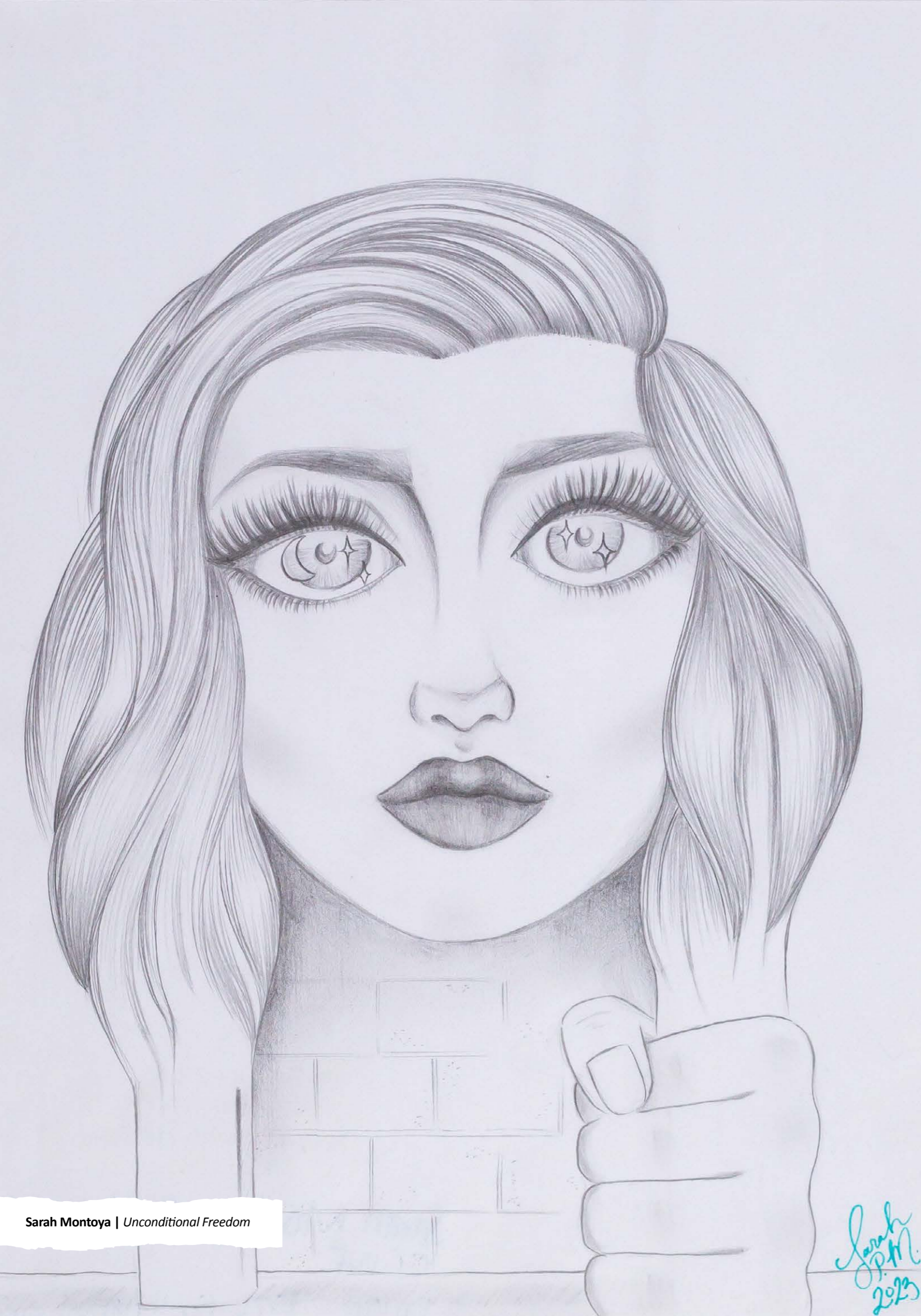
This year, most KPIs were either met or exceeded regarding program numbers and peer-based health messages around blood-borne viruses included in each program. These harm-reduction health messages were developed alongside agencies including Justice Health and the NSW Users and AIDS Association.

Episodes of Jailbreak can be heard on the 2SER website here: <https://2ser.com/jailbreak/>

Why housing makes a difference

"[When I have housing] I feel secure and I have something to lose. Most of the time, I haven't got nothing to lose so I keep doing the wrong thing." – CRC Client





Sarah
P.M.
2023



NATO



Transition and Reintegration Programs

Alcohol and Other Drugs Transitional Support

Sydney

CRC’s AOD project is informed by the principle of harm reduction.

This project works to break down discriminatory barriers and the social and internalised stigma experienced by criminalised populations with experiences of substance dependency. Our work acknowledges the ways substance dependency is driven by systemic and structural factors, including racism, poverty and institutional and interpersonal trauma and harm. Our work with clients resists carceral strategies that are based on practices of

punishment and exclusion, working with clients ‘where they are at’ to support them holistically in an outreach setting. The Transitional AOD Project is funded by Central and Eastern Sydney Primary Health Network, Western Sydney Primary Health Network, Federal Health (through the NGOTGP) and NSW Health. In 2023/24, the program provided 120 clients with intensive casework support.

Case Study

B, a 35-year-old man with long history of substance use and incarceration, has been working with our service now for more than 12 months, and he has now successfully completed parole for the first time.

Methamphetamine was the main drug of concern identified by B, but he has also used heroin regularly in the past. B is a survivor of childhood sexual abuse and family and domestic violence. His father was substance dependent and his mother left the family home. He was homeless from a young age, surviving in any way he could.

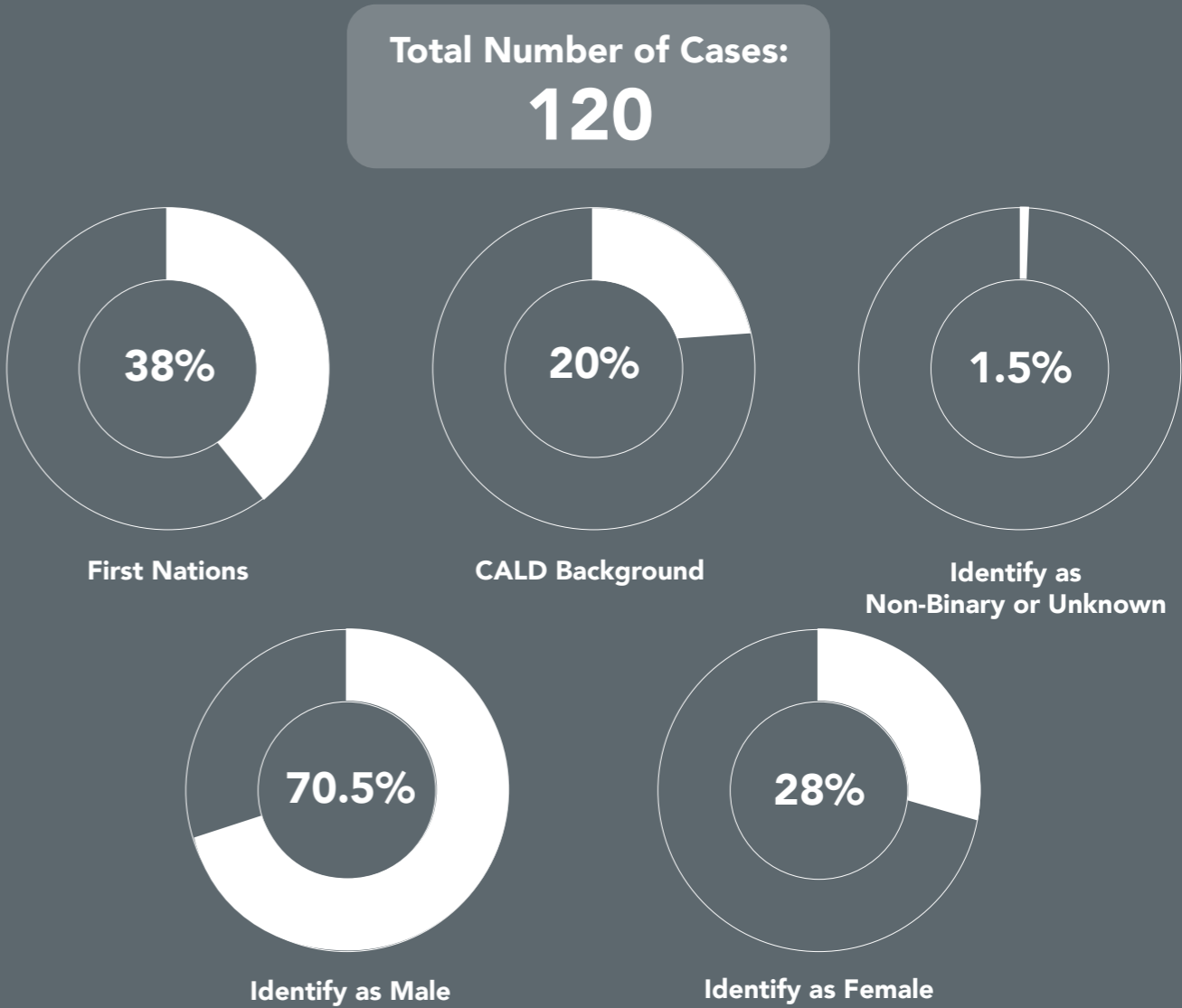
Exiting prison, B experienced loneliness and isolation. His temporary accommodation was in an area away from anyone he knew. During regular counselling sessions with B, I assisted him to identify some achievable goals linked to his desire to increase his sense of connection. Due to our flexible outreach delivery model, B was able to consistently engage with us.

After he gained employment, B requested that we continue to work together. Work reduced his sense of isolation and enabled him to access

a private rental property (two of his main goals). However, B disclosed that he was being offered drugs by colleagues at work. This was a challenging time, as B needed the money but wanted to avoid such situations. I supported B to set clear boundaries and we practised substance-refusal skills. B eventually gained new employment and has continued to implement these strategies. B is also studying, with the aim of gaining more secure and stable employment.

B has recently faced several significant challenges in relation to the health and wellbeing of family members. This happened close to the end of our treatment and B identified that he would like to continue to have our support as a ‘safety net’ longer-term, but he recognises how far he has come and is willing to exit the program after the successful completion of his parole period. He feels comforted by the fact he can self-refer again if needed, and he is aware of other treatment and support options, should he require them.

Full project statistical information available in funding reports



Why housing makes a difference

"Housing is the most important thing to have in life. If you've got stable housing, everything else can come in time. If you don't have housing you'll probably do crime and go back in jail. At least it's a bed and food - better than being on the street." – CRC Client

Women’s Transitional and Post-Release Service

Inner City Sydney

The Inner-City Women’s Transitional Service supports women who want to return to the inner city and surrounding suburbs post-release.

It is part of the Inner-City Service for Women with Complex Needs (ICSWCN) and operates in partnership with specialist services B Miles Women’s Foundation and Detour House. The project is funded by the NSW Department of Communities and Justice (DCJ) under the Specialist Homelessness Services (SHS) stream. Complex needs include, but are not limited to, being

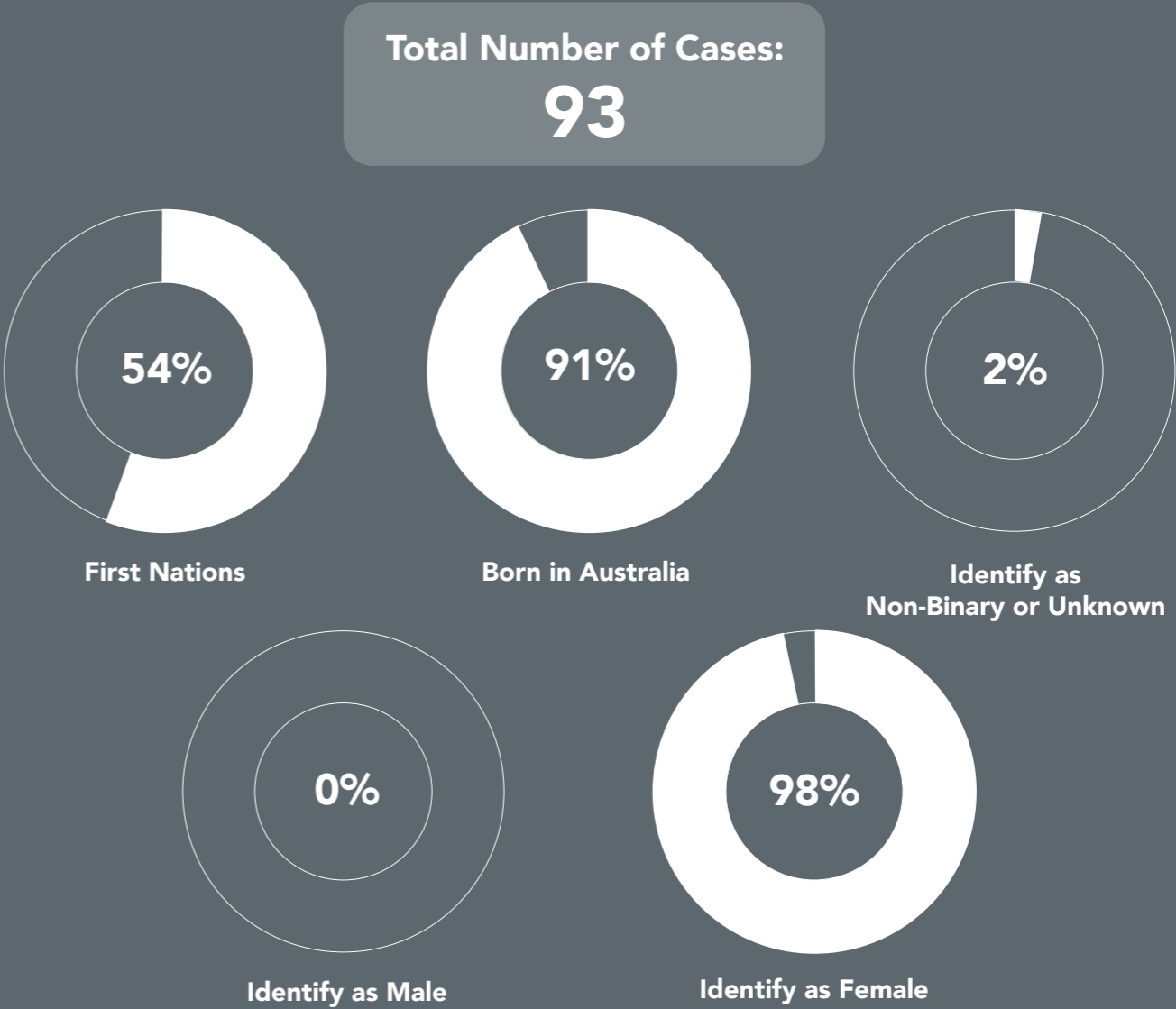
homeless/at risk of homelessness, mental-health issues, cognitive impairment, history of alcohol and other drugs dependency, loss of family connections, removal of children from their care and support for education and employment goals. In 2023/24, the program provided 93 clients with intensive casework support.

Case Study

The Women’s Transition Program continues to have access to three transitional properties that are managed by community housing provider St George Community Housing. A client occupying one of the properties successfully completed the program and obtained long-term social housing, leaving the property vacant for another woman to benefit from the housing stability it provides. B was engaged in case management and planning prior to her release from prison and had no housing options available to her on release. Her history of ongoing domestic violence had led to her experiencing homelessness and losing care of her two children prior to her incarceration. B was supported to access Temporary Accommodation on her release and was overwhelmed by the processes and requirements of Homes NSW. Despite this, she was proactive in searching for any housing options within the private rental market. The only housing options that B could afford were boarding houses, which are

environments that are often unsafe for vulnerable women. Fortunately, B was quickly assessed as suitable for nomination for the vacant transitional property. Within two weeks of her release, B’s nomination was successful and she was able to move into the property. B has been able to utilise the housing stability provided through transitional housing to begin her journey back into employment, resume regular contact with her children and engage in trauma counselling. She expressed that “I would have lived in that boarding house, because I had no other options - but it wasn’t great. I feel like I can breathe and now I feel like there is hope.”

Full project statistical information available in funding reports



Why housing makes a difference

“Stability is a major reason – without stability nothing falls into place. Once I have a home I can have my children home, be a family again, have routine. I could go on and on” – CRC Client

Transitional and Post-Release Service

Nepean/Blue Mountains

The Nepean/Blue Mountains Transition Program works with people on release from prison who are homeless or at risk of homelessness who are looking to live in the Nepean, Penrith or Blue Mountains region.

Transition workers offer pre-release support and planning, and short, medium and long-term intensive holistic case management (including assistance with housing). Referrals can be made through any NSW correctional centre, as well as services or individuals in the community.

This project operates in partnership with Link Wentworth Community Housing and is funded through NSW Department of Communities and Justice, Specialist Homelessness Services stream. In 2023/24, the program provided 85 clients with intensive casework support.

Case Study

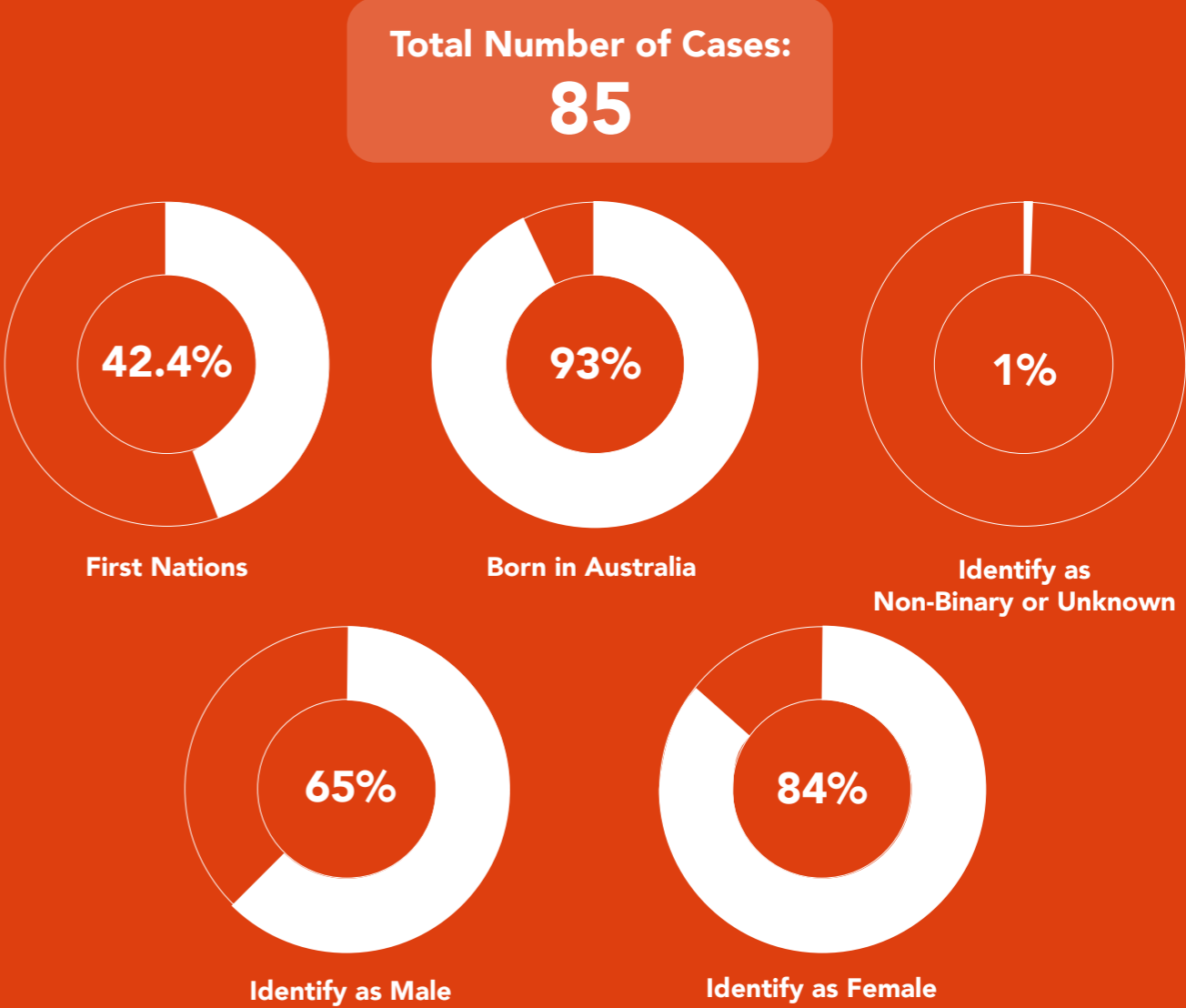
T commenced in the program in early February 2023. T was still in custody, with three months remaining on her sentence at this time. CRC was able to do extensive pre-release work, visiting T fortnightly, enabling the staff member to build a good connection and trust with her through this period. Working on T's goals and focusing on her release, we were able to come up with a really solid plan over the three months of pre-release support.

Upon release, T's first goal was to secure employment. This was achieved within five days, while T was living in Temporary Accommodation (TA), and to her credit she successfully managed this while also sustaining her employment. After a few weeks, T was nominated for one of CRC's Link Wentworth transition properties. T was supported to move into the property, acquire various items and food support hampers. She was also provided with ongoing emotional and moral support.

Her case worker alerted T to an employment opportunity with a large national organisation. After an application and interview, T was successful in securing full-time employment with the organisation.

T had a few challenges living in a shared property at the transition house and decided to move out to her cousin's house. Shortly after, her case worker assisted T to find and apply for rental properties. In mid-December 2023, T was approved for her own private rental and moved into her new home with the support of her CRC worker.

Her case worker still works with T, seeing her once a week at her place of employment to provide support for the challenges she still faces. More recently, T has had a positive outcome in relation to her youngest child, who recently moved in with her.



What makes a difference

"Thank you so much for your time yesterday. Your knowledge about different programs and assistance in explaining how each works was very helpful. Especially at this time of uncertainty as we navigate our way through how best to support my son. Thank you for forwarding the application and the list of rehab services. From my perspective, I would also like to say thank you for your gentle and reassuring manner... this truly helps ease the stress for me as I find my way through, what effectively is, a very sad situation for my son and our family"

– CRC Client (Mother of a man in custody)

Transitional Boarding House Support

Inner Western Sydney

The Boarding House Service (BHOS) and CRC work with people on release from prison who are homeless or at risk of homelessness, who are looking to live in a boarding house in the Inner West area of Sydney.

The CRC transitional worker offers pre-release support and planning, and short, medium and long-term post-release intensive, holistic case management. CRC/BHOS work in partnership with the Newtown Neighbourhood Centre’s BHOS as a

whole. This project is funded by the Department of Communities & Justice, Specialist Homelessness Services (SHS) stream. In 2023/24, the program supported 24 clients.

Case Study

PJ is a 60-year-old First Nations man who was released with a lengthy parole period after a six-year sentence. PJ was released into TA after he was unable to attend the Community Offender Support Program centre at the last minute. This change of accommodation meant PJ was released a day later.

On his release, we experienced many barriers with banks, Centrelink and Service NSW. We had to attend housing every 2-3 days to extend PJ’s TA as he wasn’t getting approved for any of the boarding house rooms he applied for. As PJ

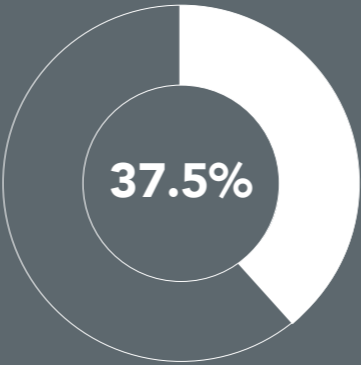
was approaching 28 days of TA used without a boarding house room available he received a call from Housing stating they had a property offer for him. We didn’t even know he had been approved for priority housing. We viewed the studio unit in an over-55s complex and even though it was small, PJ knew he could make it a home. PJ has been in the property for four months now and is actively looking for work. He faces a few barriers when it comes to parole and restrictions around finding employment but he continues to get extra qualifications and knows he will find a job that ticks all the requirements soon.

Why housing makes a difference

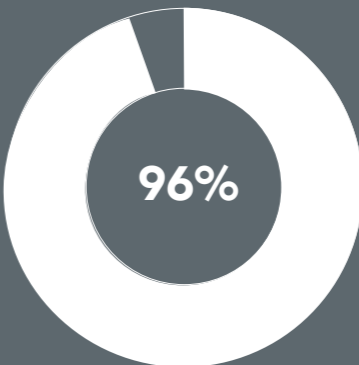
“[Housing gives me] safety, security, personal space to find yourself and live a happy life.”

– CRC Client

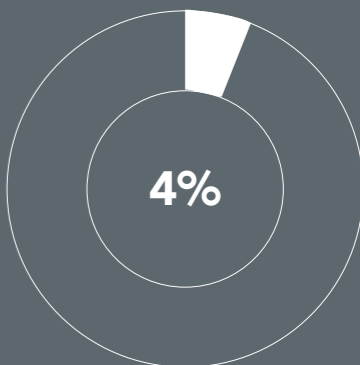
Total Number of Cases:
24



First Nations



Identify as Male



Identify as Female

Why housing makes a difference

“I am often released into homelessness and knowing I had support when I was released took some of the anxiety away. I am also appreciative of all the help with housing paperwork as TA is not easy. Thank you – I feel that I have a future that does not include jail.”

– CRC Client

Why housing makes a difference

“I just want somewhere that’s my own. I’m sick of being homeless, I’d prefer to just come back to prison. It’s too hard out there – I get confused.”

– CRC Client
(44-year-old First Nations man who has spent 23 years in custody)

Extended Reintegration Service

South Western Sydney

The Extended Reintegration Service works with all genders leaving custody who are homeless or at risk of homelessness and who have complex needs, such as an intellectual disability or mental illness, and an LSI-R of high to medium-high.

This project is a partnership with Corrective Services NSW, South-Western Sydney Area Health Service and Homes NSW. CRC transitional workers offer pre-release support and planning, and intensive holistic case management for up to nine months post-release. Referrals are made through Community Corrections only. This project is funded by the NSW Department of Communities and Justice (Corrective Services).

Clients’ willingness to engage in the ERS program is one of the key factors in supporting them to maintain their tenancies, address any health issues and meet other obligations, such as Parole conditions. Support is trauma-informed and centred around empowerment and decision-making, including some of the challenges around living skills, travel training and how to identify and access support services. In 2023/24, the ERS program provided 25 clients with intensive casework support.

Case Study

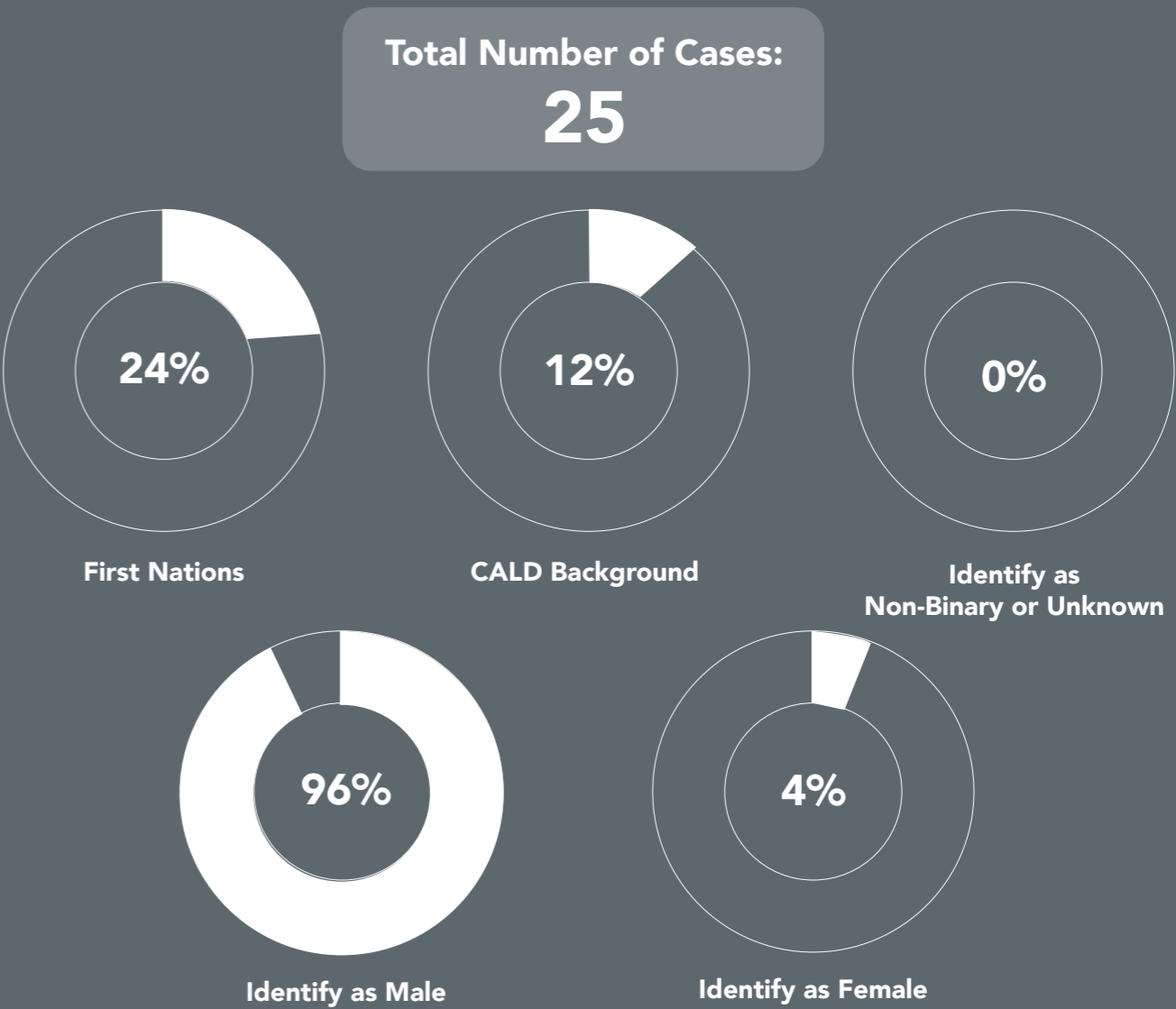
A is a 50-year-old man referred by Cessnock parole unit. A has been diagnosed with an acquired brain injury, including impaired memory and comprehension. A’s disrupted upbringing also affected his schooling, resulting in difficulties with literacy. At the time of his referral, A had served a sentence of five years.

A’s cognitive impairment presented challenges for him and his ERS worker during initial in-person and Audio Video Link meetings. Meetings needed to be longer and the information had to be adapted and repeated in order to allow A to process and retain abstract conversations related to pre-release planning. Over the three month pre-release period, A and his worker built a rapport that enabled A to express remorse for his offence and speak openly about the challenges he would face post-release. On the day of his release, A was picked up from Cessnock Correctional Centre by his ERS worker and transported to his new DCJ property. After a lifetime of moving between family, friends, partners and rough sleeping, this was A’s first tenancy of his own.

He has continued to express his disbelief and gratitude for the assistance he received from his worker.

A was assessed for NDIS-funded support while in prison, but he had not been linked to any supports in the community. His ERS worker was instrumental in securing NDIS support for A for four hours, three days a week. After a lifelong history of problematic alcohol use, A completed a six-week AOD program and a two-week detox to attempt to address his drinking. His Community Corrections officer has recognised his determination and positively supported his efforts to address his issues and remain in the community. A has developed and continues to maintain a social and emotional connection with his friends and ex-partner, providing him with a sense of belonging, but he is very grateful to have a home of his own. A attends to the adjacent nature strips and ensures that the apartment bins are emptied, which has resulted in him becoming a much-appreciated member of the local community.

Full project statistical information available in funding reports



Why housing makes a difference

"I haven't lived on my own in a long time. I was in addiction when I lived alone and it didn't go very well. I'm not sure what to think about it, but it would be a chance to start afresh instead of moving back in with family. I'd like to build my own life after treatment from addiction."

— CRC Client

Reintegration Housing Support Program

Strawberry Hills, Mt Druitt, Liverpool, Coniston, Newcastle, Dubbo

The Reintegration Housing Support Program (RHSP) connects people leaving custody who are at risk of homelessness with specialist transition workers to assist them to find suitable accommodation, as well as providing wrap-around psychosocial support.

CRC transition workers based in six Homes NSW offices – Strawberry Hills, Mt Druitt, Liverpool, Dubbo, Coniston and Newcastle – work alongside DCJ Housing staff to assist program participants to secure and sustain long-term housing post-release. While there is no specific housing stock allocated to the program, staff aim to connect clients to existing housing support products and provide wrap-around

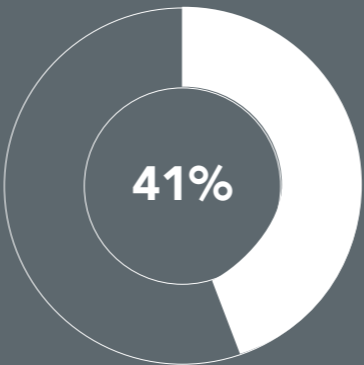
case management support for up to 12 months. Program participants must be seeking housing support in one of the six DCJ districts where the program operates to participate in the program. In 2023/24, the RHSP program provided 301 clients with casework support.

Case Study

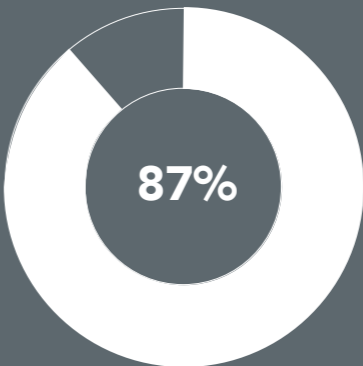
M is a 42-year-old First Nations man who has been in contact with the justice system since the age of 14. M has a long history of childhood trauma; he has never had a stable home or been able to complete parole, and he has minimal family support. M has slept rough on multiple occasions as a result of this. M has complex mental-health issues including paranoia, which limits his capacity to use technology or mobile phones. This has made it difficult for M to maintain relationships and receive supports. M also has two children who were removed from his care at a young age. M lost contact with them due to his paranoia and inability to use technology to stay in touch. On release, M was placed in temporary accommodation, where RHSP staff began working with him on the tasks required to re-establish himself in the community, including completing a housing application, applying for identification, opening a bank account with minimal ID, setting up Centrelink payments and connecting M back to culture and the First Nations community in his local area.

M has now been engaged with the RHSP for six months, during which time he has secured stable housing, accessed a GP, mental-health services and AOD counselling, as well as material aid. He is also connected with First Nations support groups and now has access visits with his children. RHSP staff were able to assist M to feel comfortable enough to start using a mobile phone, and he is now confident using his phone to contact support services and his children. With the support of RHSP staff, M was able to maintain his appointment schedule with Community Corrections, which meant that he successfully completed parole for the first time in his life. This is the longest period he has ever remained in the community since he first became involved with the criminal legal system. M is currently living in a Homes NSW property that RHSP staff assisted him to furnish into a comfortable home. M has made substantial changes in his life that are a testament to both his hard work and the support of the RHSP program and Homes NSW.

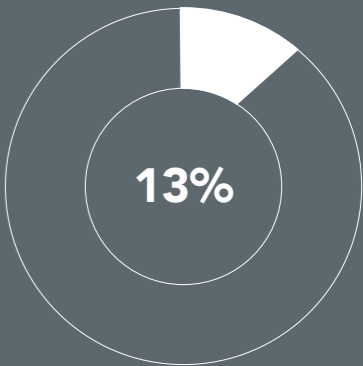
Total Number of Cases:
301



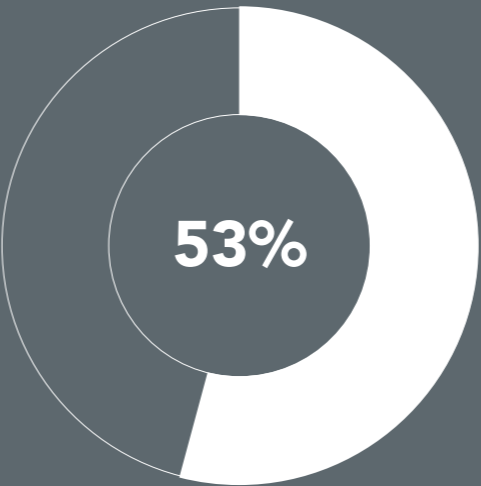
First Nations



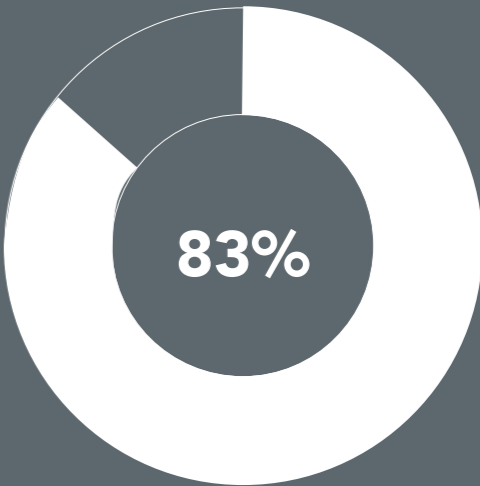
Identify as Male



Identify as Female



Percentage of clients housed long-term



Exited clients who have remained in the community

The Miranda Project

The Miranda Project provides a range of supports to women who are at risk of both ongoing criminal legal 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 legal 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, skills 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 legal system and violence. The Miranda Project is funded by the Paul Ramsay Foundation, DCJ through the department of Women, Family and Community Safety and Corrective Services NSW. In 2023/24, the program provided 93 clients with intensive casework support and 63 clients with brief support.

Case Study

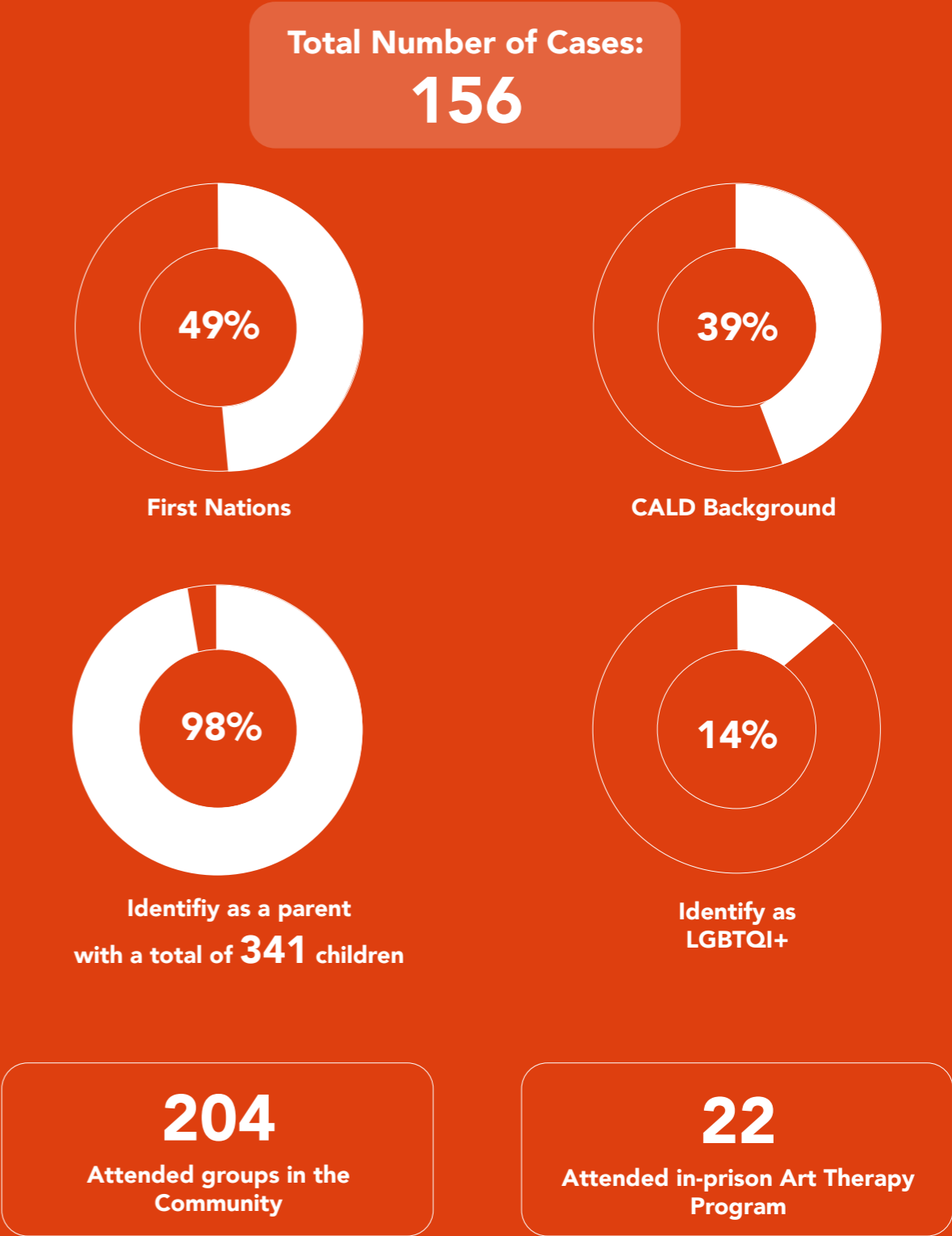
K is a 36-year-old First Nations woman who was referred to the Miranda Project for support by her parole officer. K, who was employed in office administration at the time of referral, had become involved with the criminal legal system due to substance use and domestic violence, resulting in an intensive community order (ICO). K had experienced past bouts of poor mental health and when she lost her employment her mental health deteriorated rapidly, including self-harming and attempted suicide. Miranda Project staff assisted K to access a bed in a private mental-health facility and conducted phone check-ins while she was in the facility and face-to-face visits after she left. K now has a support network that includes a psychiatrist and a psychologist that she sees regularly. The Miranda Project staff also helped K to compose a cover letter for future employment.

K continued to engage with the Miranda Project for approximately 15 months. During this time the project provided case management in the following

areas: referral to a network of therapeutic and mental-health supports, DV psychoeducation, education on self-worth and healthy relationships, mentorship, building routine and structure, referral to employment services and support to access and rebuild the relationship with her children. She was also able to successfully complete her ICO.

Intensive case management has now closed and K has been able to reduce both the current violence and the impacts in her life of violence from former partners. She has an ongoing relationship with her children and has been successful in obtaining employment as a mentor coordinator at a specialist employment program for criminalised people. She attends major meetings, including at Parliament House, and conducts groups and presentations at other services, including at Community Corrections. K has stated that this future would not have been possible without the support and guidance of the Miranda Project.

Full project statistical information available in funding reports



Pathways Home

The Pathways Home program is a long-term, holistic, intensive youth work and care-coordination project supporting young people at risk to build sustainable pathways away from the criminal legal system.

The program provides a throughcare model of support for young people aged 10 to 24 years of age exiting custody or previously incarcerated who also have a history of or current alcohol and/or drug use. Pathways Home aims to address holistically the individual, social and structural causes of incarceration, including drug and alcohol use, homelessness, social isolation, physical and

mental ill health, disability, access to education and employment opportunities, family relationships, financial hardship and histories of trauma. Pathways Home is funded by Western Sydney Primary Health Network and NSW Health. In 2023/24, the program provided 78 clients with intensive casework support.

Case Study

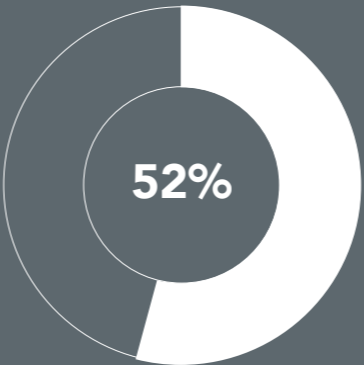
H is 17 years old, identifies as male and is from Western Sydney. He was referred to the Pathways Home program while remanded in a NSW Youth Justice centre. At the age of 14, H was kicked out of home, leading to periods of homelessness over the past three years. His home environment was marked by domestic violence, parental substance use and varying degrees of neglect, resulting in his estrangement from his family. H has had multiple custodial admissions, with his first occurring at just 14 years old. H disclosed to his case worker that he began using cannabis and alcohol while rough sleeping, and he recognises the significant impact this has had on his mental health and wellbeing. He has experienced drug-induced psychosis, resulting in several hospital admissions. Prior to his release, H received pre-release case management to help him address his goals and develop a plan for reintegration into the community. While on remand, Pathways Home also supported him in his court matters, including providing support letters and a physical presence during court appearances. H received a sentence for his matters, and he was granted supervised day leave while serving his time. Pathways Home was approved to facilitate this supervised leave, enabling H to obtain identification and other essentials prior to his release from custody, easing his transition back into

the community. H had previously expressed distrust in support services, but the provision of practical, tangible items helped build trust with his case worker and break down relational barriers.

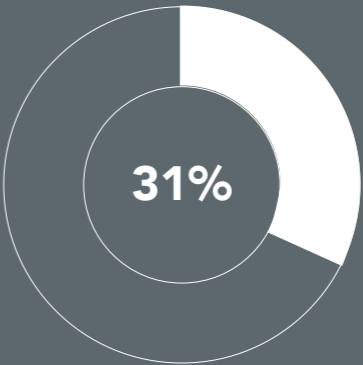
After serving eight months in custody, H was released. On the day of his release, Pathways Home ensured crisis accommodation referrals were in place. Thanks to strong advocacy and working relationships, H was successfully referred to a youth refuge, where he stayed for three months. Post-release, H has engaged in intensive case management support and has been able to stabilise in the community. He has secured employment, accessed mental health and drug and alcohol support, and has regularly engaged in pro-social activities. H has demonstrated remarkable resilience, strength and, most notably, determination in addressing the barriers that have previously hindered him. He has been able to reflect on his past choices and engage in meaningful discussions with his case worker about how his trauma and past adversities have shaped his life. The Pathways Home program has provided H with the necessary support to foster personal growth in all areas of his life, significantly contributing to his positive development and reintegration into the community.

Full project statistical information available in funding reports

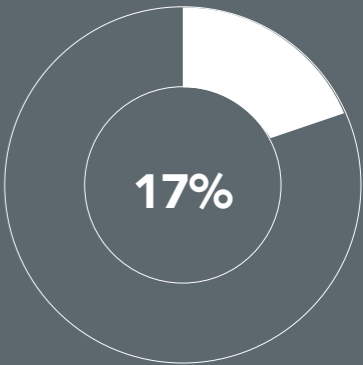
Total Number of Cases:
78



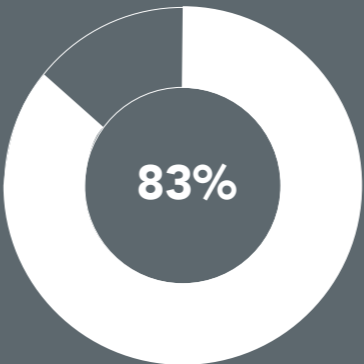
First Nations



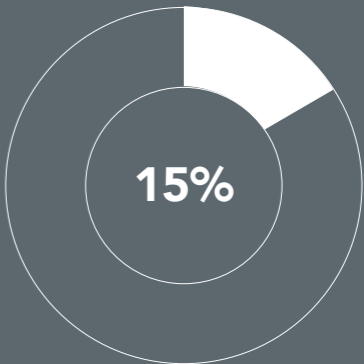
CALD Background



Identify as Parents



Identify as Male



Identify as Female

Why housing makes a difference

"I don't have to walk on eggshells. I don't have to worry if my stuff will be ransacked. I can do my TAFE in peace. I can have my own space without having to worry. It means independence."

— CRC Client

Transitional Indigenous Service

Far West NSW

The Transitional Indigenous Service (TIS) is a voluntary holistic program of intensive casework delivering a throughcare model of support for First Nations people with complex needs in the Far West of NSW.

The program aims to reduce recidivism while providing specialist support for people to reintegrate into the community. Funded by the National Indigenous Australians Agency, the program operates in the Broken Hill, Wilcannia

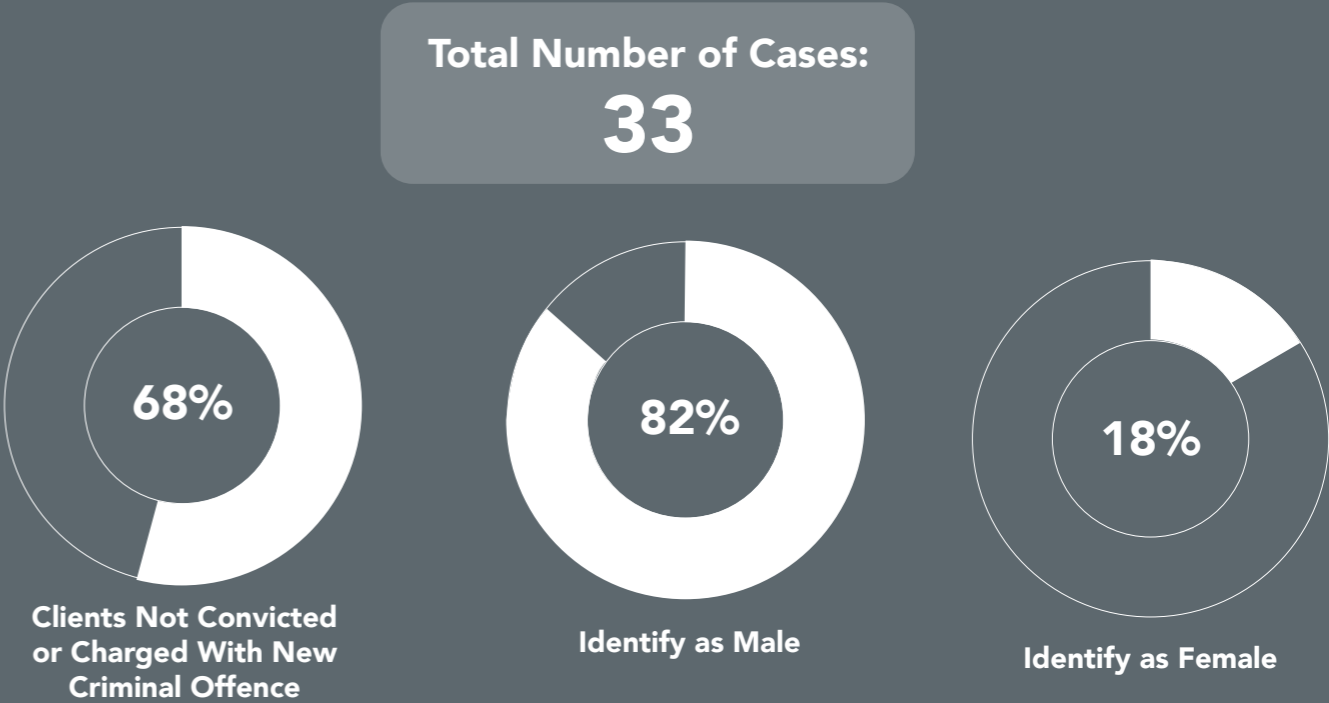
and Menindee regions. In 2023/24 the Transitional Indigenous Service provided intensive case management to 33 clients along with multiple brief supports to people in the community.

Case Study

The Transitional Indigenous Service successfully delivered a second cultural program at Broken Hill Correctional Centre (BHCC). TIS staff presented on this program in Sydney at the Reintegration Puzzle Conference, along with one of the program participants/clients. This program highlighted our strong cultural values and the importance of connection to culture, land and water beyond the walls of a prison. We strive to break down racism by educating and providing our cultural knowledge not only to clients but also to the correctional staff. BHCC has allowed us to select three of their staff to join our cultural program and provide a culturally safe space for all within

the walls of the prison.

We are now invited to attend regular meetings with staff and clients at the correctional centre to build capacity and address cultural issues by providing advice to staff and delivering culture at BHCC including NAIDOC and other culturally significant events. This is a win win for CRC as it is introducing culture to the BHCC and has given CRC access to clients, building referrals for our core work of case management.



Why housing makes a difference

"Having my own home is important to me because I want to be able to feel safe, independent and I don't want to commit any more crimes and go back to prison. Having my own property would also mean that I have my own privacy, my own space - I can be myself, I can do my own thing. I am a very proud person who takes great care in my housing and properties where I live, I have always had a well-presented home and I would love that opportunity again for a fresh start where I can feel safe and comfortable. I'm grateful for the help from CRC, especially [my case worker]. I don't think I would have got this far on my own." - CRC Client



Mark Cádiz | The Journey



Karla Perez | No Mas Feminicidios



**In-Prison
Programs**

Music and Arts Programs

The Songbirds program, coordinated by Murray Cook, facilitates songwriting and art workshops in NSW prisons. The project was inspired by successful overseas prison-arts programs such as Jail Guitar Doors (UK), Bread and Roses (US) and Vox Liminis (Scotland).

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. Over the past 12 months, the Songbirds songwriting program has held 35 workshops in six different correctional centres around the state. After many workshops and recordings, and much fine-tuning in the studio, the fourth Songbirds album was launched shortly

after the end of the financial year. It contains 21 songs written and performed by people in custody across eight different correctional centres. The album was funded through a generous grant from Randwick City Council and the album-cover artwork was purchased via the Boom Gate Gallery.

More than 30 community-based songwriting workshops were held at the Ozanam Learning Centre in Woolloomooloo, and Murray performed with the Ozanam band at the Woolloomooloo Fair, the Christmas party and at the Factory Theatre, as well as participating in a documentary. In late 2023, Songbirds was invited to co-facilitate the 'Make Music Day' event, which was funded

by Corrective Services NSW and Rolling Stone Media, and run at all correctional centres where women are incarcerated. The Ladybirds CD, which showcases much of the talent discovered at the event, is in the final stages of mixing and will be launched in the very near future, thanks to a grant from Corrective Services NSW.

Feedback from correctional staff includes: *It really makes me proud to get to work alongside such heart-filled and passionate staff as CRC. There really was such dedication at each centre by the staff, women in custody, myself and Murray to move through all the logistical challenges of working in a jail and getting the women the time and attention they deserved in the program.*

The Songbirds art program employs two artists, Carrie Fraser and Dr Jim Croke, to facilitate workshops in the Forensic Hospital, Special Programs Centre (SPC) and Aged Care Unit at Long Bay Correctional Centre (CC) and the Mum Shirl Unit at Silverwater Correctional Centre. In April, Jim was invited to facilitate workshops for First Nations clients at Long Bay, due to his reputation for running an outstanding program. While delivering any program in a correctional centre is never easy, with workshops frequently being impacted by lockdowns, our incredible teachers

continue to enable self-expression, imagination and an escape from the monotony of imprisonment through the creation of artworks. Participants have access to watercolours, oils, pencils and elements of collage, and their art is frequently used on greetings cards available for sale through the Boom Gate Gallery. The therapeutic value of art in prison cannot be underestimated, and our teachers hold a beautiful space for nurturing trust and empathic engagement.



Paper Chained Prison Magazine

Paper Chained is a journal of writing and artistic expressions from individuals affected by incarceration and 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 to incarcerated people.

Four issues of Paper Chained were released this year, with highlights including:

- A report by Damien Linnane on attending a prison reform conference in Kenya, including a visit to Kenya's largest prison
- Interviews with international prison artist James Mutugi in Kenya and Orlando Smith in California
- Art lessons on sculpture provided by a person in custody
- An interview with Phillip Player, editor of InLimbo and Rogues, prison publications at Long Bay from 1985 until 1990
- Interview with Bobby Bostic in Missouri, who was sentenced to 241 years in prison at the age of 16 in Missouri
- Article on visiting San Pedro prison in Bolivia
- A report on the Convict and Lived Experience Criminology Symposium by regular writer Dwayne Antojado

A highly successful large-scale international prison art exhibition was held at Boom Gate gallery in May 2024. NSW Governor the Honourable Margaret Beazley opened the exhibition, which featured 108 artworks from more than 25 prisons in eight different countries. The exhibition, the first of its kind in Australia, significantly raised the profile of Paper Chained, which received media coverage on ABC Radio Sydney, ABC Radio National's The Art

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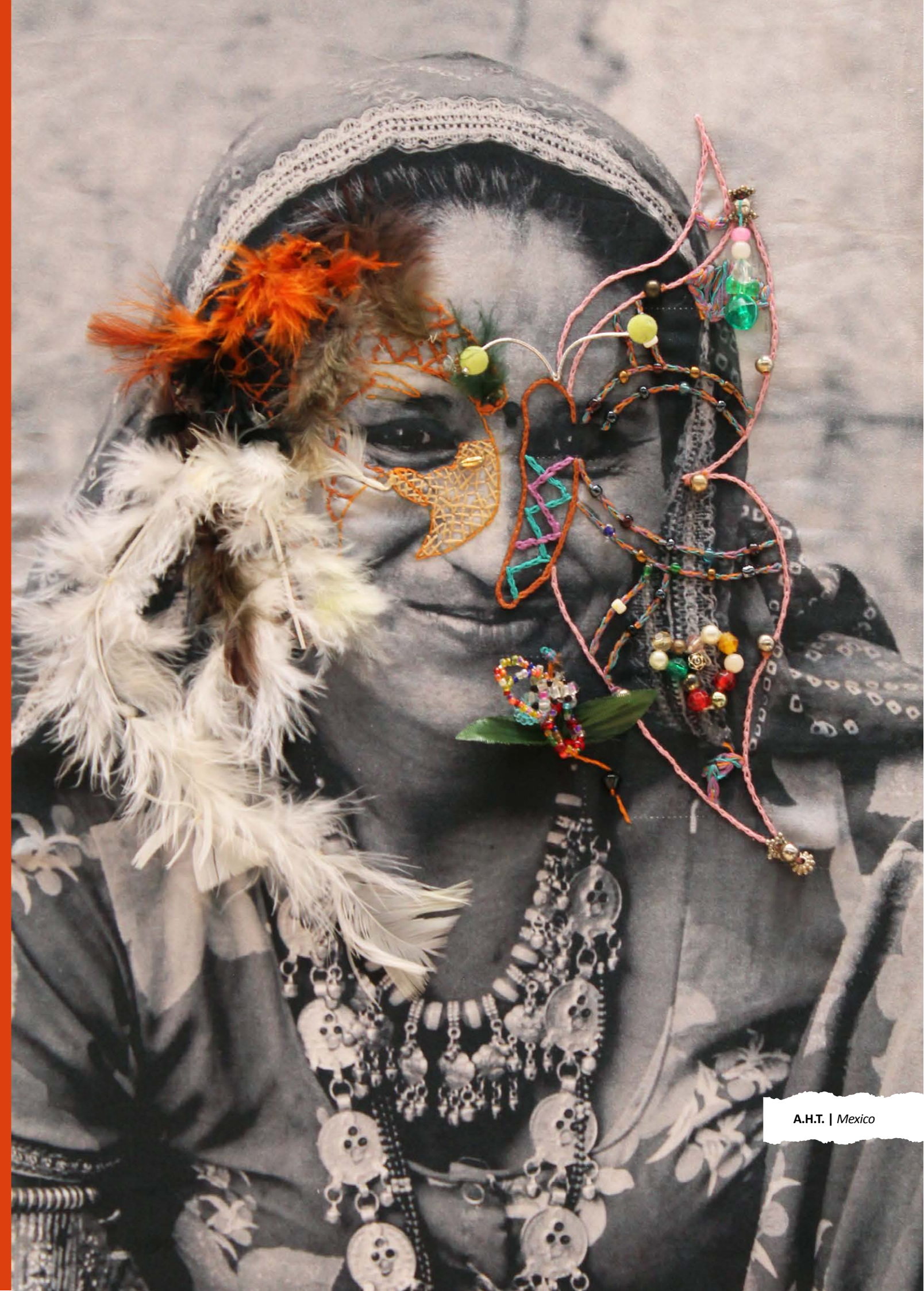
I love Paper Chained! It's great that people doing time aren't forgotten and gives us a chance to connect with others. Even just reading another person's poem can make our time in here a little easier.

”

Hello Damien,
 I hope both you and Izzy are doing well and enjoying life.
 I received the photos of the Exhibition that you sent me, on Monday 10th June. It was great to see my Paintings & Sculptures on display, so thank you for sending them to me.
 I'd also like to thank you for putting on the Exhibition in the first place. There's no doubt in my mind that the event would have been draining both physically & emotionally. I'm not sure what motivates you to help prisoners like myself (with PaperChained, the Exhibition etc.) but I guarantee you that the work you do is greatly appreciated.

Show, and a full-page feature in The Saturday Paper. The exhibition also raised money for individual artists and prison art programs. \$1,500 was raised for La Cana, a prison art program in Mexico, through the sale of works sent for the exhibition, which will be used to run additional embroidery workshops for women in Mexican prisons. Paper Chained is currently in the process of organising to tour the exhibition, which is hoping to become an evolving exhibition with new works added to replace those sold.

All Paper Chained issues can be viewed at <https://www.paperchained.com/>



The background is a solid orange color. A white, wavy, irregular line runs diagonally from the bottom left towards the top right, creating a sense of movement or a horizon line.

Organisational News

Human Resources

This year, we farewelled our long-time HR Manager, Cathy Saunders. In total, Cathy spent 18 years at CRC, starting as a volunteer mentor before moving on to become a transitional worker and eventually HR Manager.

Throughout her years at CRC, Cathy was the driving force behind the design and implementation of strategies to support staff across all areas of the organisation. She truly cared about CRC's staff, becoming a trusted confidante to many people and helping to build a strong and supportive workplace culture. Despite being a consummate professional in her role, Cathy had a fun side, and she was an enthusiastic participant in a range of social and cultural events. Cathy's achievements during her tenure as HR Manager included: spearheading – as part of the executive team – CRC's drive to increase the representation of First Nations staff and staff with lived experience at all levels of the organisation; elevating staff wellbeing as a strategic goal and strengthening CRC's policies and processes around physical and psychosocial hazards in the workplace; implementing strategies to reduce the impact of our work's emotional demands on staff through the development of CRC's Resilience and Wellbeing Program; and navigating the organisation's path through the COVID-19 pandemic. Cathy also redesigned our HR policies and procedures to maximise efficiency, including by introducing electronic systems to streamline recruitment and induction. She was a foundational member of the Reconciliation Action Plan Working Group and played a huge part in the development of CRC's first Reconciliation Action Plan. We will miss her enormously and we wish her all the best in her new chapter as a consultant.

2023-24 has seen us enhance our human resources information system (HRIS) to recruit and onboard new staff members, as well as to manage information so that it produces more meaningful data. We have also automated timesheets and payroll-related processes to improve efficiency. We continue to focus on staff wellbeing and engagement to ensure our dedicated team is able to provide a quality service. Our efforts in this area have been assisted by

the reconvening of our Staff Wellbeing Group, which will explore new and innovative ways of keeping our workforce strong and collegial.

Recruitment continues to be a major element of human resources functions at CRC. While we work to improve our recruitment and retention strategies, as is the case with the majority of non-government organisations, we are met with external challenges. The tendency of governments to provide primarily short-term contracts, along with the late issuing of contracts – at times only one or two months prior to the end of an existing contract – provides limited job security for staff. The ongoing failure of governments to adequately fund appropriate salary levels to ensure that staff are retained in the sector and their skills developed continues to hamper staff retention. Nonetheless, we are committed to finding innovative ways to attract and retain staff in a sector that requires incredible dedication, optimism and support. We are extremely proud of our workforce.

The past six months has seen an increased organisational focus on equity and inclusion. We have had some great results from our participation in a recent Network of Alcohol and other Drug Agencies (NADA) Multicultural Audit and an Inclusive Employer Assessment undertaken by the Diversity Council Australia. Our commitment to our workforce's professional development is ongoing, with all staff completing training on a diverse range of topics of relevance to our work, including trauma-informed practice and safer driving training. Staff continue to have a presence on a number of committees and interagencies, and they regularly present at conferences and forums. Over the next 12 months we look forward to collaborating with staff to enhance the workplace experience and increase job security.

Reconciliation Action Plan

The second year of CRC's Reconciliation Action Plan saw the implementation of many of the goals included in the Innovate version of the RAP. Several new relationships, both formal and informal, were established and existing relationships strengthened. This included new partnerships with organisations such as Greater Western Aboriginal Health Service, Gadigal Information Service Aboriginal Corporation and Ngarruwan Ngadju First Peoples Research Centre.

NAIDOC Week celebrations in July 2023 included CRC staff co-facilitating a Songbirds music workshop in Broken Hill Correctional Centre; the Miranda Project also hosted CRC's stall at a NAIDOC event held at Jamieson Park in Penrith. Staff of programs from across the organisation attended NAIDOC events in both 2023 and 2024 at John Maroney, Dillwynia, Geoffrey Pearce, Silverwater Women's and Wellington Correctional Centres, as well as at Youth Justice Centres including Cobham.

At the Yabun Festival in January 2024, CRC hosted a stall to promote the services available for First Nations people in the Sydney metropolitan area and regionally. Many CRC staff attended this event to assist on the stall and to support and participate in the festivities. Community members were invited to contribute to an artwork linking personal messages, thoughts or positive affirmations to those who are currently incarcerated or impacted by the criminal legal system.

CRC's celebration of National Reconciliation Week in May this year included hosting an internal event that incorporated cultural learning and dance and was run by First Nations Education. CRC staff also attended external NRW events and cultural immersion activities organised by agencies such as Randwick City Council.

We continued to build the cultural capacity of the organisation by providing regular cultural consultation to our management team; we also offer monthly cultural and clinical supervision to all First Nations staff. These practices are designed to increase cultural safety within CRC and also met the RAP goal of demonstrating respect for culture within the organisation.

A First Nations Employment Strategy has been drafted and is currently with CRC's Board for final consultation before internal distribution later this year. The strategy, which has been reviewed by First Nations staff and consultants, focuses on four key priority areas for First Nations staff: attraction and recruitment, staff development and progression, engagement and support, and cultural inclusion and competence. The First Nations Employment Strategy addresses the RAP goal of improving employment outcomes for First Nations staff, demonstrated by an increase in the number of First Nations staff employed by CRC. Currently, 23 per cent of staff identify as First Nations, which is slightly higher than our RAP target of 20 per cent employment across the organisation. This increase in First Nations employment also addresses the critical RAP goal of embedding respect and culturally appropriate service delivery for First Nations clients.

While CRC maintained a strong focus this year on implementing the RAP, it is important to acknowledge that the RAP, which was ratified in December 2022, was a highly aspirational document that included many goals that were not able to be achieved due to a lack of resources, rather than commitment. The 2025-26 iteration of the RAP will include more realistic timelines to progress towards completing the remaining goals.

Accreditation

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. In April 2024, during the final monitoring phase of the accreditation cycle, CRC submitted a mid-cycle Quality Improvement Plan (QIP) addressing 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.

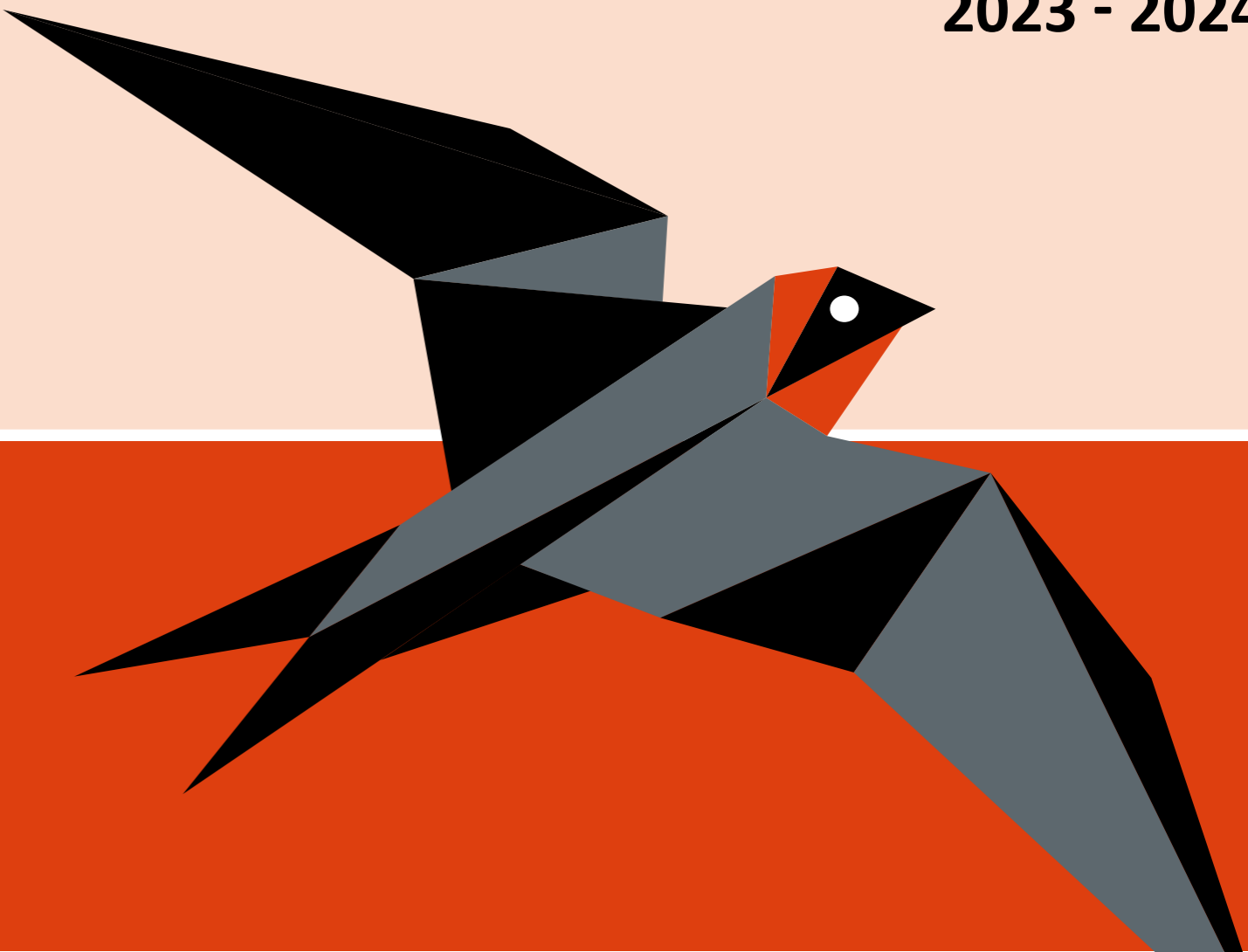
Why housing makes a difference?

"Having a home has made my life so much better. When I got released from jail I was left with nothing – no home, becoming depressed, drinking, at risk of getting into trouble. Just having a home means so much – I have kept myself out of trouble. I feel like [I have] a fresh start to progress in a good, stable path. Also, as someone who suffers from mental health, having a home is so important. I believe having stable living conditions is key to a better life and minimises the risk of flaring up my mental health and keeps me on a positive path." – CRC Client



ANNUAL REPORT

FINANCIALS
2023 - 2024



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 2024.

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

Name and Qualifications	Position Held
P MacGillivray	Chair
I Farmer	Secretary
R McCausland	Director
A Sittczenko	Director
A Long	Director
Nicholas Croker	Elected 29 November 2023
Ryan Dempsey	Elected 29 November 2023
N Lojszczyk	Resigned 7 February 2024

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 accommodation, subsidised transport to rural correctional centres, a court support service, outreach topirsons, 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 \$54,860 (2023: surplus \$24,858)

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 25th Day of September 2024

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 2024, 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



D R Conroy FCA
Principal

Sydney
Dated this 25th day of September 2024

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2024

	Note	2024	2023
Revenue			
Revenues from ordinary activities	2	8,739,950	8,140,518
Other Income	2	<u>436,928</u>	<u>406,291</u>
		<u>9,176,878</u>	<u>8,546,809</u>
Expenses			
Employee benefits expense		(7,292,345)	(6,911,438)
Administration expenses		(449,789)	(268,411)
Depreciation and amortisation expenses	3	(250,229)	(205,541)
Motor vehicle expenses		(211,817)	(190,514)
Occupancy expense		(121,873)	(142,007)
Other expenses		(107,409)	(65,549)
Project expenses		(670,948)	(722,945)
Repairs and maintenance		(8,199)	(4,815)
Subscriptions		<u>(9,409)</u>	<u>(10,731)</u>
Current year surplus/(deficit) before income tax		54,860	24,858
Income tax expense	1	<u>-</u>	<u>-</u>
Net current year surplus/(deficit)		<u>54,860</u>	<u>24,858</u>
Other comprehensive income for the year		<u>-</u>	<u>-</u>
Total comprehensive income surplus/(deficit)		<u>54,860</u>	<u>24,858</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 2024

	Note	2024 \$	2023 \$
CURRENT ASSETS			
Cash and cash equivalents	4	7,604,035	6,699,130
Trade and Other Receivables	5	<u>247,056</u>	<u>549,777</u>
TOTAL CURRENT ASSETS		<u>7,851,091</u>	<u>7,248,907</u>
NON - CURRENT ASSETS			
Property, plant and equipment	6	201,872	116,640
Right of Use Assets	7	<u>330,487</u>	<u>477,370</u>
TOTAL NON - CURRENT ASSETS		<u>532,359</u>	<u>594,010</u>
TOTAL ASSETS		<u>8,383,450</u>	<u>7,842,917</u>
CURRENT LIABILITIES			
Trade and Other Payables	8	5,172,366	4,496,078
Provisions	9	501,610	599,122
Lease Liabilities	10	<u>134,336</u>	<u>127,797</u>
TOTAL CURRENT LIABILITIES		<u>5,808,312</u>	<u>5,222,997</u>
NON CURRENT LIABILITIES			
Provisions	9	112,648	56,057
Lease Liabilities	10	<u>218,645</u>	<u>374,878</u>
TOTAL NON CURRENT LIABILITIES		<u>331,293</u>	<u>430,935</u>
TOTAL LIABILITIES		<u>6,139,605</u>	<u>5,653,932</u>
NET ASSETS		<u>2,243,845</u>	<u>2,188,985</u>
EQUITY			
Retained surplus		<u>2,243,845</u>	<u>2,188,985</u>
TOTAL EQUITY		<u>2,243,845</u>	<u>2,188,985</u>

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

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2024

	Retained Surplus	Total
	\$	\$
Changes in equity		
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	-	-
Balance at 30 June 2023	2,188,985	2,188,985
Balance at 1 July 2023	2,188,985	2,188,985
Net Surplus/(deficit) for the year	54,860	54,860
Other comprehensive income for the year	-	-
Balance at 30 June 2024	2,243,845	2,243,845

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

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2024

Note	2024 \$	2023 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers and government	9,944,237	9,128,724
Payments to suppliers and employees	(9,137,988)	(9,482,086)
Donations received	237,240	329,216
Interest received	199,688	77,075
Net cash provided by operating activities	1,243,177	52,929
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of property, plant and equipment	-	-
Purchase of property, plant and equipment	-	-
Net cash provided by investing activities	(188,578)	(22,938)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from Borrowings	-	-
Repayment of Borrowings	-	-
Net cash provided by financing activities	(149,694)	(172,189)
Net increase (decrease) in cash held	904,905	(142,198)
Cash at the beginning of the financial year	6,699,130	6,841,328
Cash at the end of the financial year	47,604,035	6,699,130

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 2024

NOTE 1 – SUMMARY OF MATERIAL 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 2024.

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 25th September 2024 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 2024

NOTE 1 – STATEMENT OF MATERIAL 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 2024

NOTE 1 – STATEMENT OF MATERIAL 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 2024

NOTE 1 – STATEMENT OF MATERIAL 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 2024

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

NOTE 1 – STATEMENT OF MATERIAL 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.

NOTE 1 – STATEMENT OF MATERIAL 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 2024

	2024 \$	2023 \$
NOTE 2 - REVENUE		
Members Subscriptions	50	10
B Miles Womens' Foundation	315,259	299,139
B Miles COVID 19 DVF	-	20,763
Newtown Neighborhood Centre Inc	131,578	136,175
Link Wentworth	223,653	217,076
NSW Department of Communities and Justice, Corrective Services NSW	779,648	740,748
Sydney Local Health District	192,800	190,300
Ministry of Health, Centre for Alcohol and Other Drugs	467,674	136,168
Department of Communities and Justice	2,500,221	2,822,802
National Indigenous Australians Agency	741,963	691,682
EIS Health Ltd T/As Western Sydney Primary Health Network	444,656	589,753
South Western Sydney Primary Health Network Limited	215,360	155,144
Paul Ramsay Foundation	1,020,684	1,225,227
NSW Customer Services	126,323	67,848
Siddle Foundation	97,870	-
Legal Aid New South Wales	73,903	73,526
Wentwest Limited T/As Western Sydney Primary Health network	573,736	532,269
Other Grants	240,595	134,652
Recovery from Unexpended Funds	586,032	88,370
Other operating revenue	7,945	18,866
Total Revenue	8,739,950	8,140,518
Other Revenue		
Donations Received	237,240	329,216
Interest income	199,688	77,075
Dividends	-	-
	436,928	406,291
Total Revenue & Other Income	9,176,878	8,546,809

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	103,346	61,931
Amortisation - Right of Use Assets	146,883	143,610
Total Depreciation & Amortisation Expense	250,229	205,541

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

	2024 \$	2023 \$
NOTE 4 - CASH AND CASH EQUIVALENTS		
Cash at bank and on hand	3,449,268	437,445
Short term bank deposits	4,154,767	6,261,685
	7,604,035	6,699,130
NOTE 5 - TRADE AND OTHER RECEIVABLES		
Trade Receivables	36,082	230,297
Other Receivables	195,112	303,606
Prepayments	15,862	15,874
	247,056	549,777
NOTE 6 - PROPERTY, PLANT AND EQUIPMENT		
Office Equipment at cost	33,317	8,255
Less: Provision for Depreciation	(14,169)	(5,722)
	19,148	2,533
Motor vehicles at cost	370,327	203,719
Less: Provision for Depreciation	(187,603)	(89,612)
	182,724	114,107
Total Property Plant and Equipment	201,872	116,640

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	2,533	114,107	116,640
Additions	21,970	166,608	188,578
Disposals	-	-	-
Depreciation expense	(5,355)	(97,991)	(103,346)
Carrying amount at the end of the year	19,148	182,724	201,872

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

	2024 \$	2023 \$
NOTE 7 - RIGHT OF USE ASSETS		
Right of Use Assets/Leases	624,253	624,253
less accumulated amortisation	(293,766)	(146,883)
Total Right of Use Assets	<u>330,487</u>	<u>477,370</u>
NOTE 8 - ACCOUNTS PAYABLE AND OTHER PAYABLES		
Trade creditors and accruals	471,972	432,932
Grants in advance	3,624,729	2,644,079
Grants Unexpended	215,411	601,055
Liabilities to employees	330,692	303,369
Income in Advance	<u>529,562</u>	<u>514,643</u>
	<u>5,172,366</u>	<u>4,496,078</u>
NOTE 9 - PROVISIONS		
Current		
Annual Leave	421,271	415,568
Long Service Leave	<u>80,339</u>	<u>183,554</u>
	<u>501,610</u>	<u>599,122</u>
Non Current		
Long Service Leave	<u>112,648</u>	<u>56,057</u>
	<u>112,648</u>	<u>56,057</u>
NOTE 10 LEASE LIABILITIES		
CURRENT		
Lease Liabilities - operating	<u>134,336</u>	<u>127,797</u>
	<u>134,336</u>	<u>127,797</u>
NON CURRENT		
Lease Liabilities - operating	<u>218,645</u>	<u>374,878</u>
	<u>218,645</u>	<u>374,878</u>
NOTE 11: AUDITOR'S REMUNERATION		
Auditing the financial statements	<u>15,000</u>	<u>14,300</u>

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

	2024 \$	2023 \$
NOTE 12: EVENTS SUBSEQUENT TO REPORTING DATE		
From 30 June 2024 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 2024 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 25th September 2024

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

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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 2024, 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 2024 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 2024, 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 skepticism 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.



[Signature]

D R Conroy
Principal
Sydney NSW 2000

Dated this 25th day of September 2024



