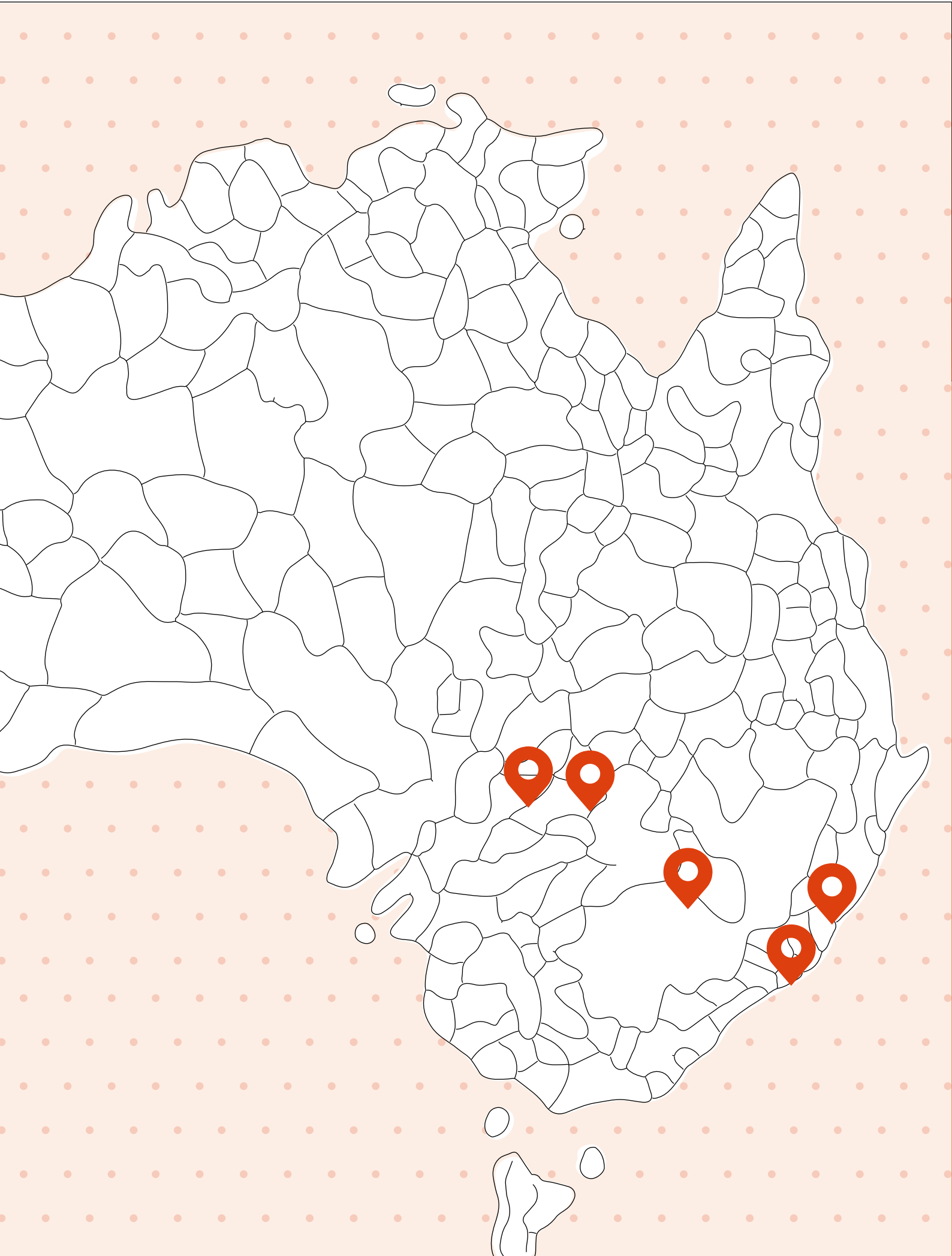


2024 – 2025

ANNUAL REPORT





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 Bidjigal and Wangal 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 Wiljakali Peoples

In addition, CRC has staff co-located with others in the following regions:

Penrith/Nepean

In partnership with Wentworth Community Housing

With respect to the Darug and Wiradjuri Peoples

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

In partnership with Homes NSW

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

Contents

3	Our Locations
6	Funding Partners
7	Acknowledgements
8	Patron's Messages
12	Chair's Report
14	CEO's Report
16	About the Community Restorative Centre
40	Advocacy, Research & Policy Unit
44	Transition & Reintegration programs
48	In-prison Programs
52	Organisational News
58	Reconciliation Plan
62	Annual Report Financials



Artwork: International incarcerated people's artworks submitted to Paper Chained magazine.

Design: Jye Forward

Illustrations: Gwen Rogers

Funding Partners

CRC is grateful to the following funders who provided support during 2024-25:

- 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
- Judith Neilson Foundation
- Siddle Family 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 2024-25 are:

- B Miles Women’s Foundation
- Link Wentworth Community Housing

Donors

CRC is grateful for the ongoing support of the Barwon Foundation, the Esden family, the Fell Foundation, Lara Goodridge and Angela Herscovitch.

We would also like to thank the following donors for their support for CRC, our clients and our work in 2024-25.

- | | |
|------------------------|----------------------------|
| • Francisca Adams | • Marty Lam |
| • Julie Bye | • Jenny Ling |
| • Paul Carter | • Jennifer North |
| • Debashis Chakrabarty | • Andrew McPherson |
| • Katherine Cox | • John Olip |
| • Marie Delaney | • Victoria O’Reilly |
| • Beth Alice Edwards | • Barton Corey Penson |
| • Elizabeth Evatt | • K Stephens |
| • Ian Farmer | • Wes Stokes |
| • Michael Gregg | • Michel Christopher Tchan |
| • Emma Harris | • Logomai Tina |
| • Pieta Joy | • David Thomson |
| • Anne Kennedy | • Duarte Velosa |
| • Sandra Kingston | • Yiu Ho Yuen |

One-Off Grants

- Wests Ashfield
- Penrith Gaels Cultural & Sporting Association

Acknowledgements

CRC would like to acknowledge the staff, volunteers, members, partners and funding bodies that have made our work possible during 2024-25.

Staff

At CRC, our staff are at the heart of what we do. At June 30, 2025, there were 73 staff employed. Our skilled, diverse and dedicated team is committed to delivering a safe, effective service for clients that we know works.

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.

Clients

The Board of Management and staff would like to acknowledge the clients with whom we work on a daily basis – the people 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.

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, often in difficult circumstances, to achieve better outcomes for people on release from prison and their families.

Our Members

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

External Consultants

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

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 16 local courts.

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.

Patron's Message



The Hon. Michael Kirby AC CMG

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

Patron Of The Community Restorative Centre

Some time ago, I came to a conclusion that I should show greater respect for organisations that have done me the honour of asking me to be their patron. I have thus written to a number of such organisations including the Animal Welfare League of Queensland; The Bobby Goldsmith Foundation; and now the Community Restorative Centre.

Each of these bodies have been undertaking essential work for causes affecting vulnerable beneficiaries. Whether those beneficiaries are in the area of animal welfare; people living with HIV and AIDS; or prisoners, it has been a source of great happiness for me to continue a long association as an indication of the work in areas exhibiting the kinds of values that are important to my heart and mind.

Each of the foregoing areas of human activity are in great need at the moment; of community support; financial contributions; and political champions. This is why it is painful for me (especially at this present time) to withdraw my engagement as a patron with them.

However, we are living through a period of human history where causes such as I have mentioned appear to have greater needs for strong supporters than in earlier times. A few years back, one could be forgiven for believing that worthy causes of civilised people were an indication of the directions in which our species and society is moving. However, the optimism about a certain logic in the advancement of civilisation and human and other rights now comes under questioning. This is especially so in the United States of America. It is less so in Australia. However, what happens in America often sees repetition and copying in our country.

This is not a time where a patron should be merely ticking the boxes offering a few platitudinous words at the time of an annual report. Least of all in the cause of prisoner rights; correction of unjust convictions; improvement of custodial conditions; and revision of essential resources and effective law reform.

The cause of the essential dignity and equality of prisoners needs strong voices and powerful support in the community, including in Australia. Retrogressive steps must be challenged. Political populism must be countered; and benign neglect and indifference must be overcome. It is on that basis alone that I have concluded that I should hand over to another public champion an opportunity to contribute to the heroic work of Community Restorative Centre.

I applaud and honour Alison Churchill, Chief Executive Officer of CRC. I also pay tribute to her colleagues and the families and other supporters of prisoners, including those undergoing the service of sentences imposed upon them; but also extending to those who have been released and are seeking to put the past behind them and embrace new lives.

The extent of homelessness, involvement in mental and other health issues; and the seemingly intractable issue of Indigenous incarceration need loud voices that will penetrate the din of temporary media and political debate.

These are some of the reasons that have led me to offer my resignation as Patron to Alison Churchill and to the Board of CRC. I will always be standing by for further engagement if that can be useful. The time has come for new and younger community leaders to join in the causes that CRC champions and that I support.

I understand that CRC will make a few appropriate arrangements (not too laudatory, I hope) to mark my withdrawal and to proceed to appoint my successor or successors. I will gladly hand on the baton to others who will now take over the role of Patron. In its limited resources, CRC can do much for the often neglected causes of prisoners, their families and friends. I wish success and further achievements to Alison Churchill and her team. I will continue to be a supporter. As a citizen, I invite the CEO and her team to secure a new Patron. The test of civilisation has often been said, how a society treats those who have been found guilty of breaking its laws; of how it acts reasonably and responsibly to reduce the risks of erroneous convictions and the imposition of unjust convictions and sentences; and the engagement with the lawmaking process to scrutinise criminal punishment and to give proper support to those who need it.

A handwritten signature in black ink, appearing to read 'Michael Kirby'.

The Hon. Michael Kirby AC CMG

Thank you to the Hon Michael Kirby AC CMG on his retirement as Patron of CRC

The Board of Directors, management team and staff of the Community Restorative Centre extend our sincerest gratitude to Michael Kirby on his retirement as patron of CRC. A patron plays an important role in elevating the profile of an organisation, along with providing a powerful endorsement of its vision and goals, and we have been fortunate to have had such an illustrious name attached to us for close to two decades. Mr Kirby's reputation as a jurist – including as a former High Court Justice and Australia's longest-serving judge – has lent the organisation significant credibility in the eyes of the public, government and other institutions. Although not surprising, given his long history of activism for social justice and advocacy for law reform, we are nonetheless grateful for his dedication to CRC, our work and the fundamental rights of our clients and criminalised people more generally. We will miss his wisdom, support and leadership immensely and we wish him the very best in his future endeavours.

Patron’s Message



The Hon. Elizabeth Evatt AC
Chief Judge of the Family Court
(1976 – 1988)
President of the Australian Law Reform
Commission (1988 – 1993)

When I think about the Community Restorative Centre, I think about the many people – men, women and children – who have been restored to their families and communities after incarceration, and about the dedicated case workers of CRC, who have supported these people in their quest for a better pathway in life.

When I reflect on the vast resources that are dedicated to dealing with offending, the police, courts and prisons, I can’t help but ask why more attention is not given to the social and economic disadvantages that are the background of so many who end up in the criminal legal system, and whether more could be done to overcome those disadvantages. To remove or minimise the factors that may trigger offending behaviour. These reflections are particularly strong in regard to young people. I have not yet met anyone who does not agree with the proposition that we should do all we can to avoid putting children behind bars. Australia has signed up to an international convention in which we have promised to imprison children only a last resort. This expression, ‘last resort’, clearly implies that other approaches should be available to deal with youth offending. Yet we see so often that the first response of governments to complaints about youth crime is to toughen up the law and make it easier to just put young people, even children, behind bars. Governments remain reluctant to take even the small step of raising the age of criminal responsibility.

Attitudes of this kind have contributed to a significant rise in the number of young people in detention across the state. Since June 2023 there has been a 34% increase in the number of young people incarcerated in NSW; the majority of those incarcerated (71.8%) are on remand. First Nations young people now account for 60% of the total youth detention population, despite First Nations people making up just 8% of young people in NSW (BOCSAR 2025).

Can the imprisonment of so many children really be regarded as a ‘last resort’ when no other approaches have been tried? When attention is focused on the individual and their offending behaviour, while little or no attempt has been made to consider the factors that have contributed to this behaviour, including the underlying disadvantages that are so frequently the life experience of those young people.

Programs have been developed to divert young people from the risk of incarceration, to help them reintegrate into the community after detention and to deal with and overcome the disadvantages that they have experienced. Evaluation of these programs has found that many of them have worked well. But some are pilot schemes whose continuation is not guaranteed, however successful. There is a strong case for government itself to assess these programs and to provide the resources necessary to replicate the successful ones widely. This would, over time, divert the vast resources needed to

keep young people in prison to positive programs of advancement, benefiting them and their society.

The increased incarceration of young people is matched by similar increases in the adult prison population. The NSW prison population is at its highest level in five years. The proportion of adults in custody who are First Nations is the highest on record at 33.4% (BOCSAR 2025). In the five years to March 2025, the number of First Nations women in custody in NSW increased by 72% (BOCSAR 2025). NSW State Coroner Teresa O’Sullivan made a rare public statement in October in which she explicitly linked the increase in the number of First Nations people incarcerated in NSW with the rising number of deaths in custody. Tragically, 12 First Nations people have died in NSW custody so far this year, the highest number of First Nations deaths in custody in a single year ever.

Compounding the increase in the prison population is the current social and affordable housing crisis. With 43% of people in prison in NSW having experienced homelessness in the four weeks before they were incarcerated and 54% expecting to be homeless on release (Australian Institute of Health and Welfare, 2022), housing instability and homelessness is the single most significant concern for the men and women with whom CRC works. Homelessness has also been identified as one of the drivers of offending and incarceration, which makes the need for action both clear and urgent.

If CRC and organisations like it are to have any hope of addressing the needs of this increased population when they leave prison, a major injection of funding will be required. CRC has long advocated for a whole-of-government approach to funding, to ensure that responsibility for supporting criminalised people is shared among relevant departments. In other words, government should ‘pay what it takes’ for NGOs to deliver appropriate services to clients and ensure the sustainability of the sector. Multiple evaluations have shown that the CRC model works in practice. A recent evaluation of the Reintegration Housing Support Program, examining outcomes for program clients between July 2023 and June 2025, showed that 46% of clients were assisted with long-term housing, representing a significant success in providing stability for nearly half of program participants. The report also highlighted the role of housing in breaking the cycle of incarceration. Just 2% of housed clients returned

to custody, compared to 26% of those without stable housing. For women, the impact was even more significant. 50% of female RHSP clients were assisted with long-term housing and 100% of women who were housed long-term did not return to prison (Evaluation of the Reintegration Housing Support Program: Final Evaluation Report, 2025).

While outcomes for clients are clearly paramount, reducing their interactions with the criminal legal system, and particularly the ineffective prison system, would deliver a significant cost benefit to government. Recent Productivity Commission figures (2025) put the cost of incarcerating one individual in NSW at \$460 per day, meaning that government is currently spending more than \$168,375 per individual per year to incarcerate some of the state’s most disadvantaged and marginalised citizens. Surely this money would be better directed towards addressing the multiplicity of issues that place people on the path to offending and incarceration in the first place?

While government has proved reluctant to provide the level of funding that would enable program longevity and allow inroads to be made into the systemic issues affecting criminalised people, CRC has been fortunate to benefit from the support of the philanthropic sector. The philanthropic foundations with which CRC partners have effectively taken the lead, providing seed funding for pilot programs and additional funding to ensure that these initiatives are established in the service landscape. However, it is their expectation that once established, government will step in to support the ongoing operation of these programs.

I call on government to take up this challenge – to acknowledge that current funding levels are inadequate to meet rising demand, creating service gaps and leaving vulnerable populations without access to appropriate support. If we hope to ensure the viability of organisations such as CRC and provide stability to the people they support, government must provide adequate and secure long-term funding

The Hon. Elizabeth Evatt AC

Chair’s Report



Ryan Dempsey
Chair, CRC Board of Directors

It is with a deep sense of pride that I present this report for the Community Restorative Centre’s 2025 Annual Report. This year has reaffirmed the critical importance of our work and the profound impact we have when we combine practical support with courageous advocacy.

This year has been defined by a period of reflective and forward-looking work as we embarked on the development of a new Strategic Plan to guide our mission for the coming years. This has been a collaborative process, engaging both our dedicated staff and the Board in thoughtful conversations about our future direction. Through facilitated workshops, we have revisited and refined our core purpose and the values that underpin all that we do. The emerging plan places a renewed emphasis on key strategic issues such as nurturing our People and Culture, ensuring our incredible team is supported to thrive; diversifying our Funding and Fundraising to build a resilient financial base; and reinforcing our Organisational Strength to meet future challenges. This new strategic framework is more than a document; it is a shared commitment to deepening our impact and ensuring CRC continues to lead with courage, compassion, and innovation in the years ahead.

Our expertise is routinely sought and acknowledged, shaping public policy and sector practice. Our Advocacy, Research and Policy Unit (ARPU) has been instrumental in this, ensuring the lived experience of criminalised people informs government policy. From their submission on the NSW Homelessness Strategy to their ongoing research into the criminalisation of women’s resistance to domestic and family violence, ARPU provides the rigorous evidence base that underpins all our work. Their voice across the sector demonstrates our commitment to advocating for change wherever it can be achieved.

This year, we have also taken bold steps to address a critical gap in service provision by developing a proposal for a Men’s Domestic and Family Violence Transition Program. Recognising that men exiting custody with histories of violent offences are often denied the support they need, this program seeks to provide a holistic response that combines stable housing with specialised interventions. It is a complex and necessary piece of work that exemplifies CRC’s commitment to addressing the root causes of offending and creating safer communities for all.

I am continually inspired by the dedication of our staff, who work tirelessly to deliver life-changing support in often difficult circumstances. This year, their excellence was formally recognised when our Pathways Home Youth Program won the Excellence in Treatment Award at the Network of Alcohol and other Drug

Agencies (NADA) Awards. This award is a fitting tribute to a team that supports some of the most vulnerable young people in our community with unwavering compassion and skill.

CRC’s commitment to reconciliation and cultural safety remains a focus of our work. We continue to implement our Innovate Reconciliation Action Plan, building meaningful partnerships with First Nations organisations and embedding cultural learning across the organisation.

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. I also extend my thanks to our committed Board of Directors for their guidance and strategic oversight.

The Community Restorative Centre is, as ever, a place of hope and transformation. The Board is immensely proud to support an organisation that not only provides outstanding services but tirelessly advocates for a society where no one is defined by their past.

Ryan Dempsey

CEO's Report



Alison Churchill
Chief Executive Officer

Each year's Annual Report creates a space to pause and reflect on our work, as well as the challenges and achievements of the organisation, our staff and the people we walk alongside.

As is the case with the majority of non-government organisations, CRC recognises that many social, welfare and economic challenges are most effectively addressed at the local level. Over many decades, CRC has demonstrated an ability to adapt and innovate in response to community-specific and specialist needs. This approach acknowledges the vital role of people and communities with lived experience in developing expert, tailored responses to complex social issues. It is in this tradition that the Community Restorative Centre (CRC) was established. With levels of disadvantage, poverty, homelessness, isolation and First Nations incarceration continuing to rise, I am proud to be connected to an unapologetically grassroots organisation.

At CRC we walk the talk.

We are committed to the practice of justice-doing (Reynolds, 2019), recognising that social justice moves from the ground up and that organisations such as ours are involved in the 'heavy lifting'. We strive to embody this commitment in our daily actions. The experiences of the criminalised individuals we work alongside—along with insights from our staff and data—reveal the profound impacts of involvement in the criminal legal system, insights that are often inaccessible to government bodies. The social determinants of justice that shape lives before incarceration, and the enduring effects of stigma, discrimination and perpetual punishment after release, are evident in every human story and facet of our work.

Our advocacy, policy and research work places the voices of people with lived experience of the criminal legal system at the heart of our messaging to government. By amplifying these voices, we aim to apply a human-rights lens to the urgent calls for systemic reform—reform that can disrupt the predictable pipeline that funnels disadvantaged individuals from their communities into prisons. We maintain our position as a leader in the sector by framing our work and the context in which we operate in a way that reflects current and emerging international and national thinking.

We know that prisons do not reduce crime or make our communities safer – that they perpetuate inequality, cause harm and are expensive. We know that for a fraction of the cost of imprisonment CRC is assisting people to break entrenched cycles of incarceration, increasing their health and wellbeing, and enhancing their connection to families and communities.

This year we have delivered intensive casework support to 1,089 clients.

Clients by program			
331	RHSP	125	AOD
25	ERS	61	Indigenous Transition
165	Miranda Project	37	Women's Transition
122	Families	25	Nepean/Blue Mountains Transition
72	Pathways Home Youth Program		

Transition Programs Identified Gender			
644	Male	436	Female
3	Non-binary	3	Transgender Male
2	Transgender Female	1	Not Specified
Cultural Demographic*			
484	Aboriginal and/or Torres Strait Islander		
256	CALD *349 - Not Recorded		

Community Programs	
350	Brokerage
1870	TIRS (Including those with referral to Brokerage)
40,841	Court Support

TIRS & Brokerage Combined* Identified Gender			
496	Male	1227	Female
2	Non-binary	1	Intersex
*138 - Not Stated/Recorded 6 - Not listed			
Cultural Demographic			
170	Aboriginal and/or Torres Strait Islander		
85	CALD		

This Annual Report contains the stories of a small number of the people we have supported this year. While it is not possible to include the experiences of every client, I want to recognise each of the individuals who has placed their trust in us to walk alongside them on their journey away from the criminal legal system. As always, I am inspired by the strength and resilience they have shown in overcoming the many challenges they face.

Finally, I would like to acknowledge all of those who have made outstanding contributions to the organisation this year. This includes our volunteers and frontline staff, for their passion and unwavering commitment to achieving outcomes for clients; our Board of Directors, who continue to provide exemplary leadership to the whole organisation; the community partners that enhance and enable our service provision; and our funding bodies, who continue to support the work of CRC. Additionally, none of CRC's frontline work, advocacy, policy or research would be possible without the dedicated staff who form the organisation's backbone. Continuously adapting to evolving contractual, legislative, financial and technological demands, our back-office team often go unheralded—yet they are absolutely foundational to everything we do. The maxim 'the whole is greater than the sum of its parts' has never been truer than when applied to the Community Restorative Centre. It is through the collective strength of our purpose, people, programs and partnerships that CRC delivers impact far beyond what any single element could achieve alone.

Alison Churchill



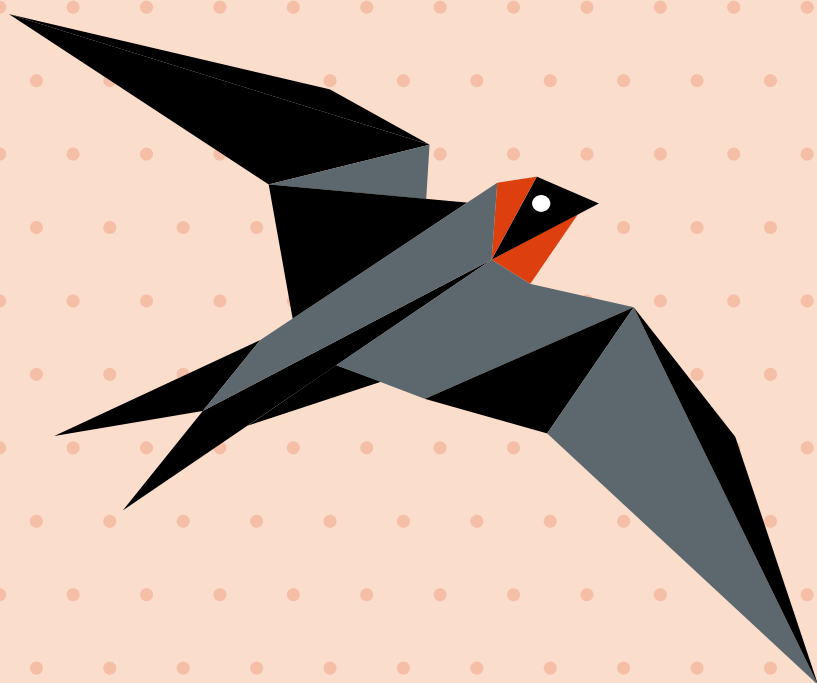
Artwork: Mitch



About the Community Restorative Centre

About the Community Restorative Centre

The Community Restorative Centre (CRC) is the leading community provider of support services to people impacted by the criminal legal system in NSW. All CRC programs aim to reduce crime and break entrenched cycles of disadvantage, offending and imprisonment. We aim to improve our clients' quality of life by providing a range of practical and emotional supports, as well as assisting people to build sustainable pathways away from the criminal legal system and into the community. We publish research and advocate for improved access to mainstream services. We support families as they sit between the prison system and their community. We aim to reduce crime and the impact of incarceration on individuals and the community through a range of services and targeted programs.



CRC's History

The organisation now known as the Community Restorative Centre was established in 1951, when the Comptroller-General of Prisons, Mr L. C. Nott, recommended to the Minister of Justice that a representative prison after-care committee be set up with the assistance of officers from the newly established Parole Service. The Parole Service consisted of two officers who were responsible for the supervision, assistance and placement of people who had been discharged, as well as counselling men serving a term of imprisonment on personal problems relating to adjustment. Parole officers maintained regular contact with those placed under supervision after discharge. The new organisation held its first meeting on November 15 and was called the Civil Rehabilitation Committee. The Committee aimed to provide assistance to people in custody in the period of transition from prison into the community. It helped with accommodation, employment and any other support needed by people who had been in contact with the criminal legal system.

The principles underpinning our establishment still form the foundations for much of CRC's service delivery.

People released from prison have paid their debt to society and have the right to re-establish their lives in the community without stigma, stereotyping or discrimination. They should be offered support that eases their transition back into the community, improves their life options and assists them to build pathways away from the criminal legal system.

Families of people who are incarcerated should not be punished or suffer from discrimination. They should be entitled to support to minimise the effects of having a family member or friend in prison.

This support should help sustain their relationship with their relative in prison and enable the re-establishment of the family post-release, if in the best interests of all parties.

People should leave prisons in a better physical, emotional and educational state than when they entered, and on release from prison they should be given a real opportunity to build community connections.

Many incarcerated people have experienced significant social and economic disadvantage that underpins 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.

Theory Of Change

AUSTRALIA'S CRIMINAL LEGAL SYSTEM

Prisons are overused, costly, harmful and criminogenic, causing rather than reducing crime.

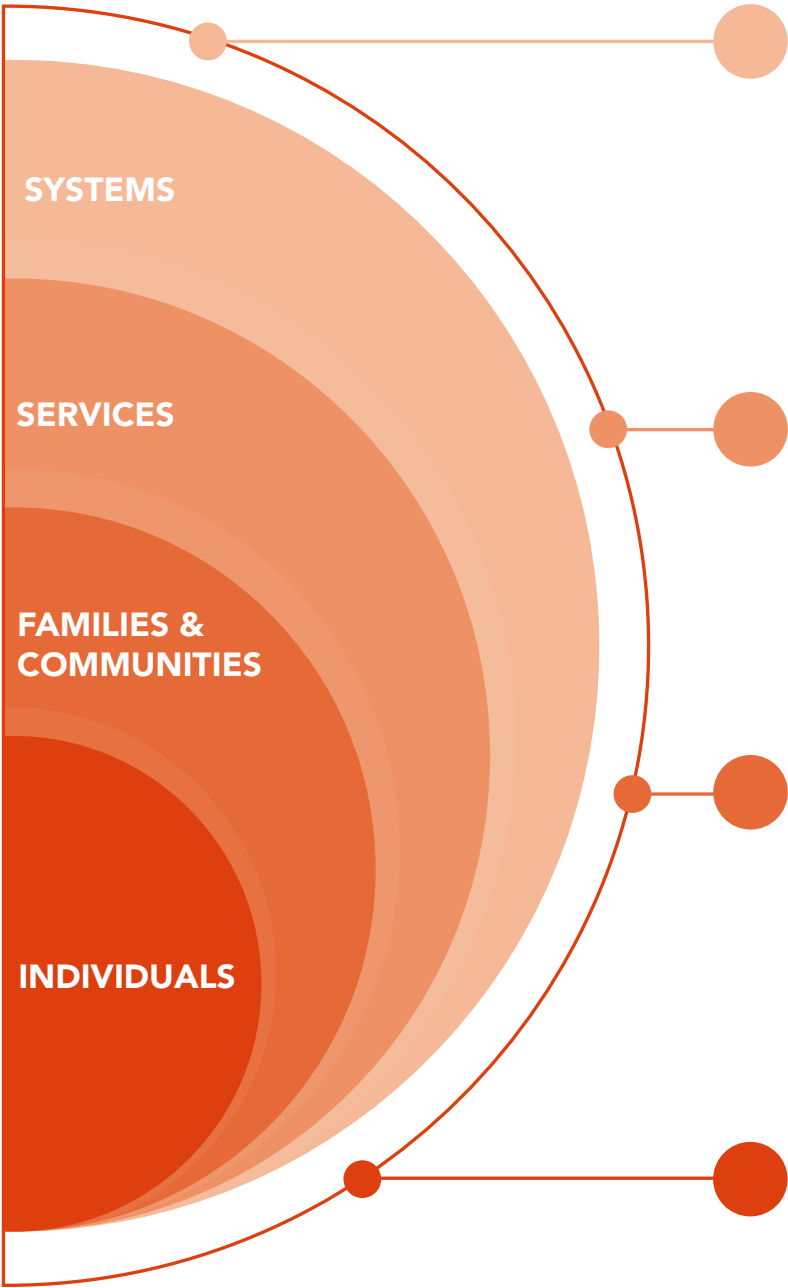
The criminal legal system has become Australia's default response to managing social disadvantage and systemic racism.

THE CHALLENGE

Social disadvantage and structural racism are underlying causes of incarceration, impacting individuals, families and communities. Lack of support and access to services post incarceration prevent people from creating pathways away from the criminal legal system, increasing the likelihood of a return to prison.

ULTIMATE GOAL

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



Systems

- Through community-led policy advice, research and advocacy we work to enable more effective responses to the structural drivers of reoffending & incarceration
- We build the evidence base for best practice in the community sector and systemic responses to incarceration

Services

- We work in partnership with services and government to increase the safety and wellbeing of criminalised people
- We provide specialist training to services to build their capability to work with criminalised people and reduce barriers to support.

Families and Communities

- We provide information and support for families of imprisoned people
- We work beyond the individual, engaging with family and kinship relatives.
- We do our work in and with over-incarcerated communities

Individuals

- We work with people involved in the criminal legal system, providing holistic, long-term, culturally safe services via an outreach model
- We embed the voices of people with lived experience in our work.

IMPACT

Government policy addresses the drivers of criminalisation and incarceration.

First Nations people are no longer criminalised for actions relating to intergenerational trauma, discriminatory policies and practices, and ongoing racism.

Increase in genuine alternatives and diversion pathways away from the CLS.

Prison is no longer the default response to crime.

Criminalised people no longer experience, stigma, discrimination and exclusion.

Reconciliation is advanced.

Communities are healthier, stronger, more connected and safer.

Our Vision

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

Our Purpose

CRC works to enhance the lives of people affected by the criminal legal system and contribute to a fairer, more just and equitable society. We provide practical and emotional support and information to individuals and their families, create sustainable pathways out of prison and into community, support diversion from custody and advocate for systemic change within the criminal legal system, guided by the voices and experiences of those directly impacted.

Our Position

CRC is a leader in the field of addressing the impacts of the criminal legal system.

We understand the criminal legal system in its broader social, economic and political context and are therefore committed to both providing support to negatively affected individuals, families and communities as well as to working for system-wide transformative change.

While our principled position is both complex and challenging for our organisation, it is the essence of our competitive advantage. It enables us to hold three mutually reinforcing foci of providing support services to clients, working on systemic issues to address underlying challenges and operating as a point of reference in the sector.

We work in an increasingly competitive operating environment where large players seek to deliver low-cost standardised post-release support processes to individual clients.

Our position differentiates CRC within the sector as credible, principled sector leaders. Stakeholders such as policy makers, government agencies and donors understand the scale and complexity of the challenge and that an individual focus, while valid and necessary, does not address underlying issues and will not result in systemic change.

Our position as a credible sector leader with proven models of support and the capacity to innovate, advocate and to go to the most challenging areas enables our future sustainability, as it is this position that attracts funders, partners and diverse board and staff members.

What We Stand For

People, Not Prisons

- We believe imprisonment is an overused, failed response to crime.
- We reject punitive responses to crime that often lead to further imprisonment and cause harm to individuals, families and communities.
- We support effective diversion for people at risk of incarceration, community-based alternatives and advocate for systemic reform of the criminal legal system rooted in care, justice and healing.

Punishment should not be perpetual

- We recognise that punishment does not stop at the prison gate. It continues over a lifetime through the exclusion from services, limited opportunities and persistent stigma that restricts full participation in society.

Justice and Dignity

- We believe every person deserves respect, healing and fairness within the criminal legal system and beyond. We work to restore dignity and promote pathways that support inclusion and long-term wellbeing.

Community Partnership

- We value authentic collaboration with the people and communities we serve, co-creating solutions that build stronger connections beyond incarceration.

Equity and Self Determination

- We are committed to addressing the underlying social determinants of justice on an individual, community and systems level.
- We support the right of all people, including First Nations communities, to make decisions about their own lives and futures.

Anti-Colonialism and Anti-Racism

- We actively oppose colonialism, systemic racism and all forms of discrimination that drive the overrepresentation of marginalised communities in the criminal legal system.
- We acknowledge that Australia incarcerates its First Nations people at a higher rate than any other country on the planet.

Accountability and Courage

- We commit to speaking out against injustice, holding systems to account and being bold in our pursuit of transformative change.

Strategic Priorities

Transformative services and advocacy

Strengthen the interconnection between service delivery, advocacy, research and policy to support our goal of transformative system-wide change informed by the voices of criminalised people and communities.

Expanding and upscaling our service delivery

Expand and upscale our service delivery to better support our existing client base and extend our operations to areas and cohorts with significant unmet needs.

Organisation strength

Build organisational capability through cross-sector engagement and collaboration in order to strengthen our reputation, affirm our position as a sector leader and broaden the reach of our activities.

People and Culture

Develop a people and culture strategy to support diversity, inclusion and intersectionality, ensuring our workforce is skilled and capable of meeting our organisational objectives.

Funding and fundraising

Refine our funding strategy and diversify funding streams with the aim of supporting the sustainability and independence of the organisation.

What Guides Our Work?

Desistance

All CRC programs are underpinned by desistance frameworks. Desistance theory emphasises the importance of building alternatives to traditional and entrenched criminal legal system pathways via meaningful connections in the community and the development of non-criminal identities outside of prison environments. It recognises that each individual's journey is different, so support should be holistic, flexible and person-centred, adapted to their needs and focusing on what matters to them. Desistance frameworks also shift the focus of rehabilitation and reintegration from the deficits model of recidivism and instead focus on individual processes of desistance from crime.

Abolitionism

Often misunderstood as advocating for the immediate closure of prisons and release of all incarcerated people – and while it does have as its long-term goal the eradication of the prison – abolitionism is fundamentally concerned with creating something new: building up non-punitive responses to harm and transgressions and finding solutions that lie outside the criminal punishment system. As Baldry et al (2015) argue, 'abolitionists are ultimately concerned with attaining social change and freedom from inequalities and oppressions that drive mass incarceration'. However, this does not mean that taking an abolitionist stance negates the capacity or importance of doing work to support those who are already enmeshed in carceral systems. In the context of post-release reintegration and the work of CRC, it requires acknowledgement of the harms caused by the carceral system and the ways in which these harms and traumas perpetuate criminal punishment system involvement.

Abolitionism in practice at CRC

Some of the ways that CRC actively pursues an abolitionist agenda include:

- We embed people with lived experience across the organisation to guide our strategic direction.
- Our work is informed by the demographic realities of people in prison and we place the structural predictors of criminal legal system contact (poverty, marginalisation, ableism, racism) at the heart of what we do.
- We recognise the implications of colonialism and the continuing impacts for criminalised First Nations people and their families.
- We acknowledge the harm the prison system causes to individuals, families and communities.
- We advocate for genuine alternatives and diversion away from the criminal legal system, rather than widening the carceral net.
- We move beyond the language binaries that characterise the criminal legal system – victim/offender, guilty/innocent, criminal/legal – and recognise that all people exist on a continuum.
- We support clients as individuals with capabilities and strengths, rather than as individuals with deficits and as 'risks' to be managed.

What are the benefits and opportunities of abolitionism for our work?

An abolitionist framework provides CRC with the opportunity to continue our leadership in the post-release community sector, in particular by distinguishing our work as anti-carceral. By incorporating abolitionist aims into our day-to-day practice we counter the perception of abolitionism as a purely academic and idealistic position by demonstrating how it can have real and measurable impacts for our clients. Abolitionism guides the strategic direction of the organisation, provides a clear philosophical and ethical framework from which CRC can enhance our existing initiatives, as well as driving our advocacy for reform to improve the lives of criminalised people, their families and communities.



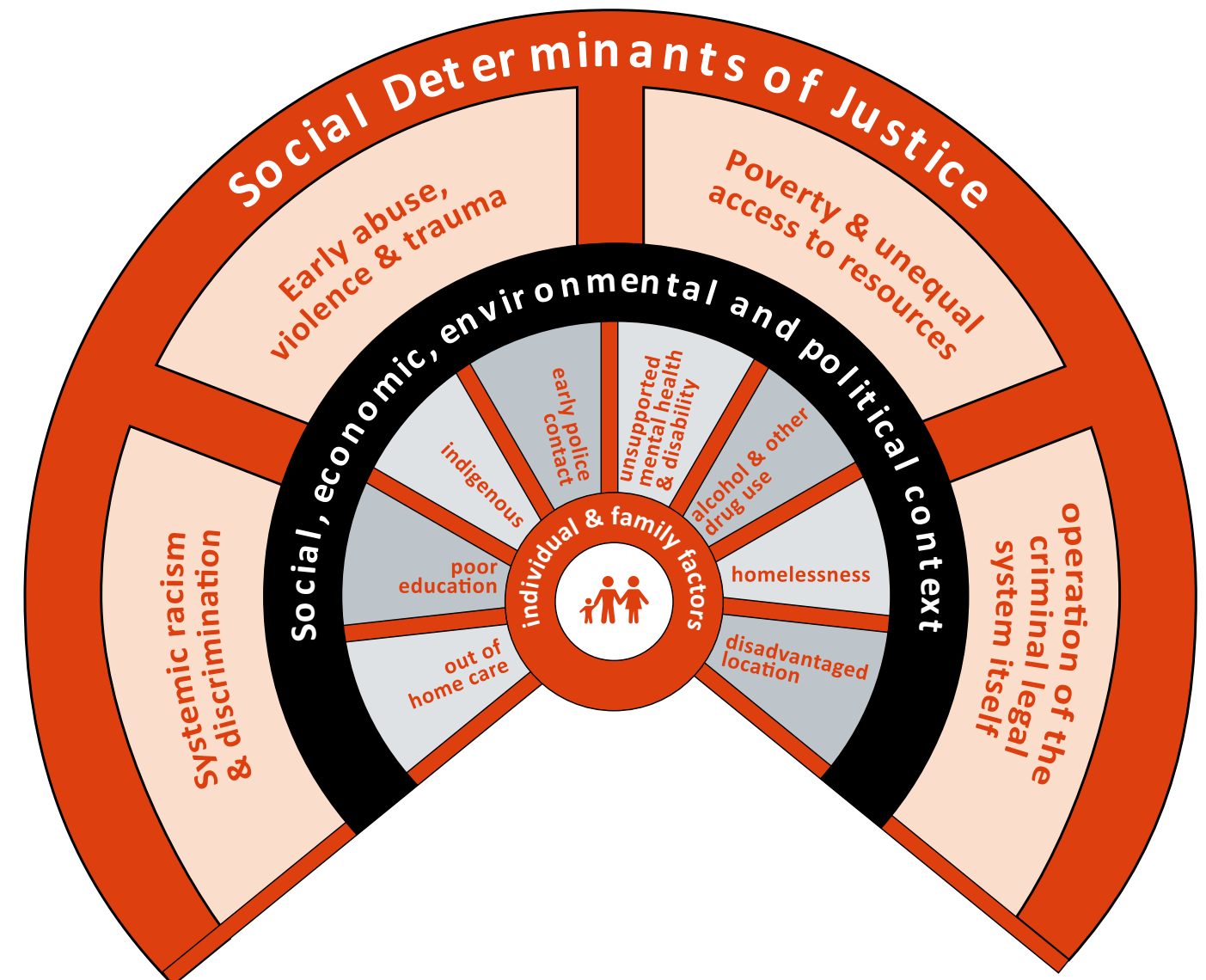
The Social Determinants of Justice

The social determinants of justice may be broadly described as factors associated with a higher likelihood of initial and ongoing contact with the criminal legal system. Research by Associate Professor Ruth McCausland and Professor Emerita Eileen Baldry identified eight factors that greatly increase an individual's likelihood of incarceration. These are:

1. Having been in out-of-home care	5. Having unsupported mental health and cognitive disability
2. Receiving a poor school education	6. Problematic alcohol and other drug use
3. Being First Nations	7. Experiencing homelessness or unstable housing
4. Having early contact with police	8. Coming from or living in a disadvantaged location

The more of these factors an individual experiences, the more likely they are to be incarcerated and reincarcerated. Dr McCausland and Professor Baldry's research also highlighted the structural factors that underpin people's involvement in the criminal legal system, what they term the 'causes of the causes' of who goes to prison. These are:

- Entrenchment of poverty and unequal access to resources in families and neighbourhoods
- Structural racism and discrimination, in particular experienced by First Nations communities and people with disability
- Failure to adequately respond to the abuse, violence and trauma experienced by so many children and young people
- Operation of the criminal legal system itself in the way that it is criminogenic; that is, it increases rather than reduces the likelihood of future incarceration



1. Out-of-Home Care

The trajectory from out-of-home care to youth detention and the adult prison system is well-established. 21% of young people under community-based supervision during 2020-21 had been in out-of-home care at some point in the previous five years. Over the same period, 24% of young people in detention had previously been in out-of-home care, with 73% having at least one placement in residential care and 47% having had five or more placements (Australian Institute of Health and Wellbeing, 2022).

Case Study – Jody

Jody is a 22-year-old woman who was referred to the Pathways Home program three months prior to her release from custody. Jody had experienced multiple adversities throughout her childhood, including child protection involvement in the family home, domestic and family violence, neglect, displacement from family and community, and parental involvement in the criminal legal system. Jody was coming to the end of a two-year sentence, which had been her first experience of the adult correctional system. A Pathways Home Youth Transition Worker met with her and completed an assessment via AVL to explore program suitability, as well as to discuss her needs and goals. Jody was assessed as eligible for the program and Pathways Home staff commenced pre-release transition support.

Jody's Youth Transition Worker met with her weekly for the first two months and twice-weekly in the lead-up to her release. During the pre-release support period, Jody identified the following goals:

- Find safe, stable accommodation
- Address substance-use concerns
- Meet requirements of her parole order
- Explore mental-health supports
- Reconnect with her 3-year-old son

Jody attended all booked AVL sessions and proactively engaged throughout these sessions. On Jody's release day, Pathways Home staff met her at the correctional centre to provide support, as she had expressed that she was feeling overwhelmed. Jody was accompanied to a Centrelink office and her bank, and she was also provided with clothing and personal hygiene essentials. Her Youth Transition Worker also supported Jody at her initial Community Corrections appointment, which was a new and

daunting experience for her. The Transition Worker remained in contact with Jody's parole officer and they worked collaboratively to support her in meeting the expectations and requirements of her parole order.

Her Youth Transition Worker assisted Jody to collect crucial documents and the evidence she required to submit a housing application to Homes NSW; following advocacy from the Pathways Home team, this application was made a high priority on the housing register. Jody engaged in AOD and wellbeing sessions with her worker and openly discussed the challenges relating to reintegrating back into the community after years of incarceration. Jody was able to explore strategies around her AOD use in the community and address previous barriers to accessing services.

Despite Jodie's housing arrangement with family breaking down and forcing her into homelessness, she remained engaged with Pathways Home, Community Corrections and her psychologist; she also remained committed to rebuilding her relationship with her son. Her Youth Transition Worker advocated strongly with Homes NSW, communicating weekly to stress the importance of stable accommodation for Jody, who at that time was couch-surfing. Jody was offered a two-bedroom property by Homes NSW and her Youth Transition Worker linked her in with DCJ Aftercare services, where she was able to access funds from her leaving care plan. The funds were used to furnish her new home, ensuring she had furniture and other household essentials. Pathways Home also provided food vouchers and other items out of program brokerage.

Jody's parole supervision was suspended, which meant she could focus on exploring employment opportunities. She was referred to an employment service that works with women who have been in custody and she jumped at the opportunity to complete job-readiness programs, which will assist with future employment pathways. With assistance from her Youth Transition Worker, Jody developed a plan with her ex-partner to allow her to spend time with her son. With the support of Pathways Home, Jody has been seeing her son weekly and she has been able to navigate this arrangement harmoniously with the other parties involved.

Jodie's self-esteem has increased significantly since her release from custody – she has prioritised her own wellbeing and mental health, while receiving consistent therapeutic support. She has remained in the community and is thriving in all aspects of her life. Jody has demonstrated resilience and a determination to live a fulfilling life away from the criminal legal system, and with consistent reintegration support she has been able to do this. Jody's journey has been documented in surveys she completed with her Youth Transition Worker, which highlight her challenges, barriers and, more importantly, her growth.



Artwork: Ashley

2. Poor Education

Lower levels of education are common in prison populations, with educational disadvantage closely tied to other risk factors for incarceration, such as unemployment, homelessness and poor health outcomes. A significant proportion of Australian prison entrants report limited education, with 66% having completed Year 10 or below and 13% having completed Year 8 or below (National Prisoner Health Data Collection, AIHW, 2022).

Case Study – James

James is a 27-year-old First Nations man who began working with ERS via AVL three months before his release from Mid-North Coast Correctional Centre. James lives with schizophrenia, has an extensive history of substance use and is unable to read or write. James and his ERS worker met in person twice, as James sought a transfer to a correctional centre in Sydney before his release. ERS successfully advocated for this transfer by communicating with his parole officer. While James was in custody, ERS staff were also able to advocate for him to obtain identification (Medicare card), gather evidence for a disability support pension application, liaise with Justice Health regarding an NDIS application (which he met the criteria for while in custody), and arrange AOD counselling post-release with CRC's Transitional AOD Project.

Upon release, James initially stayed in temporary accommodation in Liverpool and then Campbelltown. Thanks to the partnership between ERS and Homes NSW, James was allocated a two-bedroom property in the Cabramatta area within a month of his release, where he continues to reside. Although James has faced challenges with his mental health and substance use since his release, he has proactively worked with his support system to develop a safety plan, including communicating with services when feeling unwell and contacting emergency services or attending the hospital as needed. James now benefits from comprehensive

wrap-around supports that provide a holistic approach to his wellbeing. These supports include Community Mental Health services, specifically a First Nations mental health worker, AOD counselling, a psychologist and behaviour support practitioner, and NDIS drop-in support and coordination. James has identified that having stable housing for the first time has positively impacted his mental health.

James is on a parole supervision order until December 2025 and now only needs to report on a fortnightly basis. He is focused on his medium- and long-term goals, such as obtaining part-time employment and pursuing education. Despite his inability to read or write, James is extremely resourceful, managing these challenges through phone applications and a whiteboard provided through ERS brokerage to help him adhere to his appointments. Recently, James and his ERS worker contacted the Reading and Writing hotline for adults, which provided several workbooks for James to begin his literacy journey. Most recently, ERS reached out to various TAFE campuses offering courses in Foundations in Reading and Writing. Eora TAFE campus offers a course specifically for First Nations people, and James plans to attend soon. ERS will support James in attending TAFE and liaise with the Disability Support Service at the Eora campus to ensure he has the tools to achieve his literacy goals.

3. First Nations

The over-representation of First Nations people in the NSW prison system is a significant and longstanding problem. This over-representation is not confined to custody numbers and is reflected at all stages of the criminal legal system. The proportion of adults in custody who are First Nations is currently the highest on record at 33.4% (BOCSAR 2025).

Case study – Trent

Trent is a 24-year-old First Nations man who was charged with very serious offences and was looking at a long-term custodial sentence. Transitional Indigenous Service staff worked with Trent during court proceedings to assist him to address a range of issues and comply with very strict bail conditions. Trent was eventually sentenced to an Intensive Correction Order and staff of the program continued to work with him. During this time, Trent attempted to take his life on two occasions. His case worker connected Trent with local community mental health services and Maari Ma Aboriginal

Health Service, as well as liaising with Community Corrections regarding Trent's Community Service obligations. Program staff also worked with Trent around domestic violence in the home. His case worker helped Trent secure a private rental property and he has now successfully set up his own place, where he feels safe. His case worker encouraged Trent to look for work and he was able to obtain a job as an apprentice diesel mechanic with an earth moving company. Trent continues to fulfil his obligations in relation to his community service, in terms of both attendance and reporting.



4. Early Police Contact

Research indicates a strong correlation between early contact with police (especially in the 10-14 age range) and a greater likelihood of receiving custodial sentences later in life. Young people who have their first contact with the criminal legal system before age 15 are much more likely to receive custodial penalties later in life compared to those whose first contact occurs when they are 25 or older (BOCSAR 2018).

Case Study – Tim

Tim is a 50-year-old man who has experienced youth incarceration seven times and adult incarceration 25 times. He has a long history of heroin use and no family in NSW, and was referred to the RHSP program by Corrective Services. Tim has always accessed Temporary Accommodation when released from custody but he struggles in TA due to the frequent moves and the drug use occurring in some properties. As a result, he usually returns to the streets, unsuitable housing (including squats) or custody.

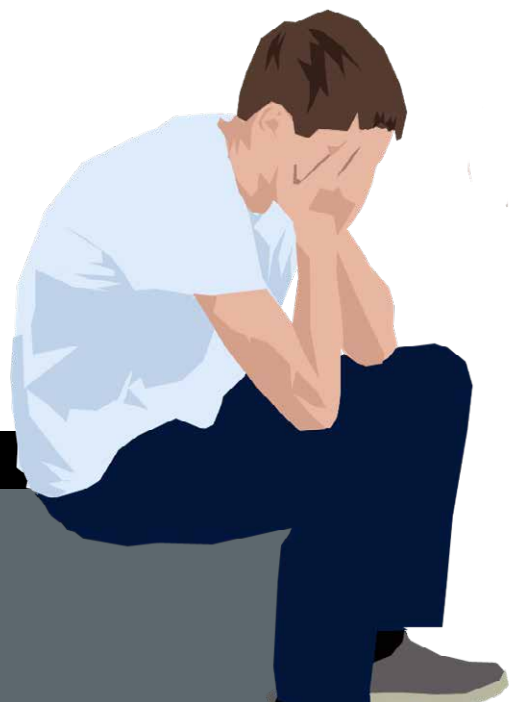
Upon release, Tim accessed TA for 20 nights. His case worker advocated for a local transitional housing property to accept Tim, hoping they could provide him with accommodation until he finds a more stable housing situation. RHSP staff completed a housing application and as Tim is high priority and at-risk for his chosen area, he should be allocated a property in the next few weeks.

AOD support: Tim is on an opioid treatment program and RHSP case workers support Tim to

ensure he keeps on top of treatment. Tim was keen to attend rehab but due to previous violent offences and ongoing mental health admissions to hospital he has been deemed unsuitable for most rehabilitation facilities. Tim is now linked to CRC's AOD team for AOD support.

Mental health: Ongoing mental-health issues and drug use led Tim to attempt suicide through overdose three times in a six-month period. RHSP case workers supported him following his most recent attempt, which resulted in Tim being placed in an induced coma for five days and required him to be hospitalised for two weeks. Prior to this, case workers had linked Tim with a psychologist, a psychiatrist, the acute mental health team and AOD counselling. Tim has a diagnosis of depression, PTSD and suspected ABI. He had been approved for the disability support pension many years ago, but this evidence was not sufficient for him to access NDIS support. With the support of the local Community Health Centre and connections the RHSP team had formed, Tim was able to have a neuro-psychological assessment funded by the Community Health Centre. This provided an in-depth overview of Tim's capacity and a diagnosis, which will ensure Tim will get ongoing daily NDIS support.

Tim has praised the support the RHSP program provided, especially around his suicide attempt, and described how this has given him the motivation to seek help, achieve his case plan goals and live life to the fullest. Tim has reconnected with his children and family in another state and has managed to complete parole for the first time ever.



5. Unsupported Mental Health and Disability

Custodial populations are characterised by disproportionately high rates of mental illness, exacerbated by prison settings, which are inherently harmful to mental health. People with disability are also over-represented in prison, where they face additional challenges such as inadequate support and social isolation. 51% of prison entrants report having been diagnosed with a mental-health condition at some point in their lives, with 29% of people in prison also experiencing disability (Australian Institute of Health and Wellbeing, 2018).

Case study – Frank

Frank is a 22-year-old Muslim First Nations man. Frank was referred to CRC's AOD Transition Project on release from custody. The referral from Frank's psychologist indicated he has a diagnosis of schizophrenia, post-traumatic stress disorder and an intellectual disability. Frank is currently on multiple medications to manage related symptoms. He also has a history of challenging behaviour and self-harm, which his psychologist stated stems from vulnerabilities and the impact of incarceration.

Frank has been exposed to illicit substance use since birth. He states that his biological mother and father were addicted to alcohol, heroin and other substances. Frank was removed from his parents' care at the age of 2 and placed in the foster care system. He describes a turbulent and traumatic childhood categorised by abuse. Frank states he continually absconded from foster homes only to return to his biological parents, who were actively using illicit substances. His exposure to antisocial behaviour led to early substance use within his family environment. Frank states that he began to live on the streets at 11 years old and by the age of 13 he was placed in juvenile detention.

Frank's primary drug of choice is methamphetamine, however he has used various other substances including heroin, benzodiazepines and buprenorphine. A network of agencies currently works in collaboration to support Frank. This includes a clinical psychologist, NDIS (National Disability Insurance Scheme), ERS (Extended Reintegration Service via CRC), social worker and First Nations mental health support. Frank currently lives in supported independent living (SIL) and accesses a substantial amount of NDIS support – eight hours per day of one-on-one support worker involvement, including domestic duties, accompanying him in social situations and providing transport. Frank

states that he often feels that this service is invading his personal space, which has led to reactive and antisocial behaviour. This was likely a contributing factor in three instances of drug use and current charges. Following these incidents, Frank has exhibited immense feelings of hopelessness and associated behaviour, which he later expressed regret about.

Frank spoke about his cycle of reoffending during early sessions with his case worker, stating "I do not care. I like being inside". This statement was explored with Frank in the context of institutionalisation and associated vulnerabilities. During the six months Frank has been accessing the AOD Transition Project he has demonstrated an improvement in mood (mental health), and he shows a keen sense of engagement and purpose. Since his first incarceration at 13 years old, Frank had not been in the community for longer than six weeks. Frank has now been in the community for six months – the longest period he has ever experienced outside of custody.

Frank continues to meet with his case worker for weekly counselling sessions to work towards his personal goals and to reduce the risk of recidivism. Treatment consists of multiple modalities and techniques. This includes Dialectical Behavioral Therapy (DBT) to explore emotional regulation, distress tolerance and interpersonal relationships; psychoeducation around relapse-prevention goals and trauma recovery involving strength-building activities. Frank has also been supported to attend relapse-prevention meetings (specifically Narcotics Anonymous).

Frank has begun to connect positively with others in the recovery community, building positive associations and connections. Frank has also demonstrated recent success in gaining part-time employment and shows a positive involvement and engagement in spiritual and community activities.

6. Alcohol and Other Drugs

Substance-use disorders are highly prevalent in prison populations. A recent survey of prison entrants found that 44% were considered at high risk of alcohol-related harm during the previous 12 months and around 73% reported having used illicit drugs in the past year (Australian Institute of Health and Wellbeing, 2022).

Case study – Trish

Trish is a 31-year-old woman with a history of chronic homelessness, severe PTSD as a result of her trauma and heavy polysubstance use. Trish began working with the Women's Transition Program while in custody in Emu Plains Correctional Centre and approaching her release date. This was the first time Trish had ever engaged with a support service. After her release from custody and during her three years with the program, Trish was able to achieve many positive goals. She navigated the temporary accommodation process, secured transitional housing and was eventually permanently housed after proving her ability to sustain a tenancy. She also began addressing her physical and mental health issues and started engaging with a GP for her physical health and a Victim's Services Counsellor to address her trauma. Trish also made great progress with DCJ matters and was able to see her daughter more regularly in both in-person and video visits, which allowed her to build an extremely positive relationship with her.

While in the community, Trish participated in Opioid Substitution Treatment (OST) as a primary relapse-prevention strategy. However she faced ongoing challenges in addressing her AOD issues. Trish completed detoxification many times, but due to being on OST and her heavy benzodiazepine use, found that she was ineligible for many residential rehab programs. She was therefore unable to access appropriate throughcare support and was constantly discharged from detox back into the

community. Trish began engaging with CRC's AOD program for support and despite having the advocacy of multiple workers, was still not accepted into a residential rehab program. Unfortunately, due to being unable to address her AOD issues through an intensive rehabilitation program, Trish's cycle of substance use and offending continued, and she faced a handful of charges for petty offences over the years. Despite this, magistrates continued to acknowledge Trish's efforts and challenges, and she did not return to custody. Trish also remained determined and motivated to achieve her goal of attending rehab.

Trish worked with three different workers during her time with the Women's Transition Service and was able to build exceptional rapport and a great working relationship with each of them. Trish was exited in May 2021 as she had well and truly settled into permanent housing and had completed all her case-management goals, with the exception of completing residential rehab. Trish continues to work with CRC's AOD program and was also referred to an AOD-specific case management service for ongoing support.

7. Homelessness

Incarcerated people experience significantly higher rates of homelessness than the general population. 43% of prison entrants in NSW report experiencing homelessness in the four weeks before they were incarcerated and 54% expect to be homeless on release (Australian Institute of Health and Welfare, 2022). Being released into homelessness is also a major risk factor for returning to prison.

Case Study – Angie

Angie is an 18-year-old First Nations woman who was referred to the Miranda Project from custody while on remand and bail refused. This was her first time in custody and she had been on remand for more than one year. Prior to these offences, Angie was in a transitional property with a youth-specific service and had been in her home for six months at the time of her arrest. Before this transitional property, Angie had been living rough in the community since she was 13 years of age.

Angie is the eldest child of seven children and she stated that she has little contact with her mother and father but worries about her younger siblings, as she does not want them to follow in her footsteps. Angie has experienced and witnessed significant domestic and family violence across her short life, both in the home as a child and in her own intimate relationships. Angie stated that she has used substances since the age of 13 to cope with unresolved childhood trauma. Angie was further victimised while in custody, exacerbating her trauma and mental ill health.

The Miranda Project spoke with Angie about her goals and options, and after careful consideration Angie decided she was ready to give residential AOD rehabilitation a try as she wanted to live a life without substances and address her unresolved trauma. The Miranda Project linked Angie to the Aboriginal Women on Remand Program run by Legal Aid, who are applying for Supreme Court Bail on her behalf. Angie applied for and was accepted to a First Nations-specific residential rehabilitation centre and wishes to be bailed there. Unfortunately, her Supreme Court Bail was denied and we are now supporting Angie through to sentencing; she is steadfast in wanting to attend rehab when she is back in the community. Angie continues to phone the rehab on a regular basis to secure her position

on the waiting list. Angie has been taken to NCAT by the housing provider, which is attempting to evict her from the transitional property as she has been in custody for longer than six months. Angie was linked to a solicitor to advocate for her to retain the property; while this matter is not yet resolved, she has not been forced to relinquish the property at this stage and is hopeful that with legal supports she can retain the property as part of her support network in transitioning back into community.

Angie was connected in with a Victims Services specialist counsellor to provide supports while in custody. Angie meets with her psychologist on a regular basis and has found this to be incredibly useful in working through her past experiences and finding alternative coping strategies. Angie was not provided with her medication when she entered custody, and the Miranda team advocated with Justice Health to have her medications reinstated and to have her mental health reviewed. As a result, Angie received a new diagnosis of Borderline Personality Disorder. The Miranda team provided Angie with supports and psychoeducation around her new diagnosis, her understanding of and relationship to this diagnosis. The Miranda team were also able to provide Angie with an First Nations case worker to support her in connecting with her culture and learning more about her connections. The Miranda team are working with Angie on her plans for sentencing, including supports should she received an ongoing sentence and a transition plan if she is released.



8. Disadvantaged Location

A disproportionate number of people in prison come from a small number of ‘postcodes of disadvantage’, where access to education, healthcare, support and employment are all comparatively lacking (Justice Reform Initiative). The 2021 Dropping off the Edge report highlights how disadvantage is concentrated in a small and disproportionate number of communities in each state and territory. For example, in New South Wales, 13% of locations accounted for 55% of the most disadvantaged positions across all indicators (DOTE, 2021).

Case Study – Nathan

A CRC Specialist Homelessness Service commenced supporting Nathan in November. At the time, he was homeless and living in Temporary Accommodation, uncertain how long he would have accommodation and if he would be forced to sleep in his car. He was at risk of being breached by Drug Court, with the added stress of being in recovery and trying to work on addressing his physical and mental health challenges. His transition worker called accommodation services on his behalf to find stable transitional accommodation options that met his Drug Court requirements, which included restrictions on being in the [redacted] area and residing in a property with shared occupancy. He was provided with emergency accommodation by a local housing provider, with the possibility that it would lead to transitional housing. However, this would have been shared occupancy and not in line with his Drug Court requirements. Nathan was supported to apply for private rentals and advocacy was provided when liaising with Homes NSW in relation to his housing application and continued access to Temporary Accommodation.

During this time, Nathan stayed in touch regularly and would reach out when he was overwhelmed or stressed due to his medical and housing challenges. Nathan was finally offered a social housing property in mid-December, providing him with long-term housing stability. After signing his lease agreement, Nathan sought assistance to gather furniture and homewares for the property. His transition worker made referrals to local services, including Westcare (Home Care Package) and The Ross Hutchison Foundation. He received vouchers for Amart Furniture, Kmart and The Good Guys through GIVIT, allowing him to purchase everything needed for his new home. During this time, Nathan expressed his gratitude often, stating how overwhelmed he was with all the support that had been provided and how much it meant to him to have his own house, including furnishings. He stated that he didn’t know how to describe the sense of relief knowing that it was his home.

Service Delivery and Practice

Despite changes to government funding models and theories of best practice prevalent at any point in time, CRC has always striven to address the systemic issues that place people on pathways to imprisonment and cycles of reoffending. While CRC does not reject psychologically based treatment, our programs aim to provide a holistic approach to reducing offending by addressing the underlying social determinants of justice that bring people into contact with the criminal legal system. CRC recognises that the cumulative disadvantage experienced by our clients is both the result of and compounded by inadequate government service systems, and we believe that a whole-of-government response is required in order to develop a more equitable society.

We provide services to people along the whole of the criminal legal system continuum, from our Court Support Scheme assisting people in their interactions with the Court system, through Jailbreak radio, in-prison music and art workshops, a Telephone Information and Referral Service and family casework, to our range of transition programs working with people both pre- and post-release. At times CRC may focus on different aspects, but as an organisation we continue to seek funding to address a broad range of issues relevant to criminalised people.



CRC's Model of Support

Over many years, CRC has developed a model of support based on best-practice research and the lived experience of our staff and clients that underpins all of our transitional programs. It incorporates the following:

1. Reintegration framed outside of the lens of individual rehabilitation

- Demographic realities of who goes to prison and why, and disconnect between what is funded to prevent recidivism
- Best-practice models place structural predictors of recidivism at the heart of service delivery design (housing, poverty, social isolation)
- Difference between ambitions of funding providers and what is actually happening on the ground
- Reintegration not framed in terms of 'rehabilitation'
- Offending behaviour and 'fixing' people is not at the centre of the conversation

2. Throughcare model

- Pre-release engagement is an important tool for pre-release planning
- Case workers operate as a metaphorical bridge between prison and the community
- Planning transitional pathways prior to release
- Needs to be some form of continuity between needs identified while in prison and needs on the outside
- If workers get to know somebody in prison, when problems arise post-release they are much more likely to retain engagement

3. Long-term, proactive, holistic, relational case work model

- Draws on ideas from desistance research (significance of social bonds and connection)
- Acknowledges referral fatigue and long histories of exclusion from services
- Skills up workers to 'hold' a complex range of issues
- Works with people long-term (acknowledging that change takes time)

4. Community-based outreach

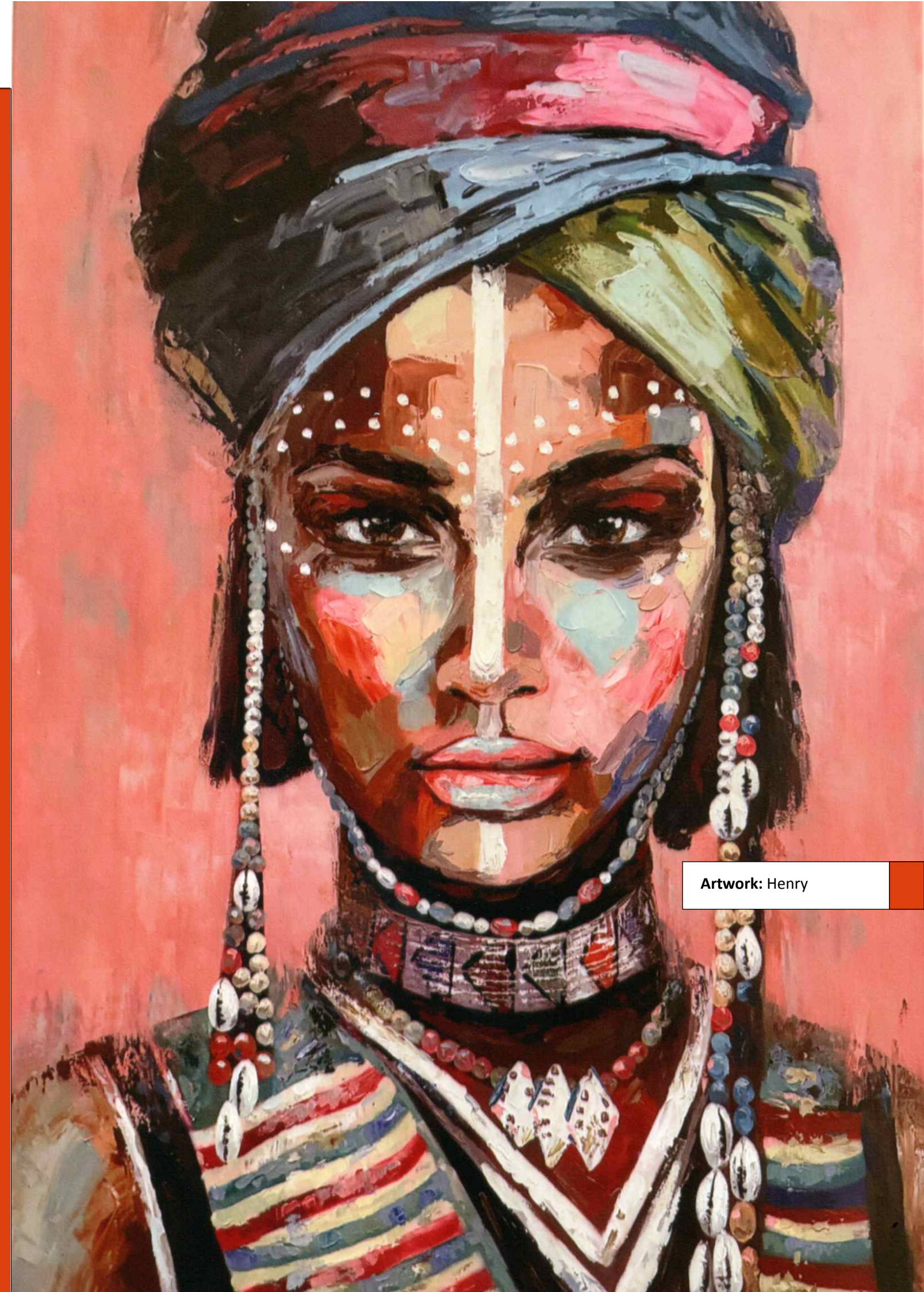
- "You cannot train a man for freedom under conditions of captivity" (Alex Paterson, penal reformer, 1933)
- Importance of utilising outreach vs appointment system
- Assists in building a pathway outside of the criminal legal system
- Creation of an identity narrative that is not about being an 'offender'

5. Housing first approach (wherever possible)

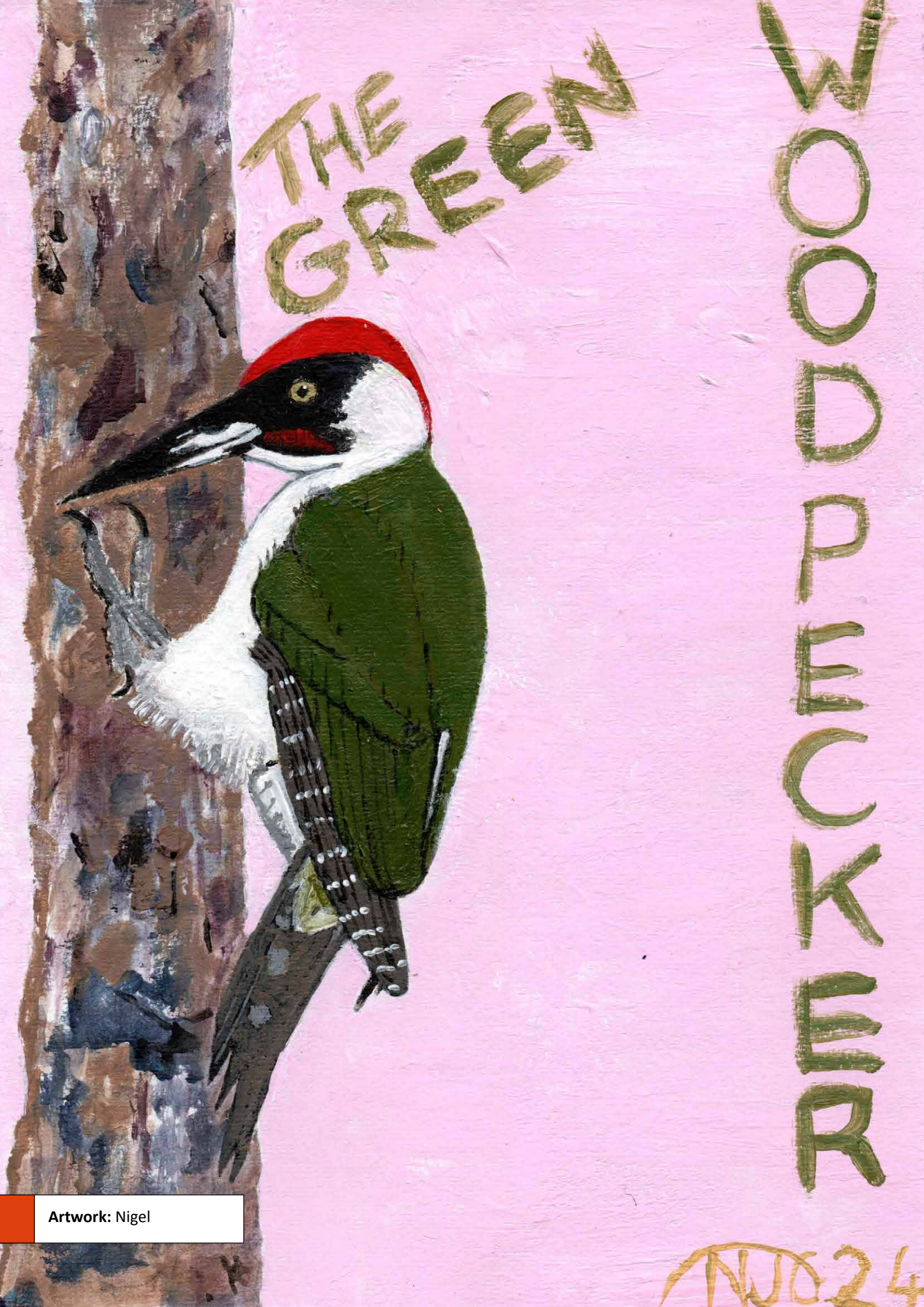
- Acknowledging that people leaving custody require a base from which to work on other factors that they need to address to avoid returning to custody

CRC'S PROGRAMS

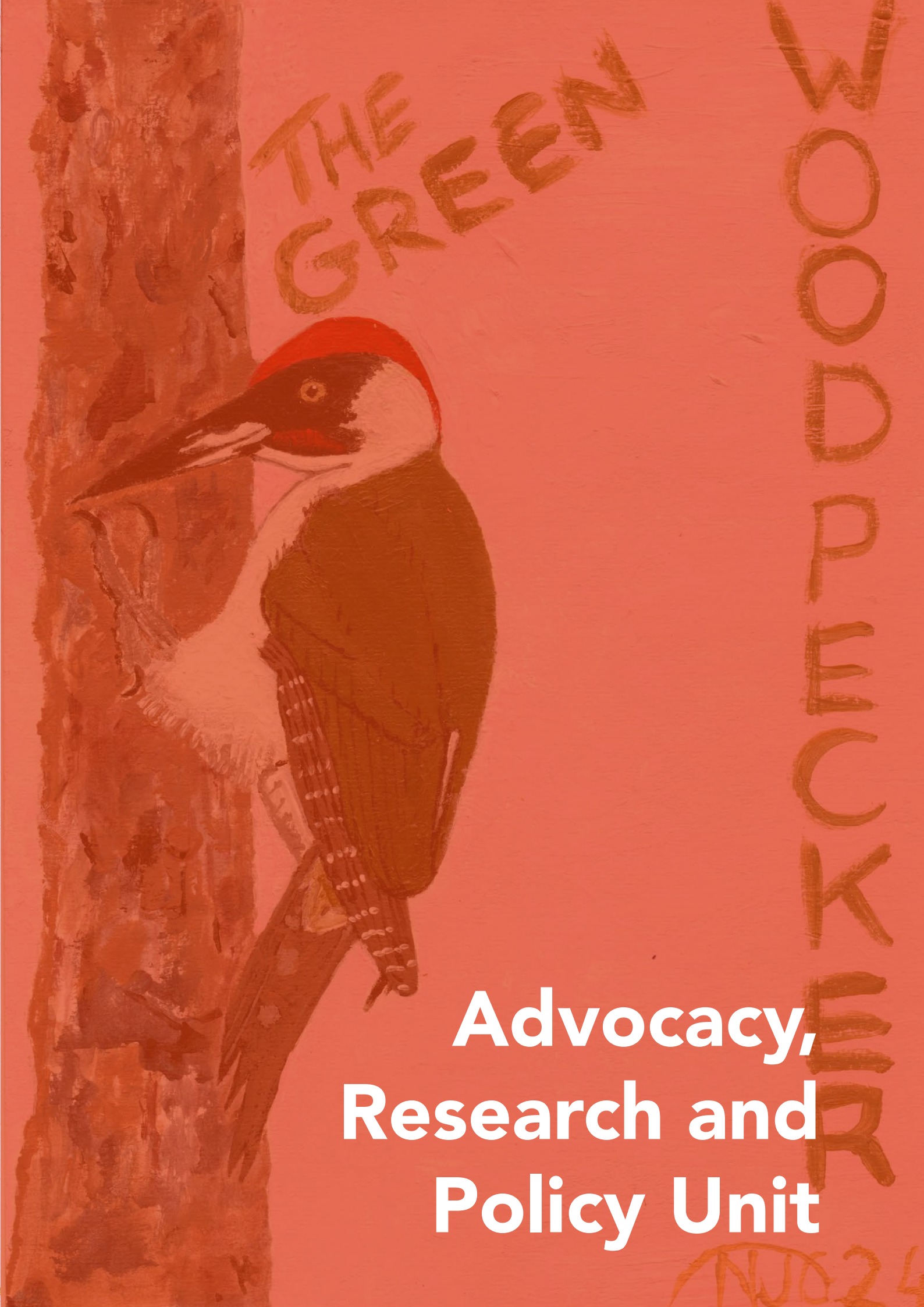
While the referral point may be different – persistent homelessness, substance use or mental health issues, for example – the majority of our programs work across all the domains of the social determinants of justice.



Artwork: Henry



Artwork: Nigel



**Advocacy,
Research and
Policy Unit**

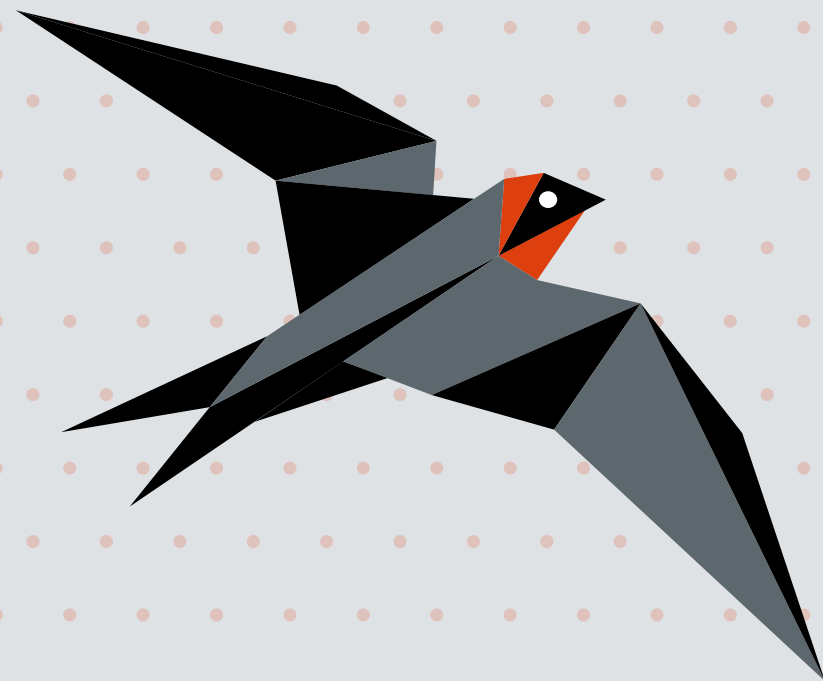
Advocacy, Research And Policy Unit

CRC's 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 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. Importantly, ARPU's 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. The Unit is dedicated to providing expert community-sector advice that is grounded in international evidence-based research, as well operational expertise. Too often operational and community expertise with regard to criminalised populations is missing from evaluation, research, analysis and service-delivery design. CRC has identified client-led and evidence-based reform as the only effective model for successfully disrupting intergenerational cycles of trauma, disadvantage and incarceration. It is our belief that the best way to achieve reform is when the research agenda is led by community

organisations such as CRC, rather than by academic institutions that are removed from the grassroots experiences of clients.

ARPU's research work in 2024-25 included collaborating with universities on research projects, presenting at conferences and translating findings from CRC's evaluations to a broader audience (including government and funders). ARPU also tracked and reported on issues faced by people inside NSW prisons and staff, supporting them through its Advocacy Registry – a registry of advocacy concerns, informed by staff, that ARPU uses to guide its broader advocacy work. ARPU's policy and advocacy work included numerous submissions to parliamentary inquiries; delivering training to external organisations to enable them to better support criminalised communities; feedback on government strategies; and representing CRC in networks. Detailed examples of ARPU's submissions, fact sheets and research can be accessed via the 'Publications' page on CRC's website.

The Advocacy, Research and Policy Unit is funded by the Paul Ramsay Foundation.



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. This service is funded internally by the Community Restorative Centre.

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 correctional centre. This service is funded by the Department of Communities and Justice.

Family Casework Service

The Family Casework Service provides:

- 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.
- Gambling education and awareness.
- Cross referral to Gamble Aware Central Sydney and additional regions across NSW.
- Crisis assistance for families.

This service is funded by the Office of Responsible Gambling, NSW Department of Enterprise, Investment and Trade.

Court Support Scheme

The Court Support Scheme 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 service is funded by NSW Legal Aid as part of the Community Legal Centre Program (CLCP).

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. This program is funded by NSW Health.



Transition and Reintegration Programs

Transition And Reintegration Programs

Transitional AOD Project

The Transitional AOD Project is an outreach-based Alcohol and Other Drugs counselling service for all genders with a history of involvement in the criminal legal system. It provides pre-release and outreach drug and alcohol support to people exiting NSW correctional centres. To be eligible for the project, clients must have:

- A history of alcohol and/or drug use, and
- A history of imprisonment that is related to alcohol and/or drug use

The Transitional AOD Project is funded by Central and Eastern Sydney Primary Health Network, South Western Sydney Primary Health Network, Western Sydney Primary Health Network and NSW Health.

Women’s Transitional And Post-Release Service (Inner City Sydney)

The Inner City Women’s Transitional and Post-Release 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 under the Specialist Homelessness Services stream.

Transitional And Post-Release Service (Nepean/Blue Mountains)

The Nepean/Blue Mountains Transitional and Post-Release Service 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. This project operates in partnership with Link Wentworth Community Housing and is funded by the NSW Department of Communities and Justice under the Specialist Homelessness Services stream.

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. The project is a partnership between Corrective Services NSW, South-Western Sydney Area Health Service and Homes NSW and is funded by the NSW Department of Communities and Justice (Corrective Services NSW).

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 Homes NSW staff to assist program participants to secure and sustain long-term housing post-release. Clients must be seeking housing support in one of the six DCJ districts where the program operates to participate in the program. This service is funded by the NSW Department of Communities and Justice.

Pathways Home

Pathways Home 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. This program is funded by Western Sydney Primary Health Network and NSW Health.

The Miranda Project

The Miranda Project provides a range of supports to anyone who identifies as female or non-binary who is at risk of both ongoing criminal legal system involvement and family and domestic violence. Case workers support clients 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 women-only drop-in space. The program is co-located with Penrith Women’s Health Centre, Liverpool Women’s Health Centre and Sydney Region Aboriginal Corporation. It is funded by the Paul Ramsay Foundation, Judith Neilson Foundation, DCJ through Women, Family and Community Safety and Corrective Services NSW.

Transitional Indigenous Service (Broken Hill, Wilcannia and Menindee)

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 Far West 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.



PONG IS PONG

DO NOT CROSS
ICE LINE

ALPHA

Dandy 2024

PONG IS PONG

DO NOT CROSS
ICE LINE

In-Prison
Programs

ALPHA

Dandy 2024

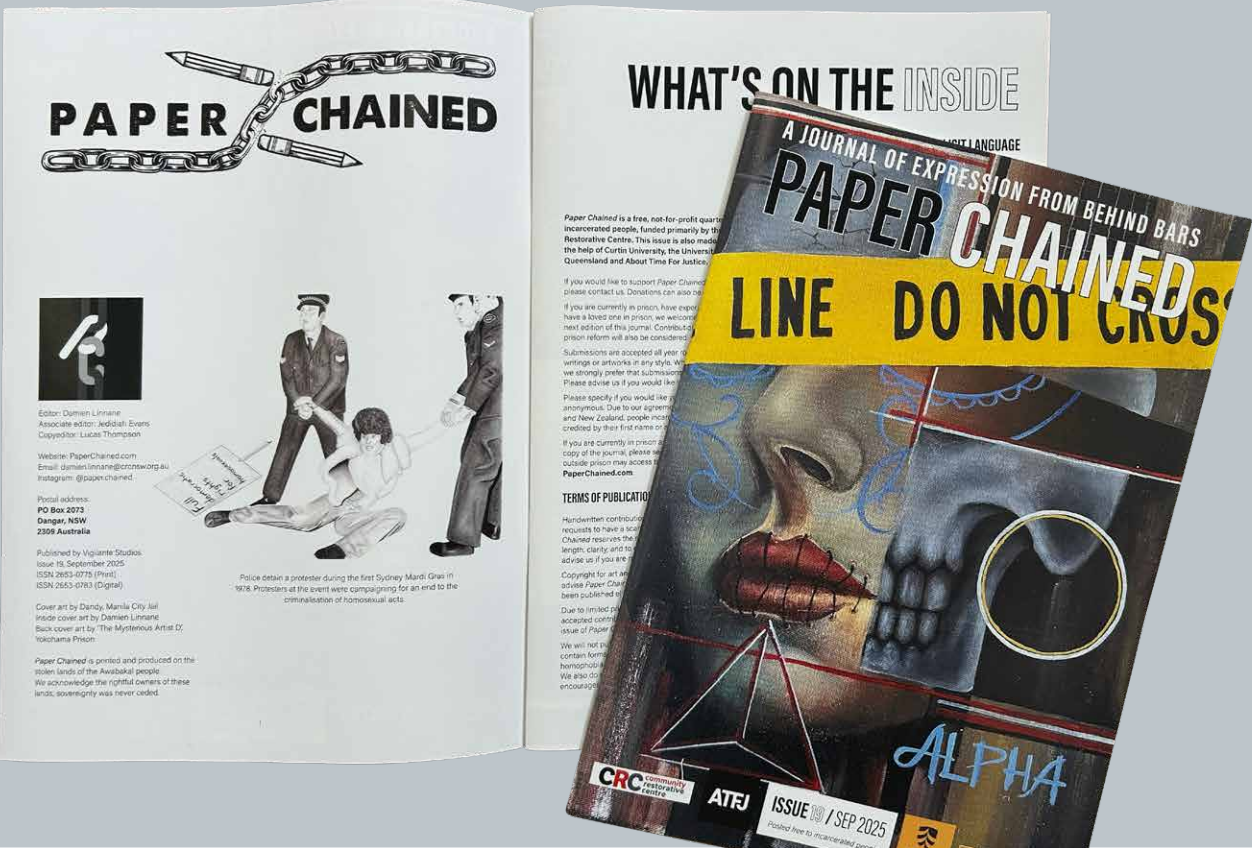
Artwork: Dandy

Songbirds Music and Arts

The Songbirds program facilitates songwriting and art workshops in NSW prisons and 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 and mentor incarcerated songwriters. Songs are conceived, written and recorded in custody during the workshops, then produced, mixed and mastered externally. The Songbirds art program employs artists to facilitate workshops in Long Bay Correctional Complex and Silverwater Correctional Centre. The Songbirds program is funded by donations.

Paper Chained Prison Magazine

Founded in 2017, Paper Chained is a journal of writing and artistic expression from individuals affected by incarceration. It is produced quarterly, posted free to incarcerated people and accepts submissions from inside Australia and overseas. Paper Chained is funded by donations.



Artwork: James



Organisational News

Human Resources

People and Culture

A key element of CRC’s organisational strength lies in the skill, experience, knowledge and passion of its staff and volunteers across all levels of the organisation. We are committed to exploring new ways to ensure that staff have the time, resources, professional development, support and connection that they require to deliver high-quality services

to clients. In recognition of the increasing focus on human resources, this year CRC engaged an external HR consulting company, Peninsula Australia, to provide advice on all matters relating to Fair Work and Safe Work, as well as to conduct a review of all of our policies, procedures and documentation.

Supervision and clinical support

Clinical supervision is a central component of CRC’s client support and practice. It is compulsory and assists workers who routinely support people who have multiple intersecting needs to reflect on their work and ensures all staff are operating within an effective and ethical framework.

One-on-one cultural supervision is provided to frontline managers and all First Nations staff to encourage them to engage in cultural reflection, and to enhance their ability and confidence to provide culturally safe casework within a non-Indigenous organisation. This level of support is crucial, as currently 22% of staff and 44% of clients of our transitional services identify as First Nations. Where

required, non-Indigenous staff may also access cultural supervision and CRC’s First Nations clinical supervisors provide an additional cultural lens during supervision. Led by First Nations managers Kelly Parker and Terina King, CRC’s First Nations staff meet biannually with the aim of fostering connection and discussing issues relating to their work within the organisation.

Thrive@CRC is our staff wellbeing group. The group focuses on creating connections and relationship building within the organisation, as well as strategies to support worker wellbeing. Members meet to discuss initiatives the organisation can put in place to reduce stress and burnout.

Trauma Informed Practice

Using the highly recommended Mental Health Coordinating Council (MHCC) TICP Organisational Toolkit (TICPOT) as a guide, the Trauma Informed Working Group has been developing an organisationally relevant strategy.

The Trauma-Informed Care Survey that CRC recently conducted indicated a strong and consistent organisational commitment to trauma-informed principles across all domains. The results showed particularly strong agreement in areas relating to direct services, workforce wellbeing and leadership,

with staff recognising that trauma-informed practice is embedded in everyday service delivery and culture. Responses suggest CRC has built a strong foundation of understanding, empathy and safety for people with lived experience of trauma, underpinned by reflective supervision, supportive leadership and inclusive management practices. These findings highlight that trauma-informed care is not only understood at CRC, but actively modelled and reinforced throughout the organisation.

Training and professional development

Opportunities for training and professional development are a feature of employment for all staff at CRC. Staff receive core training during their first few months at CRC and the training must be refreshed at regular intervals. Core training aims to build capability, safety and a consistent organisational practice and culture. CRC is currently looking into the use of Go1, an online training platform, to streamline the delivery of core training. In addition to core training, this year staff also attended Trauma Sensitive Practice- Working with Complex Trauma, Resisting Burnout and Collaborative Leadership training.

To facilitate their professional development, staff also have access to an annual budget to enable their attendance at conferences and forums. In 2024-25, CRC staff from a range of programs attended the Reintegration Puzzle Conference, the NADA Conference, the National Justice Forum, the Muslim Mental Health Conference and the Youth Action Conference.

Diversity and Inclusion

CRC recently participated in the 2025 Diversity and Inclusion Survey, the results of which show a strongly positive organisational sentiment overall, with most staff expressing a deep sense of belonging, respect and inclusion underscored by strong perceptions of respect, teamwork and leadership commitment. CRC staff consistently reported higher levels of inclusion, leadership trust and wellbeing compared with both

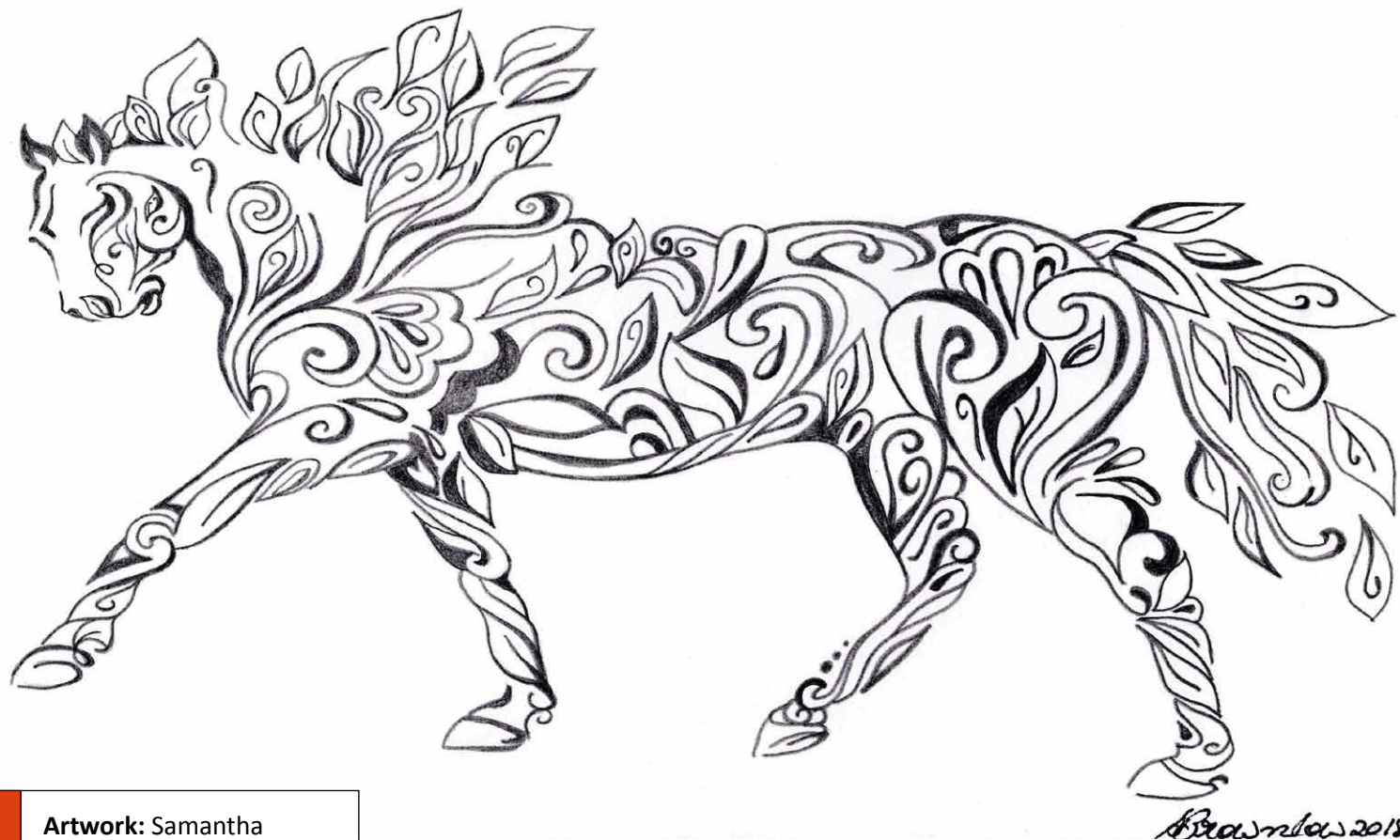
the National Diversity and Inclusion Index and the Diversity Council of Australia’s Member Index. In several key domains — including leadership and organisational culture — CRC’s results exceeded National Index benchmarks by more than 50%, highlighting the strength of our inclusive practices and positive workplace culture.



Accreditation

CRC has once again met the QIC Health and Community Services Standards 7th Ed v1.1 accreditation requirements with Quality Innovation Performance Limited (QIP). The effective accreditation period is from September 2025 to September 2028. Accreditation is independent recognition that CRC's practice, service, programs and activities meet the requirements of defined criteria or standards. Accreditation provides quality and performance assurance for staff, funding bodies and clients. Compliance with the Standards is demonstrated through an independent assessment process, which includes provision of extensive documentation, site visits and wide-ranging interviews with stakeholders by assessors. The

final accreditation report included the following interview summary comments: "Staff at CRC are knowledgeable about their work and passionate in the way they explain the support that they provide to clients who are inherently vulnerable"; "The clients interviewed were generous in their praise for the way CRC staff deal with them with respect and as individual human beings. Clients expressed appreciation for support in avoiding homelessness and addressing personal barriers and challenges, all without a sense of judgement by staff. Client comments included; 'awesome support', 'life changing', 'I felt safe and understood', 'best case worker ever', and 'staff go over and above for you'."



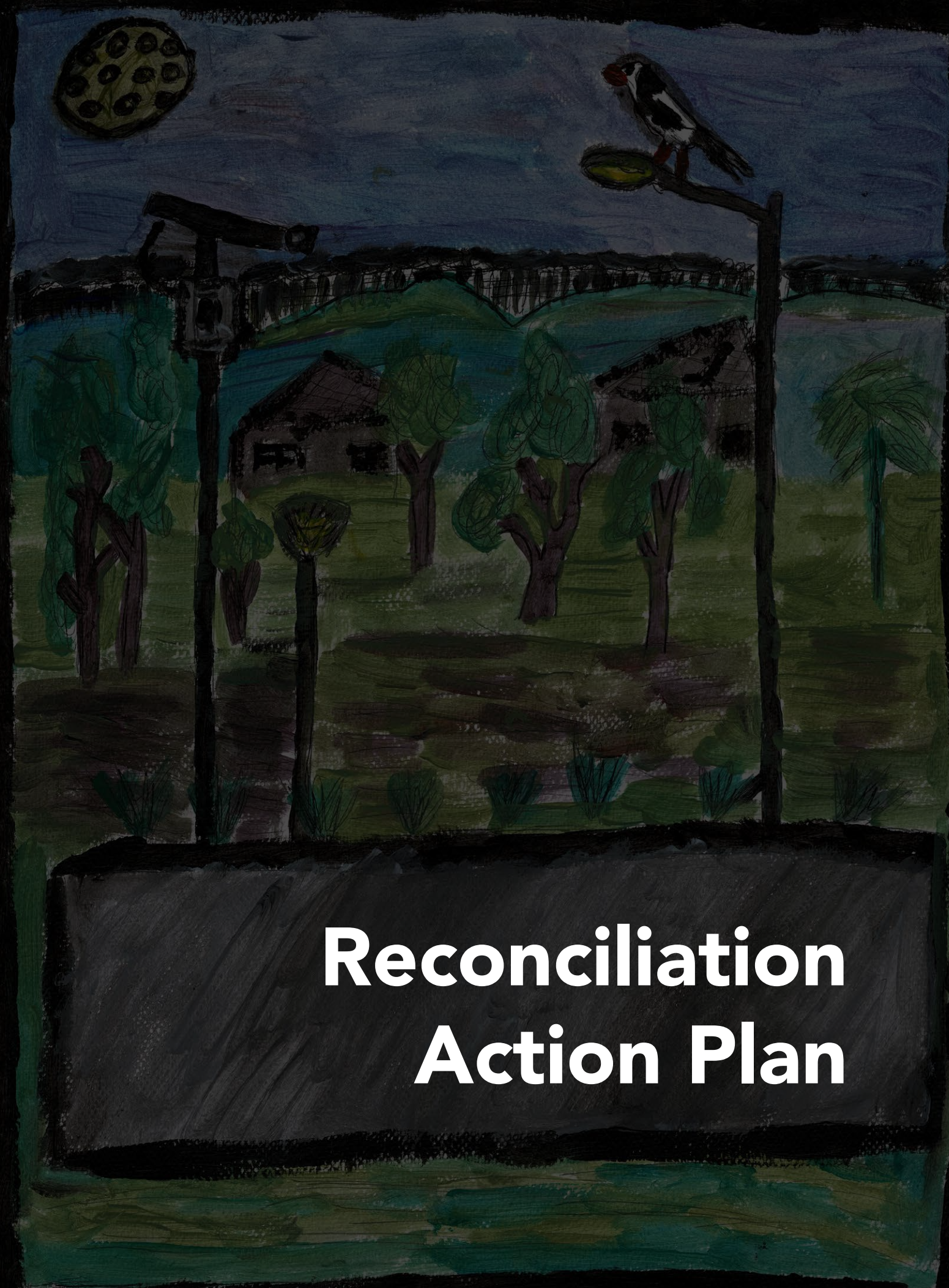
Artwork: Samantha



Artwork: Preston



Artwork: Katrina



Reconciliation Action Plan

Reconciliation Action Plan

The implementation phase of CRC's Innovate Reconciliation Action Plan (RAP) was due to end in December 2024. In light of outstanding deliverables and after seeking advice from Reconciliation Australia, the implementation phase was extended for an additional nine months until August 2025. The RAP Working Group (RAPWG) increased meetings to monthly, to assist in monitoring and measuring RAP achievements and identifying resource needs to drive implementation.

Although the extended implementation phase has ended, we will continue to work in alignment with our current Innovate RAP objectives, acknowledging that our reconciliation work is continuous. CRC and the RAPWG will soon begin taking steps to develop a second Innovate RAP, with a Stretch RAP our long-term objective.

The yearly RAP Impact Survey was completed in September 2025 and submitted to Reconciliation Australia, providing an opportunity to reflect on some of our RAP achievements over the past 12 months and to ensure we remain accountable and transparent. The information collected through the RAP Impact Survey enables Reconciliation Australia to gain an understanding of the breadth of reconciliation work within the RAP network. The Survey reports on measurable outcomes, including formal and informal partnerships with First Nations organisations, engagement in cultural learning, procurement from First Nations businesses and governance structures. CRC was able to report that we maintain five formal partnerships and have developed or maintained 38 informal partnerships with First Nations organisations in the past 12 months. This is reflective of the continued strong commitment across the organisation to developing and sustaining mutually beneficial and respectful relationships with First Nations organisations and businesses within our communities of work.

For the second consecutive year, CRC hosted a stall at Yabun Festival in partnership with the Gadigal Information Service. Six staff members volunteered to oversee the stall, engaging with community and providing information about CRC. Community was invited to contribute to an artwork.

"The sunrise behind the tree represents the new beginning that the day brings for us. The freedom to be forgiven for yesterday and thrive today. We ask that you place a leaf on the tree to show your solidarity with our mob that are currently in custody. By placing your fingerprint on the tree, you show your undivided support to making a stronger, safer and happier community. Thank you for sharing your spirit and support with us!" – Baxter Galli

Over the course of the year, 42 staff engaged in structured cultural learning programs and a further 15 staff participated in cultural immersion programs – including attendance at Mutawintji Cultural Festival and guided cultural walks.



Key RAP achievements this year include:

- Amplifying the voices of First Nations people in truth-telling about the present-day impacts of colonisation and the over-representation of First Nations peoples in prison within the delivery of CRC's Specialist Training to external service workers.
- Letters to politicians recommending support for and an action plan to implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Members of ARPU subsequently attended scheduled meetings with Senator David Shoebridge (Greens) and Melissa McIntosh MP (Liberal Party).
- Continued promotion of reconciliation within our sphere of influence, including attendance at RAP networking meetings to increase collaboration with RAP and other like-minded organisations to explore ways to advance reconciliation.
- ARPU continues to engage an Aboriginal Reference Group as part of all research projects, including current work in relation to the criminalisation of women's resistance to domestic and family violence.
- We continue to provide opportunities for staff to engage in cultural immersion activities and it is evident that staff are keen to engage in this form of continued cultural learning.
- Staff are strongly encouraged and provided with opportunities to attend community NAIDOC events and other significant cultural celebrations.
- A significant proportion of staff attended at least one community-based NAIDOC event within their communities of work.
- Approximately 20 staff had the privilege of attending and sharing in NAIDOC celebrations within adult correctional centres – Silverwater Women's, John Maroney, Geoffrey Pearce, Jacaranda (Women and Children) and Emu Plains.
- A further six staff members attended NAIDOC events within Youth Justice Centres – Frank Baxter, Cobham and Reiby.
- We hosted an internal online NAIDOC event, led by the RAP Working Group and Pathways Home (Youth) team. The event included a Welcome to Country delivered by Raymond Weatherall (representative from the Metropolitan Local Aboriginal Land Council) and contributions from two First Nations young people accessing the Pathways Home program, who generously shared with courage and vulnerability at the event. One young person contributed to the event while being held at Cobham Youth Justice Centre.
- We continue to work on a draft procurement strategy to increase use of goods and services from First Nations businesses. This is currently in the second draft stage and will be accessible for all staff once it is approved and finalised.

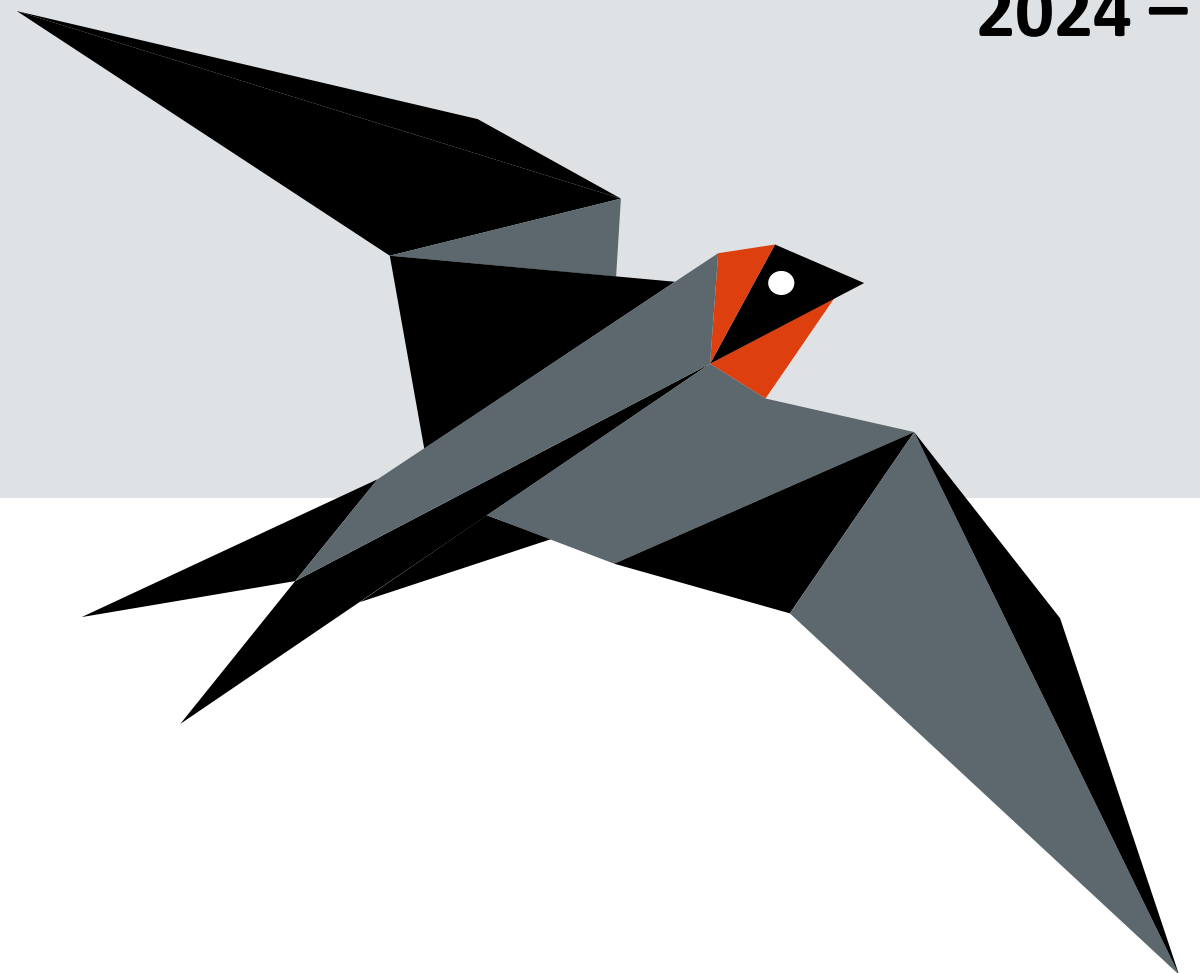
We have achieved a lot in our implementation phase yet also have deliverables that remain 'in progress' or 'incomplete', including the development of a formal cultural learning strategy and a Cultural Leave Policy. These actions were unable to be achieved within the timeframe due to staffing and resourcing needs, and it is not a reflection of their importance. It is anticipated that deliverables such as these will continue to be progressed and incorporated during the development of CRC's second Innovate RAP.



CRC community
restorative
centre

ANNUAL REPORT

FINANCIALS
2024 – 2025



Artwork: James

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 2025.

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

Name and Qualifications	Position Held
Ryan Dempsey	Chair
Ian Farmer	Secretary
Ruth McCausland	Director
Alex Sittczenko	Director
April Long	Director
Nicholas Croker	Director
Sarah-Jane Spencer	Appointed 27 November 2024
P MacGillivray	Resigned 27 November 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 to prisons, health promotion, on-site living support programs, training to other NSW services and information and advice about the criminal justice system in NSW.

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

OPERATING RESULT

The operating result of the Company for the financial year was an operating surplus of \$16,617 (2024: surplus \$54,860)

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

Ryan Dempsey

Director

Ian Farmer

Dated 15th September 2025

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 2025, 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 15th September 2025

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025	2024
Revenue			
Revenues from ordinary activities	2	9,810,307	8,739,950
Other Income	2	490,979	436,928
		<u>10,301,286</u>	<u>9,176,878</u>
Expenses			
Employee benefits expense		(8,130,482)	(7,292,345)
Administration expenses		(441,766)	(449,789)
Depreciation and amortisation expenses	3	(330,796)	(250,229)
Motor vehicle expenses		(224,139)	(211,817)
Occupancy expense		(185,902)	(121,873)
Other expenses		(104,149)	(31,688)
Project expenses		(729,609)	(670,948)
Repairs and maintenance		(6,471)	(8,199)
Travel Expenses		(107,385)	(75,721)
Subscriptions		(23,970)	(9,409)
		<u>(10,284,669)</u>	<u>(9,122,018)</u>
Current year surplus/(deficit) before income tax		16,617	54,860
Income tax expense	1	<u>-</u>	<u>-</u>
Net current year surplus/(deficit)		<u>16,617</u>	<u>54,860</u>
Other comprehensive income for the year		<u>-</u>	<u>-</u>
Total comprehensive income surplus/(deficit)		<u>16,617</u>	<u>54,860</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 2025

	Note	2025 \$	2024 \$
CURRENT ASSETS			
Cash and cash equivalents	4	4,607,740	7,604,035
Trade and Other Receivables	5	580,861	247,056
TOTAL CURRENT ASSETS		<u>5,188,601</u>	<u>7,851,091</u>
NON - CURRENT ASSETS			
Property, plant and equipment	6	101,403	201,872
Right of Use Assets	7	183,604	330,487
TOTAL NON - CURRENT ASSETS		<u>285,007</u>	<u>532,359</u>
TOTAL ASSETS		<u>5,473,608</u>	<u>8,383,450</u>
CURRENT LIABILITIES			
Trade and Other Payables	8	2,302,556	5,172,366
Provisions	9	527,368	501,610
Lease Liabilities	10	157,515	134,336
TOTAL CURRENT LIABILITIES		<u>2,987,439</u>	<u>5,808,312</u>
NON CURRENT LIABILITIES			
Provisions	9	167,456	112,648
Lease Liabilities	10	58,251	218,645
TOTAL NON CURRENT LIABILITIES		<u>225,707</u>	<u>331,293</u>
TOTAL LIABILITIES		<u>3,213,146</u>	<u>6,139,605</u>
NET ASSETS		<u>2,260,462</u>	<u>2,243,845</u>
EQUITY			
Retained surplus		<u>2,260,462</u>	<u>2,243,845</u>
TOTAL EQUITY		<u>2,260,462</u>	<u>2,243,845</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 2025

	Retained Surplus \$	Total \$
Changes in equity		
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
Balance at 1 July 2024	2,243,845	2,243,845
Net Surplus/(deficit) for the year	16,617	16,617
Other comprehensive income for the year	-	-
Balance at 30 June 2025	2,260,462	2,260,462

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 2025

	Note	2025 \$	2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers and government		8,283,518	9,944,237
Payments to suppliers and employees		(11,511,766)	(9,137,988)
Donations received		295,777	237,240
Interest received		156,835	199,688
Net cash provided by operating activities		<u>(2,775,636)</u>	<u>1,243,177</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment		-	-
Purchase of property, plant and equipment		<u>(83,444)</u>	<u>(188,578)</u>
Net cash provided by investing activities		<u>(83,444)</u>	<u>(188,578)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Borrowings		-	-
Repayment of Borrowings		<u>(137,215)</u>	<u>(149,694)</u>
Net cash provided by financing activities		(137,215)	(149,694)
Net increase (decrease) in cash held		(2,996,295)	904,905
Cash at the beginning of the financial year		<u>7,604,035</u>	<u>6,699,130</u>
Cash at the end of the financial year	4	<u><u>4,607,740</u></u>	<u><u>7,604,035</u></u>

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

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

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 2025.

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 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 15th September 2025 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).

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 2025

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 2025

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 2025

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.

COMMUNITY RESTORATIVE CENTRE LIMITED

ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

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 2025

	2025 \$	2024 \$
NOTE 2 - REVENUE		
Members Subscriptions	-	50
B Miles Womens' Foundation	328,103	315,259
Newtown Neighborhood Centre Inc	-	131,578
Link Wentworth	243,821	223,653
NSW Department of Communities and Justice, Corrective Services NSW	804,135	779,648
Sydney Local Health District	200,000	192,800
Ministry of Health, Centre for Alcohol and Other Drugs	816,707	467,674
Department of Communities and Justice	2,662,941	2,500,221
National Indigenous Australians Agency	725,032	741,963
EIS Health Ltd T/As Central and Eastern Sydney Primary Health Network	479,938	444,656
South Western Sydney Primary Health Network Limited	235,556	215,360
Paul Ramsay Foundation	1,429,989	1,020,684
Office of Responsible Gambling	152,534	126,323
Siddle Foundation	16,435	97,870
Legal Aid New South Wales	91,868	73,903
Wentwest Limited T/As Western Sydney Primary Health network	513,497	573,736
Judith Neilson Foundation	472,000	-
Aboriginal Housing Office	115,522	-
Other Grants	319,132	240,595
Recovery from Unexpended Funds	162,717	586,032
Other operating revenue	40,380	7,945
Total Revenue	9,810,307	8,739,950
Other Revenue		
Donations Received	295,777	237,240
Interest income	156,835	199,688
Profit on Sale of Assets	38,367	-
	490,979	436,928
Total Revenue & Other Income	10,301,286	9,176,878

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	183,913	103,346
Amortisation - Right of Use Assets	146,883	146,883
Total Depreciation & Amortisation Expense	330,796	250,229

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

	2025 \$	2024 \$
NOTE 4 - CASH AND CASH EQUIVALENTS		
Cash at bank and on hand	1,305,634	3,449,268
Short term bank deposits	3,302,106	4,154,767
	4,607,740	7,604,035
NOTE 5 - TRADE AND OTHER RECEIVABLES		
Trade Receivables	55,933	36,082
Other Receivables	474,576	195,112
Prepayments	50,352	15,862
	580,861	247,056
NOTE 6 - PROPERTY, PLANT AND EQUIPMENT		
Office Equipment at cost	52,015	33,317
Less: Provision for Depreciation	(25,249)	(14,169)
	26,766	19,148
Motor vehicles at cost	435,073	370,327
Less: Provision for Depreciation	(360,436)	(187,603)
	74,637	182,724
Total Property Plant and Equipment	101,403	201,872

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	19,148	182,724	201,872
Additions	18,698	64,746	83,444
Disposals	-	-	-
Depreciation expense	(11,080)	(172,833)	(183,913)
Carrying amount at the end of the year	26,766	74,637	101,403

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

	2025 \$	2024 \$
NOTE 7 - RIGHT OF USE ASSETS		
Right of Use Assets/Leases	624,253	624,253
less accumulated amortisation	(440,649)	(293,766)
Total Right of Use Assets	<u>183,604</u>	<u>330,487</u>
NOTE 8 - ACCOUNTS PAYABLE AND OTHER PAYABLES		
Trade creditors and accruals	203,880	471,972
Grants in advance	1,094,814	3,624,729
Grants Unexpended	224,914	215,411
Liabilities to employees	318,132	330,692
Income in Advance	460,816	529,562
	<u>2,302,556</u>	<u>5,172,366</u>
NOTE 9 - PROVISIONS		
Current		
Annual Leave	437,609	421,271
Long Service Leave	89,759	80,339
	<u>527,368</u>	<u>501,610</u>
Non Current		
Long Service Leave	167,456	112,648
	<u>167,456</u>	<u>112,648</u>
NOTE 10 LEASE LIABILITIES		
CURRENT		
Lease Liabilities - operating	157,515	134,336
	<u>157,515</u>	<u>134,336</u>
NON CURRENT		
Lease Liabilities - operating	58,251	218,645
	<u>58,251</u>	<u>218,645</u>
NOTE 11: AUDITOR'S REMUNERATION		
Auditing the financial statements	<u>15,500</u>	<u>15,000</u>

COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

	2025 \$	2024 \$
NOTE 12: KEY MANAGEMENT PERSONNEL		
The following were key management personnel of the Company at any time during the reporting period:		
DIRECTORS		NON-DIRECTORS
Ryan Dempsey		Alison Churchill
Ian Farmer		Michelle Bryant
Ruth McCausland		Hedy Kalach
Alex Sittczenko		
April Long		
Nicholas Croker		
Sarah-Jane Spencer		
P MacGillivray		
The totals of remuneration paid to key management personnel (KMP) of the Company during the year are as follows:		
Key management personnel compensation	<u>510,296</u>	<u>455,988</u>
Any person(s) having authority and responsibility for planning, directing and controlling the activities of the company, directly or indirectly, including any Director (whether executive or otherwise) of that entity is considered key management personnel.		
NOTE 13: EVENTS SUBSEQUENT TO REPORTING DATE		
From 30 June 2025 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 14: 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 15 - 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

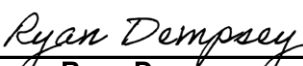
DIRECTORS' DECLARATION

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 and the Corporations Act 2001 applicable to the entity; and
 - b. give a true and fair view of the financial position as at 30 June 2025 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


Ryan Dempsey

Director


Ian Farmer

Dated 15th September 2025

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

**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 2025, 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 2025 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – AASB 1060: General Purpose Financial Statements – 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 2025, 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.



Principal: David Conroy FCA

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

Telephone: 02 9267 9227
Fax: 02 9261 3384

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

Auditor's Responsibilities for the Audit of the Financial Report

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

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

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

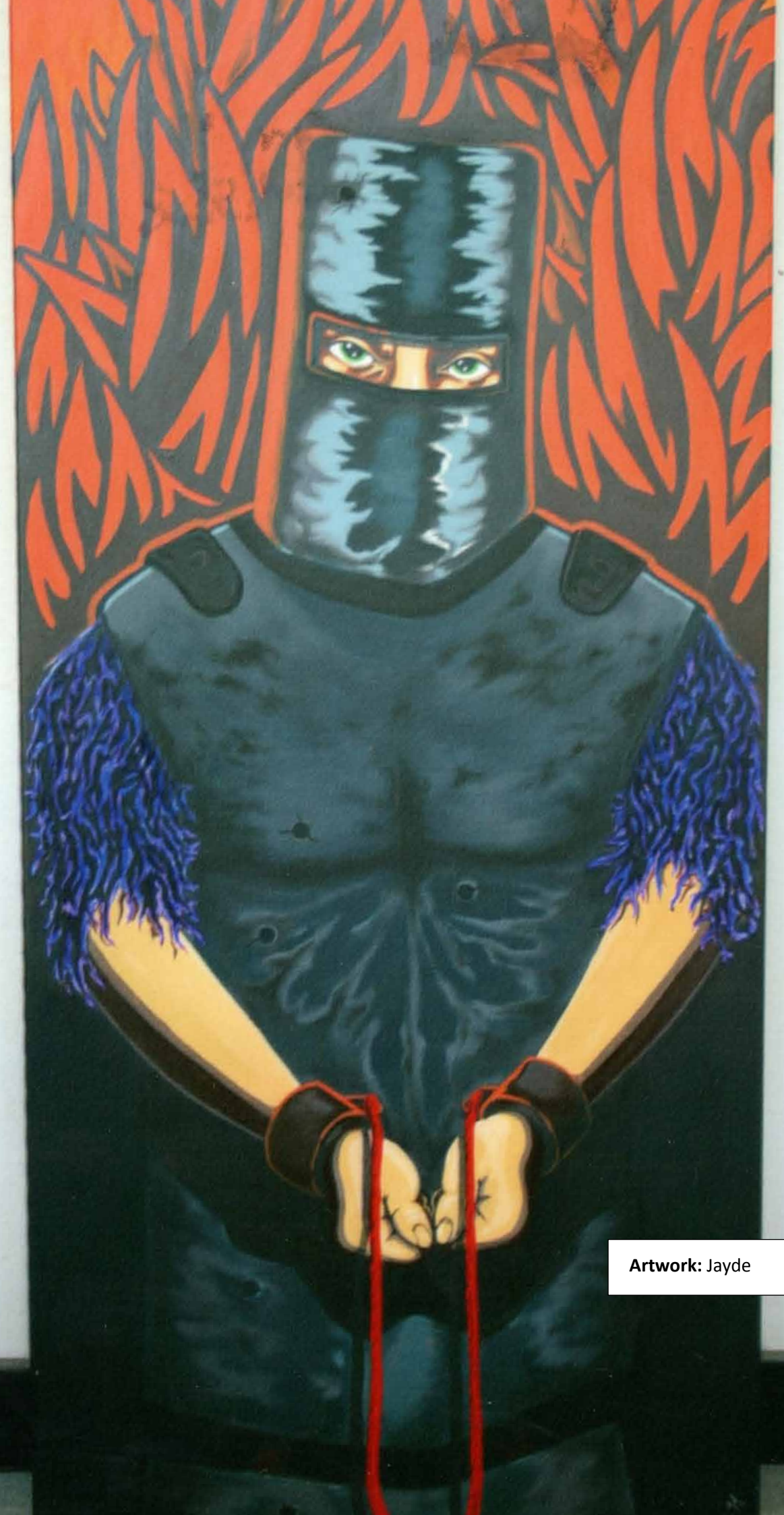
We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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



D R Conroy
Principal
154 Elizabeth Street Sydney NSW 2000

Dated 15th September 2025



Artwork: Jayde



Artwork: Henry