CRC community restorative centre

ANNUAL REPORT

2025 – 2026



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 Wiljkali Peoples

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

Penrith/Nepean
In partnership with Wentworth Community Housing
With respect to the Darug and Wiradjuri Peoples

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

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

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Funding Partners

CRC is grateful to the following funders who provided support during 2025-26:

- NSW Aboriginal Housing Office
- 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 GHSH partners in 2025-26 are:

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

Donors

CRC is grateful for the ongoing support of the Barwon Foundation, Lara Esden, Kathleen Lamoreaux and Michael Levy.

We would also like to thank the following donors for their support for CRC, our clients and our work in 2025-26.

- Aaron Coates
- Andrew McPherson
- Anne Kennedy
- Ashlea Borg
- Australian Philanthropic Foundation – Pindah Fund
- Elizabeth Evatt
- Gabrielle Fitzgibbon
- Helen Matthews
- Ian Farmer
- Jenny Ling
- John Olip
- Lincoln Robinson
- Lisa Scully
- Lynda Freeman
- Michael Gregg
- Michael Pradel
- Paul Carter
- Peter Rogers
- Richard M Bibby
- Rose Vucic
- Veronica Lange
- Zonta Club of Botany Bay
- Zonta Club of Nepean Valley

One-Off Grants

- Bowlers Club of NSW
- City of Sydney
- National Indigenous Australians Agency
- NSW Department of Communities and Justice (DCJ)
- Penrith RSL
- Wests Ashfield Leagues Club

Acknowledgements

CRC would like to acknowledge the staff, volunteers, members, partners and funding bodies that have made our work possible during 2025-26.

Staff

At CRC, our staff are at the heart of what we do. At June 30, 2026, there were 61 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.

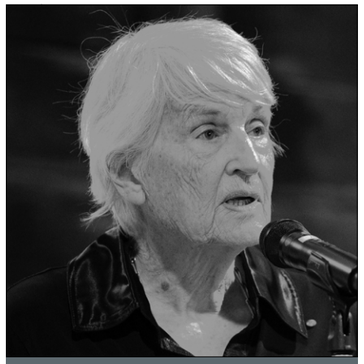
Volunteers

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. Elizabeth Evatt AC

Chief Judge of the Family Court (1976 – 1988)
President of the Australian Law Reform Commission (1988 – 1993)

WHY ARE WE PUNISHING THE FAMILIES OF INCARCERATED PEOPLE?

Our justice system prescribes imprisonment as the principal form of punishment for most people convicted of a crime. This entails a loss of liberty for the individual, subjection to a strict regime and possibly harsh treatment or abuse by other incarcerated people or prison officers.

But for many individuals, there are strong arguments in favour of alternative forms of punishment, forms that can lead to better personal, family and social outcomes than imprisonment, with its many negative consequences for the family and family relationships. As things stand, the effect of imprisonment is often to 'punish' not only the person in custody but also their partner, children and family. The effects may also diminish their ability to support their family member in custody.

While this may sound overdramatic, the facts are that when someone is imprisoned, their partner or spouse may be left without financial support, resulting in poverty or homelessness. They may have to take on additional family responsibilities. They may encounter a change in the attitude of friends or acquaintances, and a loss of social connections. The imprisonment of a spouse or partner for an extended period can cause personal stress or mental-health problems, which in turn can put great strain on the relationship. Communication with a family member in prison may be difficult to manage when restricted to visits, phone calls and letters. This may lead to instability and result in a permanent breakdown of that relationship. There is evidence that the risk of divorce is significantly increased when a partner is imprisoned, with adverse consequences not only for the partner, but also for their children. There is a strong case for providing social support for the families of people in prison at an early stage to help minimise these consequences

The incarceration of a parent can have a very negative effect on children. There are up to 40,000 in Australia at any one time with a parent in prison. For these children, the absence of a parent can lead to hardship, poverty and even homelessness. If the relationship between the parents is fracturing or under strain, children may find that they are not taken to visit or encouraged to keep in touch with their incarcerated parent. The child may fall into a state of anxiety or depression, and fail to make progress at school as a result of the unsettling experience. These factors may result in welfare intervention, child protection proceedings or out-of-home care.

Recommendations have been made many times to give "greater consideration to whether someone is a parent or primary carer before giving them a custodial sentence" and for alternatives to prison to be considered when a relatively short sentence is under consideration[1]. It seems clear that if, despite these concerns, a parent of young children is taken into custody, proper attention should be given to the needs and wellbeing of the children to minimise the damage that might ensue.

There has been some progress in making better provision for children to visit a parent in prison and in providing culturally appropriate facilities for incarcerated First Nations people and families. More needs to be done to fund the transport of children to sometimes remote destinations and to facilitate visits for children in out-of-home care. These measures, while important, do not fully make up for the harmful effects on children when a parent is imprisoned.

There remains a great need to provide social support to the family at an early stage to help them to manage the consequences of the absence of a partner and to reduce the impact on children of the absence of a parent. In this context, it is a matter of great regret that CRC's Family Casework Service has been denied continuing funding. This is a significant loss, both to families and to the people in prison. A functioning family can anchor the individual in custody to the world outside and provide the motivation to stick it out, to try whatever is available to help in rehabilitation or to learn new skills.

Measures that increase the opportunities for incarcerated people to keep in touch with their families benefit both the person in prison and their family. An example is the new technologies that allow people to make phone calls to their family from their cells during lockdown. The ability to contact partners and children in this way can make a difference to the wellbeing of the incarcerated individual and helps to support family relationships.

The negative effects of imprisonment on all family members do not always end with release. Re-entry into society can present problems for formerly incarcerated people attempting to secure employment and housing. In addition to this, they may find it difficult to re-establish themselves in the family, where roles and responsibilities may have changed, leaving the recently released individual feeling like an outsider. If relationships during incarceration were strained, negative attitudes may persist. Children may have lived with a parent or family member who had not been the primary carer or they may have been in out-of-home care. There is a great need for counselling and family support services to help people deal with these issues.

This short overview aims to show that imprisonment is not only the punishment of an individual. Its ripple effects extend to the family and social network of the person in custody and can continue long into the future.

Regrettably, there are too few services available to support the families of incarcerated people, which leaves both the person inside and their family members vulnerable to what is essentially additional punishment. Consideration of these damaging effects should reinforce our efforts to strengthen the ability of organisations to support the families of people in prison, and to look for alternatives to incarceration.



The Hon. Elizabeth Evatt AC

1 New South Wales. Parliament, Committee on Children and Young People, Report no. 4/57, 2022, Support for children of imprisoned parents in New South Wales

Chair's Report



Ryan Dempsey

Chair, CRC Board of Directors

At the heart of CRC are people whose lives have been affected by the criminal legal system, and the children, partners, parents, friends and kin who share its consequences. Their experiences remind us that incarceration is never confined to the person in custody. Thank you for the trust you place in CRC, often at difficult times.

I also thank our funders, donors, volunteers, and community partners. On behalf of the Board, I extend particular thanks to our Chief Executive Officer, Alison Churchill. Over her remarkable tenure, Alison has brought to CRC an extraordinary depth of organisational knowledge, sector experience and commitment to people affected by the criminal legal system. Her judgement and insight have kept CRC anchored to its purpose while guiding its development.

To every member of CRC's staff, thank you. Whether you work with people and families, contribute through advocacy, research or training, or provide the professional and operational support that makes this work possible, your contribution matters. The Board sees the care, persistence and humanity you bring, including the work undertaken quietly and away from public view. We are deeply grateful for what you give to CRC, to one another and to the communities we serve.

This year's report considers the consequences of incarceration for families. Many remain unseen.

Imprisonment does not affect one person alone. Children lose regular contact with parents. Partners and relatives assume new financial, emotional and caring responsibilities, often without warning. Families must navigate prison rules, court processes, housing insecurity and child protection arrangements that rarely recognise the combined weight placed upon them.

Families have their own safety, health and support needs, and children should not carry stigma or further disadvantage because a parent has been imprisoned. Incarceration also seldom begins with a single event. Homelessness, poverty, family violence, trauma, disability, disrupted education, poor health and limited access to support can all precede contact with the criminal legal system. Custody may then deepen the very conditions that contributed to that contact.

This is why CRC works at both individual and systemic levels. Frontline teams provide practical, relational support. Research and advocacy draw on that experience to identify where systems fail to connect and where policy or practice must change. Supporting someone through a crisis is essential. Preventing the same crisis from recurring is equally important.

The pathway into youth and adult detention rarely follows one event or one system. It is a chain forged over time, as trauma, parental incarceration, family and cultural separation, unstable housing, school exclusion and unmet health or disability needs reinforce one another. When services operate in isolation, distress can be mistaken for defiance and survival responses treated as offending. Yet the chain can be broken. With timely support, enduring relationships and culturally grounded practice, families can rebuild connection, young people can find stability, and cycles of disadvantage can give way to lives shaped by belonging, opportunity and hope.

Pathways Home expresses this commitment, alongside broader research and advocacy concerning young people. The program centres each young person in pre-release planning and longer-term support across housing, health, education, employment, family connection and legal needs. CRC also contributed to research and public discussion on school exclusion, transitional care, youth justice and reintegration.

The consequences are especially serious for First Nations children, adults and families. Responses affecting First Nations communities must be developed with those communities, not designed elsewhere and imposed upon them. Culture, kinship and connection to community are central to safety, identity and healing.

Much of CRC's credibility rests on the knowledge carried by its people. First Nations staff and colleagues with lived experience bring insight that professional training alone cannot provide. Their contribution strengthens relationships, practice and accountability. That knowledge must be respected through fair employment, cultural and clinical supervision, professional development and safe working arrangements.

The same principle guides the development of a paid Lived Experience Panel to inform advocacy, research, service planning and project development. People should have a meaningful say in the systems and services that affect their lives, and they should be recognised and remunerated for that contribution.

The organisation also expanded how it informs, connects and gives voice to people affected by incarceration. Paper Chained extended its reach through digital platforms in correctional facilities in New South Wales and the United States. Jailbreak continued to provide information, music and connection for people in custody, their families and supporters. Both create space for voices too often excluded from public life.

Another important achievement was securing funding through the Department of Communities and Justice's Sexual Violence Recovery and Healing Grant Program. This work will develop peer-informed resources for criminalised victim-survivors and strengthen the capacity of frontline workers to provide accessible, trauma-informed support.

This year we welcomed three new Directors and advanced a comprehensive review of CRC's Constitution with pro bono legal assistance. I thank my fellow Directors for the care and experience they bring to CRC's governance and for their shared commitment to its purpose. The proposed framework expresses CRC's purpose more clearly and is designed to simplify its governance arrangements. The Board has also strengthened its connection with CRC's services and staff so that its decisions remain grounded in the organisation's operating reality.

The Board remains focused on disciplined stewardship, ensuring CRC's resources support current services while building the people, evidence and systems required for the future. Our priorities remain effective services, a safe and supported workforce, meaningful participation by people with lived experience, stronger evidence of outcomes and advocacy capable of influencing public policy and investment.

No single organisation can resolve every gap across the systems supporting vulnerable people and families. CRC can make those gaps visible, support people navigating them, demonstrate better practice and help build the case for lasting reform.

On behalf of the Board, I thank everyone who contributed during the year. We remain committed to an organisation that listens carefully, acts with purpose, and refuses to accept that adversity and disadvantage should determine the course of a life.



Ryan Dempsey

CEO's Report



Alison Churchill

Chief Executive Officer

The Annual Report is always an opportunity to reflect on the year that was: the challenges, disappointments and achievements. I know I am not alone among not-for-profit leaders in experiencing all three.

In a previous Annual Report, reflecting on a period of significant change, I described CRC as a **shapeshifter**. A shapeshifter is something that adapts and evolves in response to changing circumstances, while remaining true to its core identity. In many ways, this description captures CRC's journey and the way we continue to work today.

We operate in a constantly changing environment. Prison populations continue to rise, Australia's First Nations people remain the most incarcerated on the planet and calls for harsher responses to children and young people in contact with the criminal legal system are growing. At the same time, community needs evolve, government priorities and funding models shift, and new opportunities for advocacy and reform emerge.

CRC has never stood still. We adapt our services, advocacy, partnerships and ways of working because the needs of the people we support, and the systems around them, keep changing. We build on what works, improve what can be stronger and are prepared to let go of approaches that are no longer effective. In recent years, we have become a more confident and influential sector leader. We now bring together service delivery, advocacy, research and lived experience to help shape the systems affecting the people and communities we work alongside. This evolution is purposeful: it strengthens our ability to challenge injustice and pursue lasting reform without losing sight of who we are. What we do may shift, but why we do it does not. While we cannot predict what lies ahead, we know how to respond: with clarity, courage and a willingness to adapt, grounded in our commitment to justice, dignity and community.

Before highlighting some of CRC's many achievements over the past year, I want to acknowledge a significant loss.

September marked the cessation of funding for CRC's Families Counsellor position, resulting in the closure of a critical service for families, friends and kin of people in contact with the criminal legal system. The impact of the program's closure extends well beyond the loss of a single position. It represents a missed opportunity to invest in prevention and address the social determinants that contribute to involvement in the criminal legal system. The service helped families remain stable while someone was in prison. It supported safety planning where domestic and family violence was present, helped children stay connected with an incarcerated family member and avoid removal to out-of-home care, and assisted families facing housing and financial instability.

The loss of this service reinforces the need for continued investment in the families and communities affected by incarceration. In the coming year, CRC will continue to advocate for greater recognition of the significant pressures experienced by families, kin, friends and communities when a family member is imprisoned.

Despite this challenge, the past year has also been one of significant achievement.

923

This year, CRC worked with more than **923** people through our transition and diversion programs.

26,000

Our Court Support Scheme volunteers supported more than **26,000** people navigating the court system.

78

Our Families Counsellor provided telephone support to **78** individuals and families.

2,200

Our Telephone Information and Referral Service responded to more than **2,200** requests for support and information.

70

CRC delivered specialist training to more than **70 sector workers** in Sydney, the ACT and the Mid-North Coast, building their capability to support people affected by the criminal legal system.

Our **Advocacy, Research and Policy Unit** strengthened the link between frontline experience, evidence and systemic reform. During the year, ARPU progressed research into the criminalisation of women's resistance to domestic and family violence, contributed submissions on human rights, policing and young people, and continued to turn issues identified through CRC's services into practical advocacy and policy action.

The Jailbreak Health Project continued to expand the reach of its innovative Jailbreak Radio program and podcast through in-cell tablets and 2SER Community Radio. During the past financial year there were **33,435** visits to the custodial podcast site.

Paper Chained magazine continues to reach people living in places often disconnected from information, creativity and connection. It is available digitally to **almost all incarcerated people in NSW** through approximately 12,000 in-cell tablets, to more than **1.2 million incarcerated people in the United States** and to more than **1,500 people in Victorian prisons** through the education intranet system. Distribution has also been approved across South Australia, Western Australia, Tasmania, the Northern Territory, the Australian Capital Territory, New Zealand and the Philippines.

None of this work would be possible without CRC's extraordinary people.

To our staff and volunteers, whether working on the frontline, in advocacy, research, policy, administration or behind the scenes, thank you. You are skilled, committed, adaptable, compassionate and relentlessly determined. You bring expertise, humour, humanity and care to complex work that is often challenging, but always important. Every one of you contributes to the heavy lifting that CRC undertakes every day.

To our Board of Directors, thank you for your stewardship, curiosity and unwavering support. Thank you for taking the time to listen, to understand our work, to support our staff and to ensure CRC remains a sustainable, ethical and effective organisation.

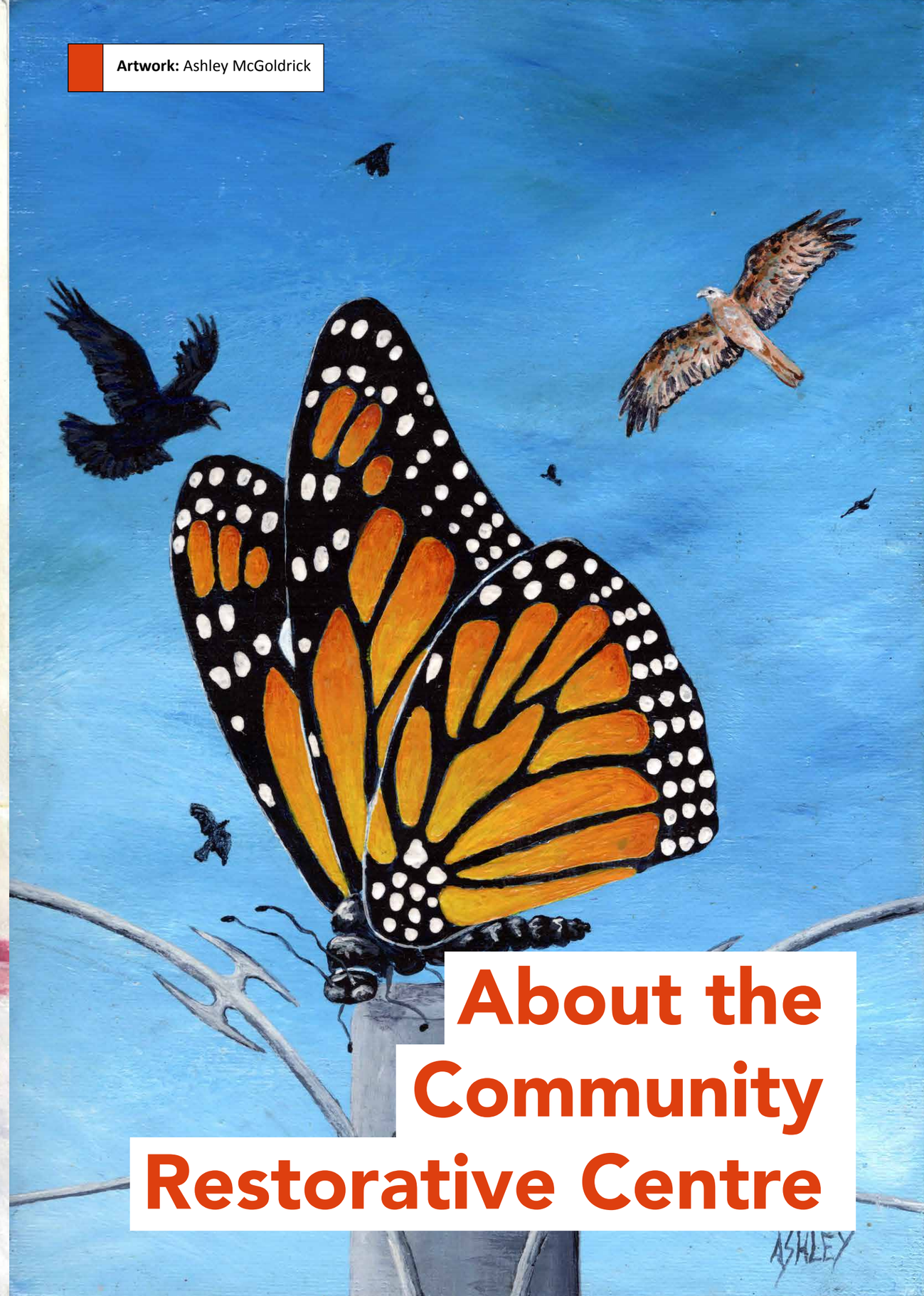
Together, we continue to demonstrate that meaningful change is possible when people, communities and organisations are prepared to adapt, persevere and lead with courage.



Alison Churchill



Artwork: “The Mysterious Artist D”

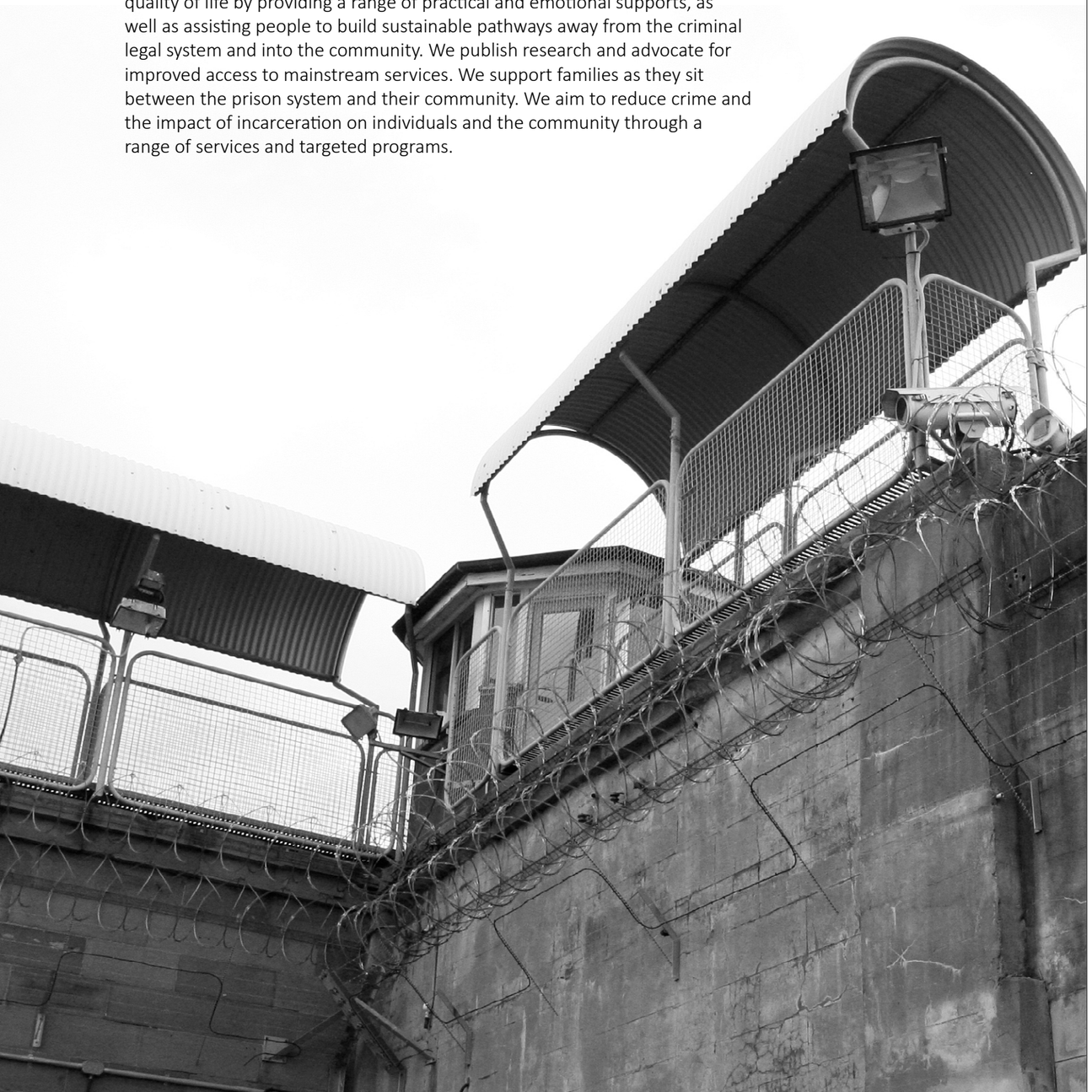


Artwork: Ashley McGoldrick

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.

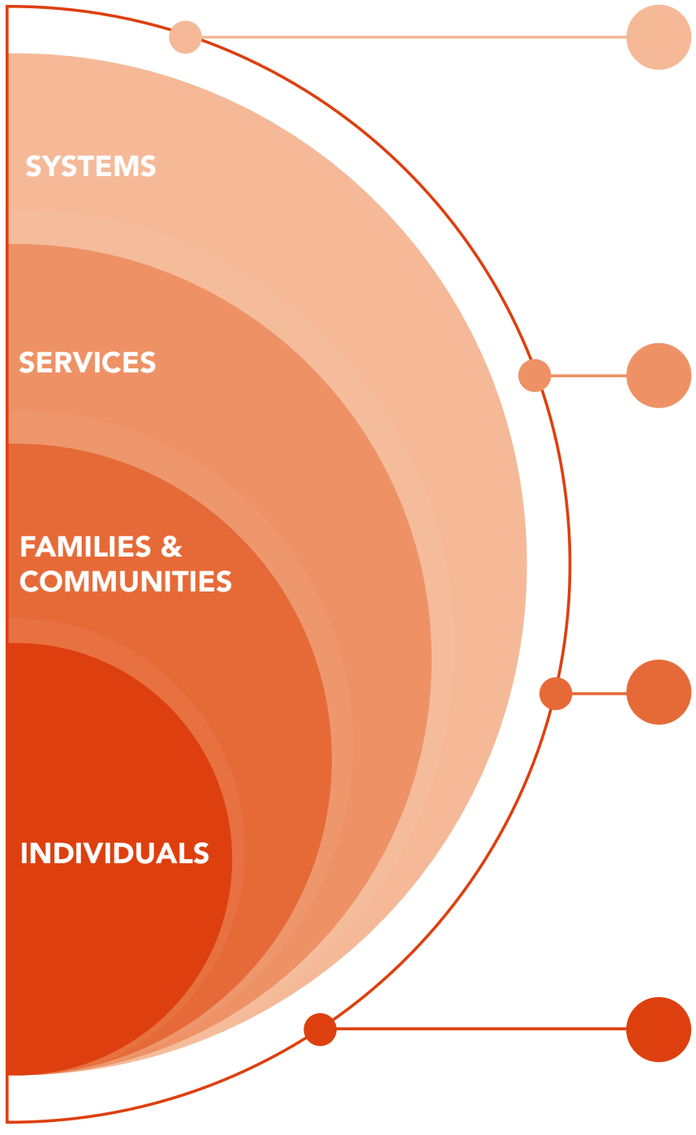
The criminal legal system has become Australia's default response to managing social disadvantage and systemic racism.

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.

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.

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.

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.

Community Partnership

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

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.



Our Model of Practice

CRC's model of practice recognises that people do not become involved in the criminal legal system in isolation from the rest of their lives. Homelessness, poverty, trauma, family violence, disability, poor health, racism, social isolation and limited access to resources can all contribute to a person's contact with the criminal legal system. Imprisonment doesn't resolve these issues. It entrenches disadvantage, creates further trauma, compounds mental-health concerns and severs connections to housing, family, employment, health care and community. The effects often continue long after an individual's sentence has ended, through stigma, discrimination and exclusion from the services and opportunities people need to rebuild their lives.

The prison system also comes at an enormous financial and social cost, yet repeatedly fails to address the conditions that bring people into contact with it. CRC's approach recognises that punishment does not create community safety. Safer communities are built when people have housing, support, connection, opportunity and access to services that respond to their needs. CRC addresses these social determinants of justice by responding to the social, economic and systemic conditions that contribute to criminalisation and make it harder for people to build safe, stable lives in the community.

Our practice does not begin with the idea that a person needs to be 'fixed'. We ask what has happened in a person's life, what barriers they face, what support they need and what must change around them to create a genuine opportunity for a different future.

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.

The foundations of our practice

CRC's model brings together six principles:

1. **Reintegration beyond individual rehabilitation**
   We look beyond individual behaviour to the broader circumstances and systems shaping a person's life.

2. **Support before, during and after release**
   Wherever possible, we begin working with people before release and maintain that support as they return to the community.

3. **Community-based outreach**
   We meet people where they are and work alongside them as they rebuild their lives in the community.

4. **Service delivery combined with systemic advocacy**
   We stand alongside people while challenging the policies, practices and service barriers that exclude them.

5. **Long-term, holistic and relationship-based support**
   We recognise that people's needs are interconnected, change takes time and trust must be earned.

6. **Housing as a foundation**
   Safe, stable housing provides the base from which people can address other needs and begin to rebuild security, connection and hope.

These principles form CRC's model for supporting people with complex and intersecting needs.



Our Values in Practice

Addressing causes, not only consequences

Lasting change requires more than responding after harm or criminalisation has occurred. It requires us to confront the conditions that contribute to both, including homelessness, poverty, trauma, discrimination, unmet health needs and exclusion from essential services. This reflects the principles of **transformative justice**, which focus on changing the conditions in which harm occurs, supporting healing and preventing harm from continuing. Trust, relationships and community support are central to this approach.

CRC puts this into practice through casework, counselling, advocacy, referrals and practical assistance. We work with the whole person, recognising the interconnected issues, systems and circumstances affecting their life.

Dignity in every interaction

The criminal legal system can strip people of choice, control, connection and dignity. CRC's practice seeks to restore these foundations. We recognise each person's humanity, agency and value, regardless of their history or circumstances. Our services are respectful, non-judgemental, compassionate, consistent and flexible. We provide emotional and relational support, protect confidentiality, use person-first language and respect people's right to make decisions about their own lives.

Dignity does not mean overlooking harm or avoiding difficult conversations. It creates the trust and safety people need to reflect, heal, take responsibility and make meaningful change.

Accountability without perpetual punishment

CRC takes harm and accountability seriously. We also recognise that punishment does not necessarily create accountability, healing or safer communities.

Meaningful accountability can involve recognising harm, changing behaviour, making amends where appropriate and working to prevent further harm. It also means addressing the conditions that contribute to harm, rather than simply punishing people after it has occurred.

A prison sentence may end, but punishment often continues through stigma, restricted opportunities and exclusion from housing, employment and services. CRC works against this **perpetual punishment** by helping people regain stability, connection and full participation in community life.

Building stronger alternatives

CRC's work reflects a commitment to reducing reliance on imprisonment and building effective community-based responses. This aligns with decarceration, which seeks to reduce the use of imprisonment, and with the practical principles of prison abolition, which focus on addressing the causes and consequences of harm while building credible alternatives to prisons and punishment.

For CRC, these are not abstract ideas. They are reflected in the everyday work of securing housing, supporting physical and mental health, strengthening family and community connections, addressing substance use, navigating complex service systems and creating opportunities outside the criminal legal system. They are also reflected in our support for diversion, prevention and community-based services that can respond to people with complex and intersecting needs.

Long-term support

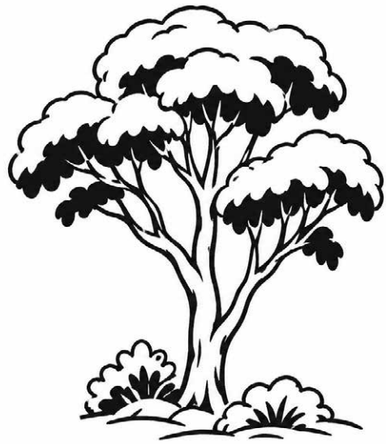
The damage caused by trauma, poverty, exclusion and incarceration cannot be undone quickly. Progress is rarely straightforward, and people should not lose support when their lives do not follow a neat or predictable path. CRC's long-term and relational approach recognises that change requires trust, stability, connection and opportunity. **Desistance theory** also highlights the importance of housing, employment, relationships, community connection and a person's sense of identity in supporting a life away from the criminal legal system. CRC's approach goes further by recognising that responsibility for change cannot rest with the individual alone. People need opportunities, communities need resources, services need to become more accessible and unjust systems need to change.

From individual support to systemic change

CRC's work does not stop at helping individuals navigate broken or inadequate systems. We also work to change those systems. The experiences of the people and families we support inform CRC's research, advocacy, training and program development. What we learn through frontline practice strengthens our public advocacy. In turn, research, evaluation and lived experience enhance the support we provide.

Our model operates at several connected levels:

- Supporting individuals and families through practical and emotional crises
- Strengthening relationships, identity and community connection
- Improving access to housing, health care and other essential services
- Building the capacity of the broader service system
- Advocating for policy and systemic change.



This is what makes CRC's work both immediate and transformative. We help people survive and rebuild following incarceration, while working towards a future in which fewer people are criminalised, imprisoned and harmed by systems that are costly, punitive and ineffective.

The CRC difference

CRC engages with people at some of the most vulnerable and destabilising points in their lives. We provide practical support when systems are fragmented, or inaccessible. We build trust with people who have often experienced repeated rejection. We help restore the connections, stability and opportunities that incarceration can take away. We also use what we learn to challenge injustice and press for lasting change. Our work is grounded in dignity but does not avoid accountability. It recognises individual agency while refusing to ignore poverty, racism, trauma, disability, colonialism and systemic failure. It responds to immediate need while building pathways towards healing, inclusion and community safety.

CRC's model of practice addresses the social determinants of justice through practical support, trusted relationships and systemic advocacy. We help people rebuild lives profoundly disrupted by incarceration, while working to change the conditions and systems that drive criminalisation, deepen disadvantage and cause lasting harm.



Artwork: Jayde Farrell



Artwork: Joel Minor

The Impact of Incarceration on Families

Families and Incarceration

Although incarceration is often characterised as something that happens to an individual, its emotional, practical, financial and cultural consequences are also felt by families and communities, often for many years. They are the constant thread throughout a person's contact with the criminal legal system: attending court, staying connected during imprisonment and supporting them through release and the long process of rebuilding life in the community. Much of this care and advocacy goes unrecognised and unsupported, despite families living with the consequences of incarceration while also carrying much of the responsibility for holding families together. **Families are not peripheral to the story of incarceration; they are central to understanding its harm, its intergenerational effects and the possibilities for repair, reconnection and change.**

First Nations Families

For First Nations families, incarceration must be understood in the context of colonisation, dispossession, child removal, systemic racism and the ongoing disruption of family, community and cultural life. **The over-incarceration of First Nations people is not simply a criminal legal issue; it is a continuation of historical and contemporary systems that have separated families from each other, from community and from Country.** When a First Nations person is imprisoned, the impact is felt across kinship networks. Children may be separated from parents, Elders from younger generations and people in custody from the cultural relationships and responsibilities that support identity, belonging and healing. For families, imprisonment can deepen grief, mistrust of systems and the experience of being required to navigate institutions that have caused harm across generations. At the same time, First Nations families, communities and organisations continue to demonstrate strength, leadership and cultural continuity. Responses to imprisonment must therefore be grounded in self-determination, culturally safe practice, connection to family and Country, and the leadership of First Nations people and communities.

The hidden sentence for families

Families of people in custody often serve a sentence of their own, despite not having committed any offence. They carry the financial and emotional strain of imprisonment while doing the often-invisible work of keeping families connected and navigating systems that can be difficult and unforgiving. This can include supporting children, advocating for a family member in custody and trying to maintain housing and stability through court, imprisonment and release. Much of this responsibility falls to women, who are often left holding families together while managing their own grief and uncertainty. Recognising this hidden sentence means acknowledging that the harm of imprisonment extends well beyond the prison gate. **Families need clear information, practical support, advocacy and care in their own right.**

Children

While incarceration affects entire families, children are among those most deeply impacted by the separation and uncertainty that imprisonment creates. When a parent goes to prison, children experience a profound and sudden disruption to their lives. They may be separated from a primary caregiver, moved between households, experience financial hardship, face stigma from peers and struggle with grief, confusion and anxiety about their parent's absence. These impacts can affect children's wellbeing, education, relationships and sense of stability. In addition to these harms, children often face further challenges in trying to maintain a meaningful connection with a parent in custody. The costs of travel, the distance of prisons from family homes, limited and inflexible visiting arrangements, and prison environments that feel intimidating and unwelcoming to children can create significant barriers. Yet where it is safe and in the child's best interests, maintaining family relationships can be critical to a child's sense of identity, belonging and emotional wellbeing.

Children affected by parental incarceration should not be treated as collateral consequences of the prison system. They require support in their own right, including stable care arrangements, practical and emotional assistance, access to trusted adults and services, and opportunities to remain connected to family, culture and community. Recognising and responding to the needs of these children is essential if we are to reduce the intergenerational harms of incarceration and support stronger outcomes for families and communities.

Before Custody: Pathways to Criminalisation

The pathway into custody often begins long before a person enters a prison cell. Many people who come into contact with the criminal legal system have lives shaped by poverty, family violence, child protection involvement, disrupted education, untreated physical and mental health needs, racism, disability and trauma. These are not excuses for harm, but they are essential to understanding why some people and families are repeatedly drawn into systems of surveillance, punishment and exclusion. **By the time someone appears in court, there is often already a long history of missed opportunities for support**. Families may have spent years trying to hold things together while navigating schools, housing services, hospitals, child protection, police and courts. Too often, the response comes only when crisis has escalated and custody becomes the default intervention. If we want to reduce imprisonment, we need to look earlier — to the conditions that make criminal legal system contact more likely and to the systems that could intervene with care, stability and support before custody becomes inevitable.

Release, Reconnection and the Burden of Reintegration

Release from custody is often characterised as a moment of freedom, but for many families it brings a new kind of pressure. People return home without the basics they need to rebuild their lives, leaving families to fill the gaps in systems that have failed to provide adequate support. Families may have to provide accommodation, stretch already limited finances and help their family member navigate the demands of release, all while managing the impact on the rest of the household. Reconnection can also take time. Trust may need to be rebuilt, family roles can shift and children may need support to re-establish a relationship with a parent who has been away. **Families can be a powerful source of connection and change, but they should not be left to facilitate reintegration alone**. Successful release depends on properly funded, community-based support that works alongside families and responds to what people actually need.

Breaking Cycles, Not Families

If the purpose of 'justice' is to create safer and stronger communities, then breaking cycles of incarceration should mean strengthening families rather than separating and punishing them. Too often, the systems surrounding criminalisation respond to crisis by fragmenting relationships, removing children, destabilising housing and deepening poverty — all of which increase the likelihood of future criminal legal system contact. Breaking cycles requires a different approach. It means investing early in children, families and communities. It means supporting parents rather than punishing poverty. It means creating genuine alternatives that keep people out of custody and children safely with their families and communities, rather than in out-of-home care. It means recognising the role of family connection in healing, desistance and reintegration. It means ensuring First Nations families and communities have the authority, resources and self-determination to lead responses that keep people connected to culture, kin and Country. Meaningful reform cannot focus solely on individuals in contact with the criminal legal system. It must also recognise and support the families whose lives are shaped by incarceration and who are often central to healing, connection and long-term change. **If we are serious about reducing incarceration, we must be equally serious about supporting the families who live with its consequences every day.**





Artwork: Chris



Artwork: Colin Burke

Advocacy, Research and Policy Unit

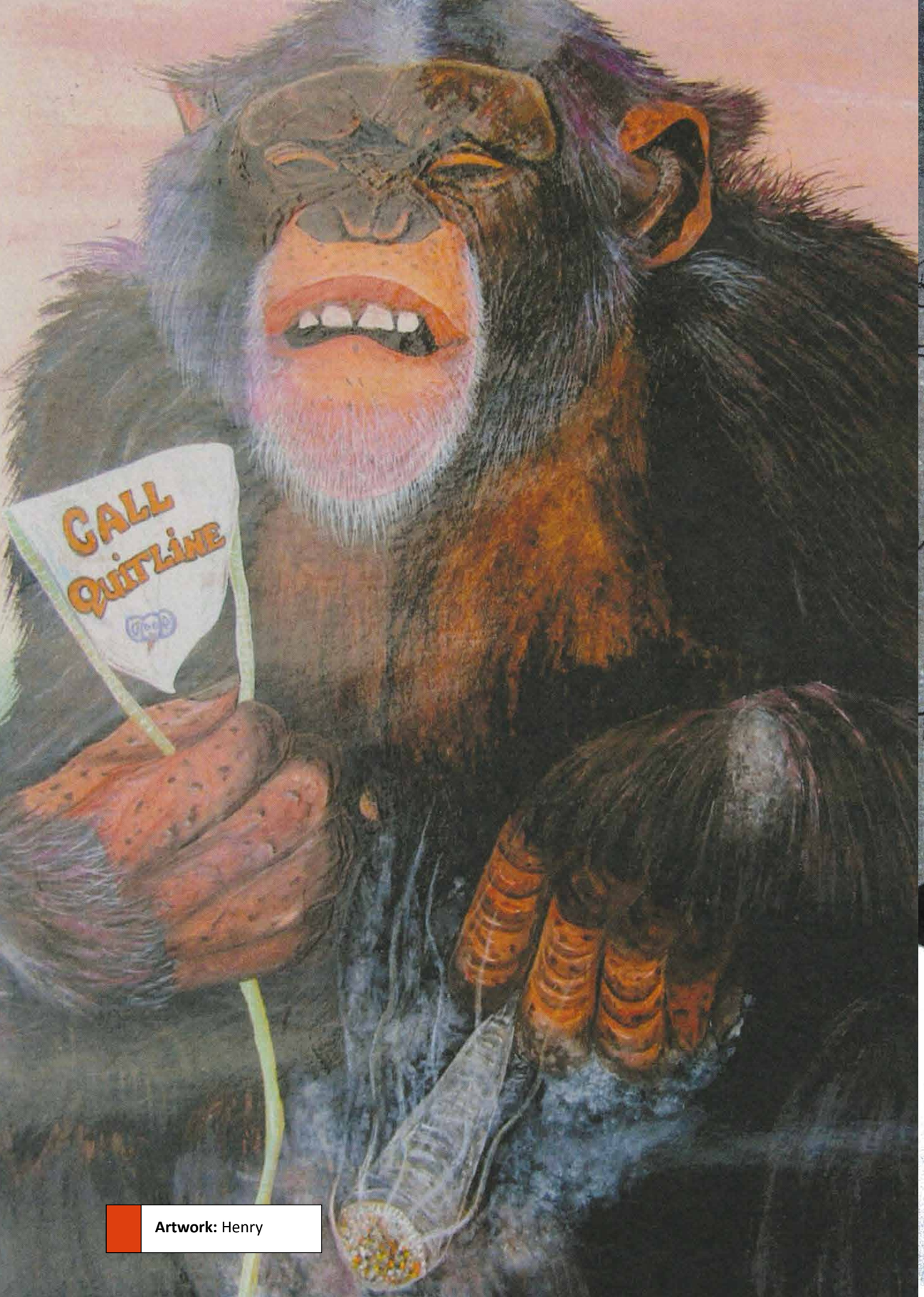
Advocacy, Research and Policy Unit

The Advocacy Research and Policy Unit (ARPU), funded by the Paul Ramsay Foundation, 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.

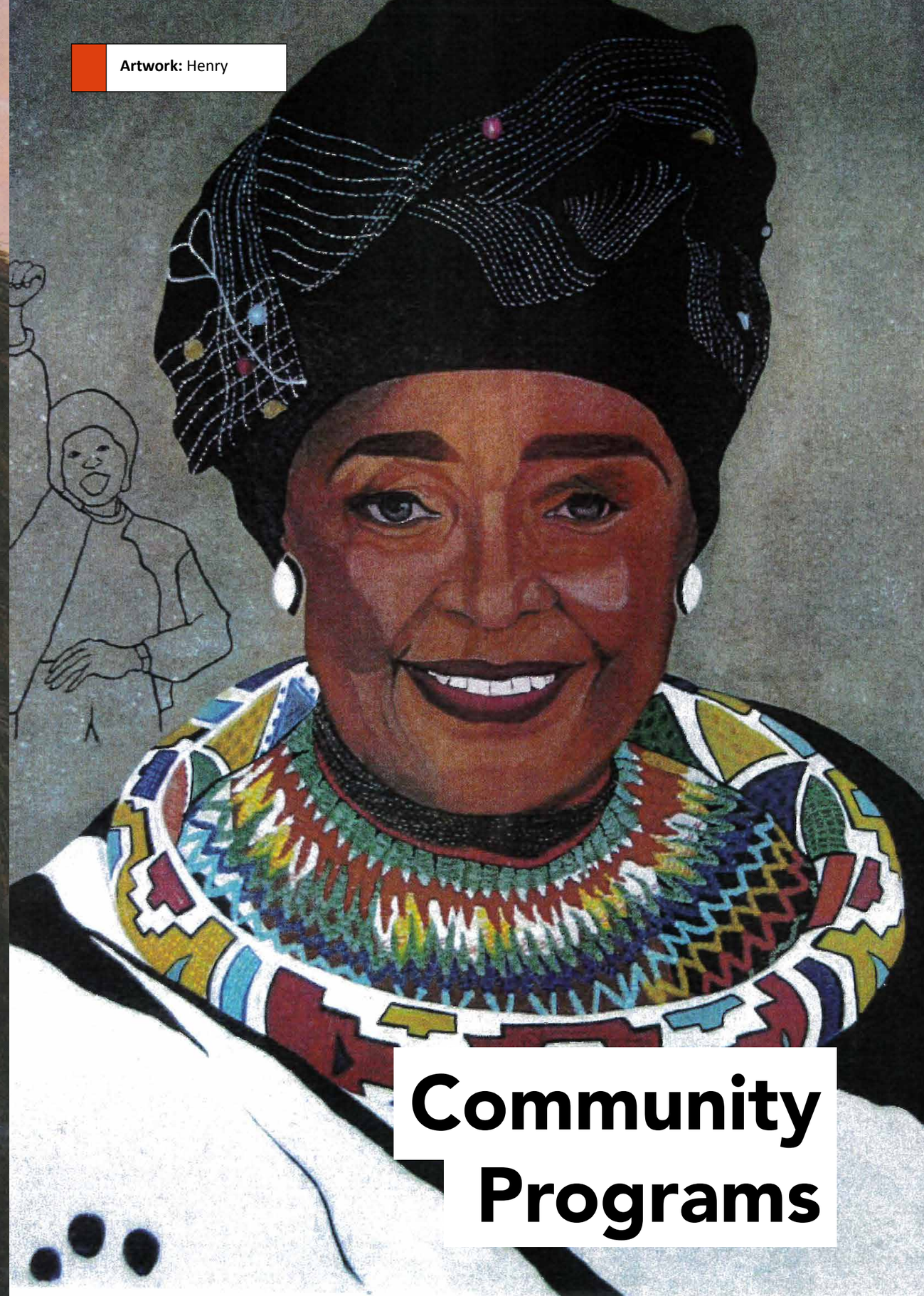
ARPU's work continues to be diverse and varied: advocating for systemic change, shifting the narrative and working to improve conditions for people in the criminal legal system and their families. In 2025–26, ARPU formally responded to more than 12 government inquiries, frameworks and strategies. The Unit also developed fact sheets and other resources, conducted a desktop evaluation of the Reintegration Housing Support Program, reviewed the Women's Diversion Pathway program, and launched the inaugural ARPU Impact Report.

In partnership with UNSW, ARPU staff have continued their research into the criminalisation of women's resistance to domestic and family violence, as well as supporting several other external researchers. The Training and Capability Building Unit has strengthened its role by enhancing existing training materials and promoting and delivering CRC's training package to a broader audience. The Unit also plans to diversify its learning platforms in the coming year. ARPU has broadened the range of forums and conferences in which CRC participates to challenge discriminatory and stigmatising narratives about criminalised communities. Six presentations have been delivered, with a further five scheduled for 2026–27. This work uses consistent messaging and branding, draws on CRC's frontline service delivery and incorporates the voices of people with lived experience. Looking ahead, ARPU will focus on strengthening the feedback loop between research, advocacy, policy and frontline service delivery; expanding grassroots advocacy and capability building; and launching CRC's first formal lived experience panel.

Detailed examples of ARPU's submissions, fact sheets and research for the reporting period can be accessed via the 'Publications' page on CRC's website.



Artwork: Henry



Artwork: Henry

Community Programs

Telephone Information and Referral Service

CRC provides a free Telephone Information and Referral Service (TIRS) for anyone affected by the criminal legal system, including people in prison and on release, families, friends and service providers. This service is funded internally by the Community Restorative Centre.

In 2025-26, CRC received 2,209 enquiries through the Telephone Information and Referral Service. Most of them related to the ongoing practical challenges associated with incarceration and release, with callers most commonly seeking information about CRC services (including referrals), travel assistance, AOD support, housing and accommodation, and maintaining family connections. Common presenting issues included post-release homelessness, limited bail accommodation options, difficulties accessing physical and mental health care in custody, finding suitable residential rehabilitation services and leaving custody with very limited money or personal possessions.



Caller Type

984 Family/Friend	**584** Agency Workers	**253** Previously Incarcerated	**131** Unknown	**109** Other
36 Currently Incarcerated	**15** At Risk of Incarceration	**3** Potential Volunteer	**2** Student	**2** Researcher

Total Callers 2,209

Caller demographics indicate that TIRS continues to service a diverse group of people affected by the criminal legal system. 6.5% of callers were Aboriginal and/or Torres Strait Islander, while 3.2% were from culturally and linguistically diverse backgrounds. 68.7% of callers identified as female, 23.9% identified as male and 7.5% identified as other gender, or their gender was unknown.

Contact Coordination and Support Service

Keeping in touch with someone in prison can be expensive. CRC provides limited financial assistance with travel and accommodation costs for people on low incomes, including those receiving Centrelink, and for people experiencing financial hardship who need to travel significant distances to visit a family member or kinship relative in a NSW correctional centre. This service is funded by Corrective Services NSW.



Reimbursement details for financial year

330	Clients reimbursed for fuel	**14**	Clients reimbursed for taxi fares
17	Clients reimbursed for bus/ train fares	**261**	Clients reimbursed for accommodation

Total claims paid **622**

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.



Case Study: Cyndi

Cyndi accessed support from CRC's Family Casework Service following a police raid on her home and the arrest of her husband. As the mother of a primary school-aged daughter, she was suddenly required to navigate significant legal, financial and parenting challenges while adjusting to the incarceration of a loved one.

Over more than a year of engagement with the service, the Family Counsellor provided ongoing counselling and support as Cyndi worked through the practical and personal impacts of these events. During this time, Cyndi was required to sell the family home and relocate with her daughter to a smaller apartment. She also engaged legal representation to manage separation proceedings and obtain power of attorney, enabling her to navigate a range of complex financial and legal matters.

The Family Counsellor provided a consistent space for Cyndi to discuss these challenges, explore available options and develop strategies to manage the demands of sole parenting.

As concerns emerged regarding her daughter's adjustment to the sudden absence of her father and the significant changes to family life, the Family Counsellor supported Cyndi to identify and access appropriate services and supports for her daughter. Through ongoing counselling, Cyndi was also able to reflect on the impacts of a controlling relationship and consider her future with greater clarity and confidence. The support provided by the Family Casework Service assisted her to navigate a period of substantial change while maintaining stability for herself and her daughter.

Despite the complexity of her circumstances, Cyndi remained committed to supporting her daughter's relationship with her father through letter writing and maintaining other forms of contact. Her experience reflects the complex and often competing responsibilities faced by many families affected by incarceration, including managing legal processes, family relationships, parenting responsibilities and major life transitions.

It also highlights the importance of access to a specialist family counsellor with experience supporting people affected by a loved one's incarceration, who can provide both practical support and a consistent space to navigate complex personal and family circumstances.

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).

	Information	Referral	Discrete non-legal
July-December 2025	**7,770**	**2,739**	**933**
January-June 2026	**10,167**	**4,372**	**939**
Annual total	**17,937**	**7,111**	**1,872**



Case study: Court Support volunteer, Sutherland

Today, when I was at court, a woman came in who showed behaviours consistent with anxiety. We chatted while I helped her find out what court she was appearing in. She told me that she was released from Dillwynia [Correctional Centre] earlier this month and that this was the first time she had attended court willingly for many years. Usually, she would let her matters turn into warrants. She was deeply worried about being there and did not trust the system at all. I let her know I would be there for a while, and she could come and chat to me at any time. I organised her Legal Aid and as I was about to leave, she approached me to thank me for my kindness and that I had made a difference for her.

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.

Jailbreak expanded its reach in 2025–26 through its in-cell digital platform and correctional centre engagement, while continuing to meet its key performance indicators. The development of Jailbreak's purpose-built digital platform for delivering podcasts via in-custody tablets proved successful. While the number of people in custody listening to individual programs cannot be determined precisely, the data indicates a strong custodial audience. From August 2025 to July 2026, the Jailbreak site recorded 33,435 visits and 93,648 program hits. The program also continued to reach thousands of listeners through 2SER-FM and the broader community radio network across Australia. Since April 2026, Zed Digital channel in Brisbane has played the 60-minute version of the show.

Jailbreak visited and recorded programs at numerous NSW correctional centres and post-release rehabilitation centres. There was an uptick in the number of invitations to visit centres from program officers at centres. The availability of the program on the in-cell tablet may explain this increase. Feedback from correctional centre program staff was also positive. For example:

I've just listened to the NAIDOC Mini Dads podcast and I'm so thrilled with it. The guys will love it! They sounded so good! It is just an authentic, beautiful piece of work, so wonderfully put together! I really feel like you captured the essence of what the Mini Dads program offers these men.

Overall, the Jailbreak project is meeting its KPIs, including delivering relevant health messages to its target audience across custodial and community settings. Jailbreak can be heard on 2SER-FM here: https://www.2ser.com/programs/jailbreak

JAILBREAK
Prison Radio



Accommodation Inclusion Project

The Accommodation Inclusion Project is a place-based initiative in the Coffs Harbour region that aims to improve access to housing and mainstream services for people leaving custody. The project works with local government, Aboriginal Community Controlled Organisations, housing and homelessness services, correctional services and other community stakeholders to identify and address barriers created by stigma, risk-averse practices, intake processes and limited service confidence. It combines local advocacy, sector education, relationship-building, practical capability support and systems-change work, with a strong focus on strengthening First Nations-led responses. This program is funded by the Siddle Family Foundation.

During 2025–26, the project moved from scoping and consultation into practical implementation. Criminalised people were included in the City of Coffs Harbour's homelessness strategy work, and training was delivered to Aboriginal medical, housing and homelessness services, attracting participants from Coffs Harbour and other regional communities. The project also provided practical capability-building support to Aboriginal Community Controlled and other local organisations, including policy and procedure review, grant application support, recruitment and position description development, governance and project planning, and guidance on referral, intake and risk-assessment practices. This work strengthened local organisations' capacity to respond more inclusively to people affected by incarceration and housing instability.


Artwork: Clayton
Terney


Artwork: Sharon Yarntos
Transition and Reintegration Programs

Transition 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.

Case Study: Aaron

Aaron, a 35-year-old First Nations man, engaged with the Transitional AOD Project prior to his release from custody after serving a 16-month sentence. Having experienced multiple periods of incarceration since adolescence, this was the first time he had actively sought support before being released, signalling a clear intention to remain in the community.

On release, Aaron faced the same intersecting challenges many people experience leaving custody: unstable housing, complex mental health needs, social isolation and alcohol and other drug use. Despite this, he identified clear goals, including stable housing, consistent mental health care and maintaining abstinence. Early engagement was supported through culturally responsive practice, including connection with a First Nations worker. As support continued, Aaron's case worker took the time to get to know him, understand what mattered to him and build trust through regular, flexible and non-judgemental outreach. The case worker met Aaron where he was, both practically and emotionally, and stayed alongside him as he navigated the challenges of release. Together, they focused first on the stability Aaron said he needed. His case worker supported him with housing and routine, while coordinating with Community Corrections and health services to create a foundation for longer-term change. AOD support remained available throughout, and Aaron chose to engage more deeply as the relationship developed.

During the support period, Aaron experienced a brief relapse. Importantly, he sought help early and applied strategies developed through the program, avoiding further criminal legal system involvement. This moment reflected a shift from crisis-driven responses to proactive help-seeking. Over 11 months, Aaron secured permanent housing, established a consistent weekly routine that included study and fitness, and successfully completed his supervision order without breaches. He later returned to his home community and rebuilt family connections. Most importantly, he has remained out of custody.

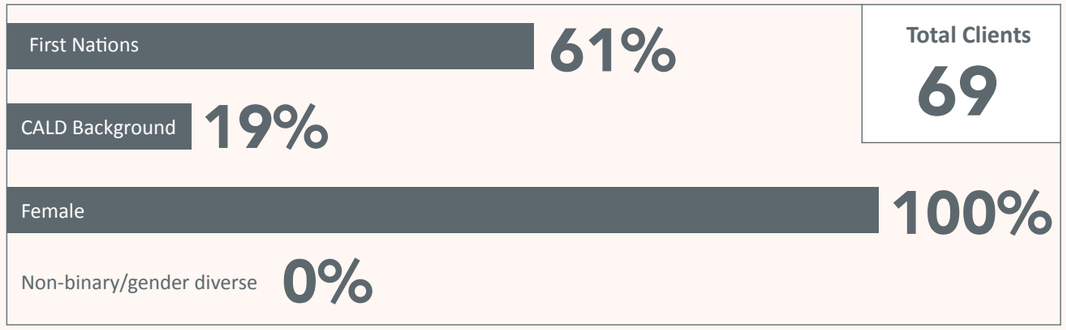
Aaron's story demonstrates how flexible, outreach-based and non-judgemental support can translate engagement into measurable outcomes, reducing reoffending while strengthening long-term community stability.

Total Clients
113



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.



Case Study: Allie

Allie is a 23-year-old First Nations woman with connections to Wiradjuri Country. Since adolescence, she has experienced significant instability, including homelessness, periods of custody, mental health challenges and disrupted education. Following the death of her grandmother, who had been her primary caregiver, Allie experienced increasing housing instability and spent subsequent years moving between family members, temporary accommodation, homelessness and custody. She was recently diagnosed with schizophrenia and has a co-occurring substance use disorder, making it difficult to access consistent healthcare and longer-term supports.

CRC's Women's Transition Program commenced working with Allie while she was in custody at Dillwynia Correctional Centre. Prior to release, staff supported an application for the Disability Support Pension and facilitated a referral to Legal Aid's Homeward Sisters program, helping her secure priority housing status.

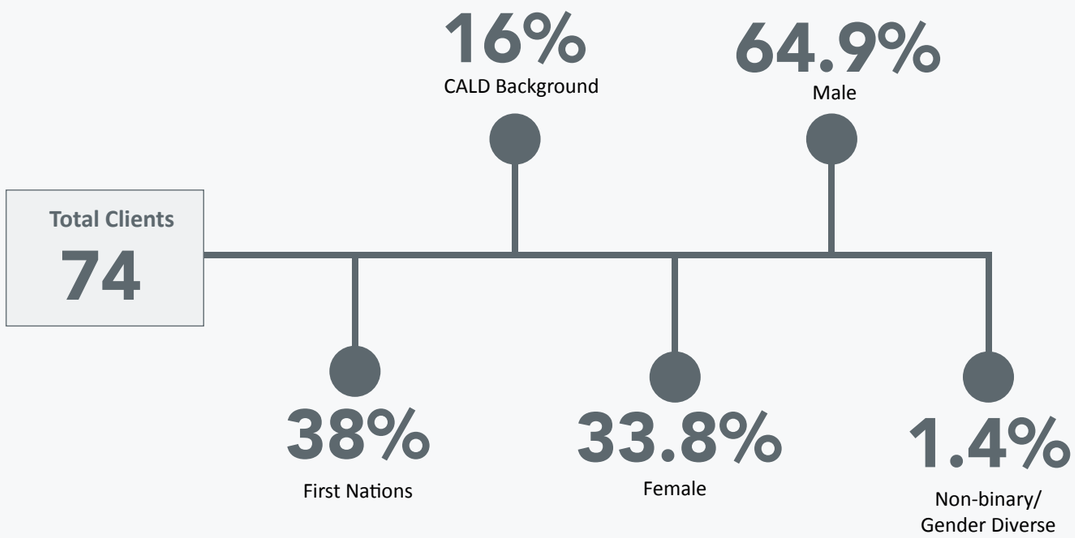
Following release, CRC provided transport to temporary accommodation and intensive outreach support during the critical early weeks in the community. Staff assisted Allie to navigate accommodation challenges, access healthcare, maintain her medication regime, and connect with services. Recognising that previous service models had not met her needs, CRC worked flexibly to identify support options aligned with her preferences, including individual AOD counselling rather than group programs.

CRC also supported Allie to overcome barriers in accessing community mental health services, assisting her to obtain a Mental Health Care Plan and connect with a local psychologist. Ongoing outreach support included transport assistance, appointment reminders, advocacy, and coordination with health and community services.

Since her release, Allie has secured her first independent Homes NSW tenancy, which she has taken pride in making her own. She has consistently attended parole appointments and remains actively engaged with support services. Her experience highlights the value of flexible, relationship-based outreach support to help people maintain housing, access healthcare and build stability following release from custody.

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.



Case Study: Hale

Hale was released from custody in January 2026 after completing a two-year sentence. On attending a local Homes NSW office following his release, he was advised that his housing application had been closed in 2020 and that he would be required to restart the application process. This caused significant distress, as Hale understood that progress made over several years had been lost. CRC provided documentation from its engagement with Hale in 2023, confirming that his housing application was active at that time and should not have been closed in 2020. Despite this information, the matter could not be resolved at the counter level across two Homes NSW offices, and Hale continued to be advised that the application process would need to recommence. The issue was subsequently escalated to a team leader, who identified that correspondence issued by Homes NSW in 2020 had been sent to a correctional centre, despite Hale residing in the community at that time. As a result, Hale did not receive the correspondence required to maintain his file. The housing application was reactivated and backdated to 2020, preserving Hale's original application status.

Advocacy by Nepean/Blue Mountains Transition program staff played a key role in supporting Hale to navigate this process, reducing the risk of further delays and supporting timely access to housing pathways following release. This case highlights the importance of coordinated advocacy and accurate recordkeeping in supporting people transitioning from custody to pursue stable housing outcomes.

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).

Total Clients	57%	12%	14%	0%	86%
21	First Nations	CALD Background	Female	Non-binary/ Gender Diverse	Male

Case Study: Kane

Kane was referred to ERS while approaching his second State Parole Authority (SPA) hearing after almost 15 years in custody. He lives with complex mental health conditions and a cognitive impairment. ERS staff commenced support five months pre-release due to Kane presenting as withdrawn and lacking in confidence. During this time, staff built rapport with Kane and his family, resulting in increased engagement and discussion of goals, though he remained compliant and hesitant to self-advocate. One week prior to release, Kane was allocated a Homes NSW property. While the unit itself was suitable, the building presented safety concerns including excessive rubbish, broken windows and a visible presence of drug use and people experiencing homelessness. These concerns were reported to Homes NSW by ERS staff.

On release day, Kane reunited with his family for the first time in more than 14 years. When the keys failed to provide access to the unit, his case worker took Kane and his family to a nearby fast-food restaurant so he could eat his first meal in the community. Despite the unexpected disruption, Kane remained calm, enjoyed spending time with his family and positively engaged in the experience. As it was a Sunday and no services were available, ERS staff assisted Kane with hotel accommodation. The following day, his case worker accompanied Kane to the housing office, where it was identified that a miscommunication had led to a locksmith entering the unit without ERS staff's knowledge. Kane signed the lease and continued release-related appointments with his case worker's support. The next day, upon entering the property with new keys, staff discovered the unit had been robbed. Police were notified, and it was determined that Kane was too vulnerable to live at the property. ERS provided Kane with hotel accommodation for a total of seven nights.

Kane's case worker, alongside Community Corrections and Community Mental Health, advocated for safer housing. As Kane had signed the lease, Homes NSW stated he was ineligible for temporary accommodation. Kane was supported with Individualised Living Option (ILO) accommodation through his NDIS package while advocacy continued. The ILO placement was later identified as unsuitable due to poor communication and unmet needs.

After ongoing advocacy, Kane was offered a second Homes NSW property. Kane transitioned well into the new property, with a new NDIS provider offering daily support. During this time, Kane demonstrated significant growth in confidence, independence, self-expression and goal setting, with no further police involvement. Prior to finishing his time with ERS, Kane experienced a violent home invasion, impacting his sense of safety. ERS staff coordinated a high-risk priority transfer and secured a program extension. With continued support, Kane later chose to remain in his home, exercising self-determination and informed decision-making.

After more than 14 months with ERS, Kane was successfully exited. He maintains stable housing, engages consistently with supports, manages his home and is actively working towards his long-term goal of travelling within Australia and overseas.

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.

Case Study: Gary

Gary is a First Nations man whose life has been shaped by trauma, disability, mental ill-health and long-term involvement with the criminal legal system. His childhood was marked by profound loss and trauma: his mother died of cancer when he was five, and he grew up in household characterised by violence and substance use. His experiences of ongoing emotional, physical and sexual abuse, combined with a lack of safety and support, contributed to his early involvement with the youth justice system and the beginning of a cycle of disadvantage, homelessness and incarceration.

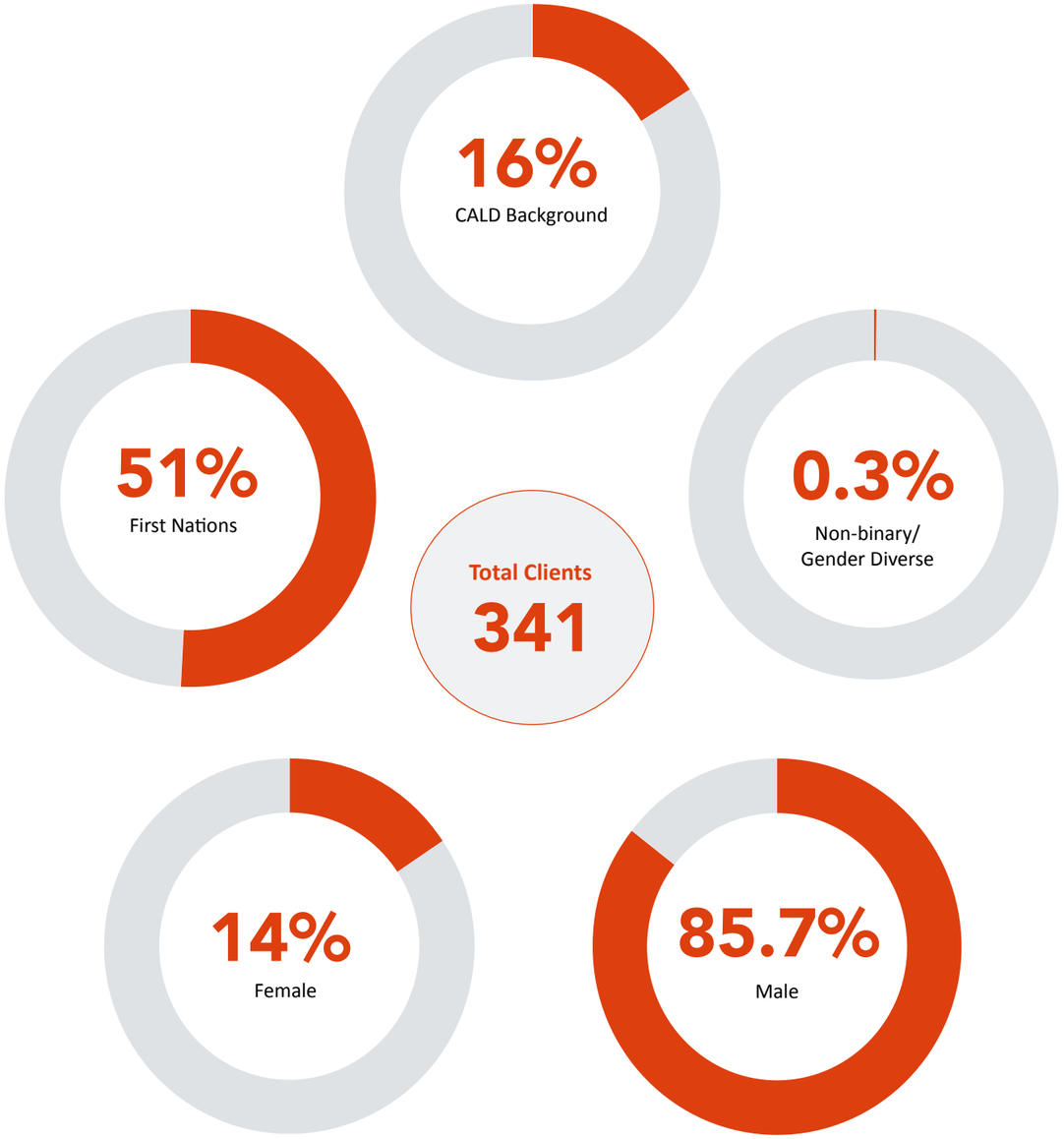
Gary lives with multiple intersecting health conditions, including a traumatic brain injury that resulted in a neurological disorder, intellectual disability, schizophrenia, anxiety and depression. These conditions significantly affect his ability to navigate everyday life, maintain housing and engage with service systems.

When Gary was referred to the RHSP he was experiencing the combined impacts of trauma, disability, mental illness and years of institutional living. Repeated periods of incarceration had created a reliance on institutional environments, and as a result Gary's transition back into the community presented significant challenges. RHSP staff began working with Gary following his release from custody. Despite the barriers he faced, Gary remained engaged, honest and committed to the process. Together, they developed a plan that focused on housing, engagement with Community Corrections, accessing the NDIS, addressing health needs and preparing to participate in substance use treatment.

Securing long-term housing proved to be the greatest challenge. Despite being assessed as high-priority, Gary experienced repeated barriers due to his lack of rental history, previous incarceration and complex support needs. Shared accommodation options were unsuitable, while ongoing justice-related requirements further complicated housing applications. Through sustained advocacy with Homes NSW and other services, RHSP staff worked to demonstrate that stable, independent housing was critical to Gary's long-term reintegration and wellbeing. This advocacy eventually resulted in Gary being offered a two-bedroom social housing property.

While securing the property was a significant achievement, taking the final step was daunting. After years of homelessness and institutionalisation, Gary questioned whether he was capable of maintaining a tenancy and managing the responsibilities that came with it. With support and practical assistance from RHSP staff, Gary was able to move forward and sign the lease. Brokerage funding was also provided to assist with upfront housing costs and reduce immediate financial pressures.

Today, Gary is living in stable accommodation, which has provided the foundation for him to focus on other areas of his life, including strengthening relationships with his children, continuing treatment and meeting his obligations within the community. Gary's story highlights the challenges faced by people leaving custody with disability, mental ill-health and histories of trauma. It also demonstrates the importance of advocacy and coordinated support. Collaboration between RHSP staff, housing providers and community services achieved an outcome no single service could have secured alone.



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.

Total Clients				
171	**44%** First Nations	**19%** CALD Background	**100%** Female	**0%** Non-binary/ Gender Diverse

Of the clients recorded as female, two were transgender women.

Case Study: Yasmin

Yasmin self-referred to The Miranda Project after spending time in a women's correctional centre. She had experienced domestic and family violence and was dealing with the impacts of separation from her son. While travelling interstate with him, Yasmin was physically and sexually assaulted. Her son was subsequently removed from her care due to concerns about her ability to provide a safe and adequate home and was placed with his father. The removal of her son precipitated a mental health crisis, during which Yasmin was hospitalised twice.

During this period, Yasmin entered a relationship in which she experienced physical, verbal and financial abuse. Following an argument, her partner contacted police and Yasmin was arrested. An apprehended violence order prevented her from returning home and, because she had no alternative address suitable for bail, she spent two weeks in custody. After her release to a friend's address, she experienced ongoing homelessness. When Yasmin began working with The Miranda Project, she was also experiencing heroin dependence.

The Miranda Project worked alongside Yasmin to address these intersecting challenges. Her case worker supported her to access long-acting buprenorphine treatment through her GP and connected her with alcohol and other drug counselling, psychological support and housing services. The case worker also liaised with Yasmin's solicitor, raising concerns that she had been misidentified as the person using violence and that she had been criminalised for her resistance to domestic and family violence. With this support, Yasmin significantly reduced her substance use and began rebuilding stability in her life. She also reconnected with her son and developed a more cooperative relationship with his father.

Yasmin later moved to the Newcastle area to be closer to her son. The Miranda Project continued supporting her for three months after the move and arranged new referrals for alcohol and other drug counselling, mental health support and housing. This continuity helped Yasmin settle into the area with local supports in place. The common assault charge against Yasmin was ultimately withdrawn by the prosecutor. Yasmin was able to provide information about her experience of domestic and family violence and the circumstances in which she had been misidentified.

By the time her case was closed, Yasmin had achieved her agreed goals, established support networks in Newcastle and continued to rebuild her relationship with her son. This included attending activities at his school, celebrating important occasions with him and having him stay with her on weekends.

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.

41% First Nations	**47%** CALD Background	**12%** Female	**0%** Non-binary/ Gender Diverse	**88%** Male

Total Clients 74

Case Study: Issa

Issa is a 16-year-old young person who was referred to the Pathways Home program by his custodial case worker approximately two months prior to his release from custody. Upon referral, Issa was allocated a dedicated Youth Transition Worker and pre-release planning commenced. Early work focused on engagement, relationship-building and collaborative goal setting. Issa identified several priorities for support, including reducing cannabis use, gaining employment in the community, achieving greater financial independence, obtaining personal identification documents and accessing legal advice in relation to a civil matter.

Issa's first contact with the criminal legal system occurred at just 13 years of age. He has experienced significant adversity throughout his childhood, including early child protection involvement, multiple foster care placements and disconnection from family and cultural supports. As a result of these experiences, Issa has found it difficult to trust adults and has at times been hesitant to engage with services. Throughout the pre-release period, Issa worked consistently with his Youth Transition Worker and custodial case worker. Over time, a trusting and respectful relationship was established, creating a safe space for Issa to reflect on his experiences, articulate his goals and actively participate in planning for his return to the community. Together, they worked through practical and therapeutic activities, including resume development, life skills planning and targeted worksheets focused on mental health, identity, alcohol and other drug use, and future aspirations. Issa's engagement and progress were documented in a comprehensive pre-release report provided to the Court at the time his matters were finalised. This report highlighted Issa's strengths, personal growth and commitment to change, enabling the Magistrate and other stakeholders to recognise the positive impact of structured, holistic transition support delivered through the Pathways Home program.

Since his release from custody, Issa has continued to meet weekly with his Youth Transition Worker. He has been supported to obtain essential identification documents, successfully engage with an employment provider and access Centrelink payments for the first time. Issa is also being supported to link with appropriate legal services to progress his civil matter. Issa has demonstrated increased confidence, self-advocacy and a growing sense of agency in navigating systems and making decisions about his future. His journey reflects the value of early, consistent and relationship-based transition support in assisting young people to move beyond past adversity and build safer, more stable pathways in the community.

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.

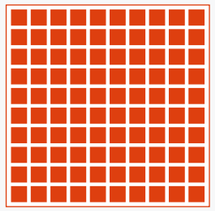
Case Study: Mick

Mick, a 43-year-old client, reached an important milestone during the reporting period, remaining in the community and out of custody for 10 months. This was the first time Mick had completed a period of parole in the community.

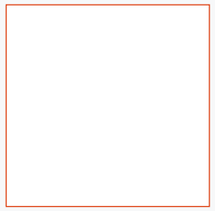
Mick first engaged with the Far West team while in custody. In line with CRC's intensive throughcare model, support commenced before release and continued after he returned to the community. This continuity assisted him to maintain service engagement, navigate the transition from custody and address practical barriers to community reintegration. Staff of the Transitional Indigenous Service (TIS) provided ongoing case management, advocacy and practical assistance. This included liaison with housing providers, government agencies and community organisations to support access to appropriate services and progress towards suitable local accommodation. This work was supported by the team's local presence, strong connections with First Nations communities and detailed knowledge of services across the Far West region.

At the end of the reporting period, Mick remained engaged with support services and continued to work towards stable housing. These outcomes demonstrate the value of sustained, culturally safe and locally delivered throughcare grounded in community connections and local knowledge, particularly where housing pathways remain constrained.

Total Clients
60



100%
First Nations



0%
CALD Backgrounds



17%
Female

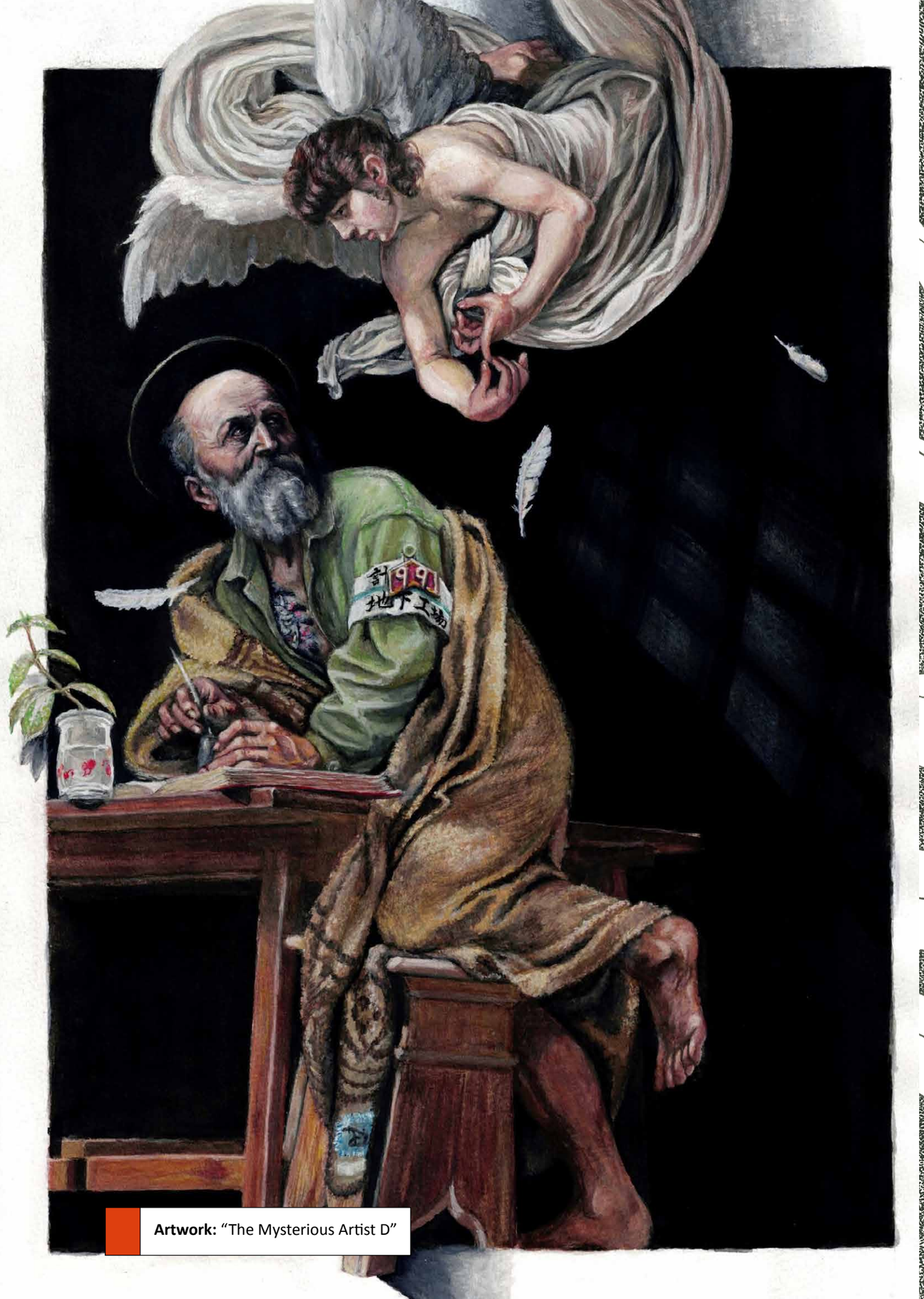


0%
Non-binary/
Gender Diverse



83%
Non-binary/
Gender Diverse





Artwork: “The Mysterious Artist D”

Artwork: Simon

In Prison Programs

Simon Evans
March 2024

Songbirds Art

The Songbirds art program is facilitated by art therapist Carrie Fraser, who delivers workshops in the Forensic Hospital and Special Programs Centre (SPC) at Long Bay CC. Through these therapeutic art sessions, participants use watercolours, oils and pencils to explore creative expression and produce artworks that they may sell through the Boom Gate Gallery, as well as greeting cards to send to family and friends. 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 within Australia and overseas. Paper Chained is funded by donations.

Paper Chained has significantly increased its reach over the past year. Approval to distribute the magazine in Western Australian prisons in October 2025, followed by approval in the Northern Territory in June 2026, means Paper Chained can now reach incarcerated people in every Australian jurisdiction. Internationally, the magazine is available as approved educational content on the Edovo Learning Platform to more than half of incarcerated people in the United States and has been approved for local printing at Auckland Prison, with other New Zealand prisons encouraged to do the same.

Two Paper Chained International exhibitions were organised during the year, and artworks from the project were also featured in two exhibitions organised by external organisations. Four issues of Paper Chained were released featuring a range of interviews, international visits and reports. Editor Damien Linnane expanded Paper Chained's international connections through visits to Davao City Jail and Manila City Jail in the Philippines, and an interview in Tokyo with CAPIC about prison labour in Japan. His visit and Paper Chained's work were covered by three Japanese newspapers. These connections led to the magazine receiving its first artworks from incarcerated contributors in the Philippines and Japan, with submissions continuing from both countries. Other highlights included interviews with Jack Karlson, author Holley Deane-Johns and incarcerated prison mural artist Tony Minahan, as well as reports on the historical prison magazine Rave, South Korea's Seodaemun Prison History Museum and the Greenbush exhibition of sculptures by First Nations people in prison.





Artwork: Tay



Artwork: Mitch Barbieri

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. Peninsula Australia, our external HR advisors, have provided invaluable support to CRC throughout the year. Employment contracts, contractor agreements and policies have been reviewed by Peninsula to ensure compliance with Fair Work and Safe Work requirements.

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 17% of staff and 51% 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.

Trauma Informed Practice

The Trauma Informed Working Group continued to meet throughout the year, using the Mental Health Coordinating Council's TICP Organisational Toolkit (TICPOT) to guide CRC's approach. The group includes representatives from all teams across CRC, ensuring that staff from across the organisation can contribute their perspectives and help shape trauma-informed practice.

CRC's Trauma-Informed Care Survey showed a strong organisational commitment to trauma-informed principles, particularly in direct service delivery, workforce wellbeing and leadership. The Working Group is continuing to build on these strengths while progressing the areas identified through the survey as requiring further attention, supporting the ongoing development of consistent trauma-informed practice across CRC.

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. Staff access many online training modules through online platform Go1, which automatically assigns training to new staff on commencement. New courses are sourced, added and rolled out to relevant staff.

CRC's specialist training on Working with People Impacted by the Prison System was held online and in person in May. All sessions were facilitated by our training coordinator Claire McMahon and co-facilitated by Kirsty Trethowan (Transition Worker, RHSP), Brian Were (Transition Worker, ERS) and Marisa Moliterno (ARPU Manager). The feedback on this training was overwhelmingly positive! Other training recently undertaken included Working with Vulnerable People, Suicide Prevention and an Overview of Lateral Violence.

To facilitate their professional development, staff also have access to an annual budget to enable their attendance at conferences and forums. In 2025-26, CRC staff from a range of programs attended the Reintegration Puzzle Conference, the Homelessness NSW Conference, the NADA Conference, the National Justice Forum, the TheMHS Conference, the Muslim Mental Health Conference and the Youth Action Conference

Accreditation

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. CRC met the QIC Health and Community Services Standards 7th Ed v1.1 accreditation requirements with Quality Innovation Performance Limited (QIP) for the accreditation period September 2025 to September 2028. A mid cycle review is due in March 2027.

QIP has announced the QIC Health and Community Services Standards 8th Edition, released in January 2026, as a more streamlined framework. Key changes include strengthening expectations across cultural safety, governance and risk management, safeguarding, information management, workforce capability, digital capability, sustainability, community participation and client outcomes. CRC will continue under the current QIC Health and Community Services Standards 7th Edition v1.1 accreditation cycle until the next accreditation cycle commences in 2028, when the organisation is expected to transition to the 8th Edition.

Reconciliation Action Plan

Development of CRC's second Innovate Reconciliation Action Plan (RAP) began in March 2026. Although the implementation period for our first Innovate RAP ended in August 2025, CRC has continued to work towards its objectives while developing the new plan. This process provides an opportunity to reflect on the key learnings, challenges, achievements and organisational changes arising from the first RAP. Our first plan was ambitious, and its implementation was affected by limited resourcing and an over-reliance on senior executive management to drive reconciliation outcomes. The second Innovate RAP will therefore focus on clearly identified priorities and broaden responsibility and accountability for implementation across the organisation.



Our yearly RAP Impact Survey reaffirmed CRC's strong commitment to developing and sustaining mutually beneficial and respectful relationships with First Nations organisations and businesses within our communities of work and in our sphere of influence. We continue to maintain two formal and 35 informal partnerships with First Nations organisations. Over the course of the year, 20 staff members engaged in structured cultural learning programs and a further 12 staff engaged in cultural immersion – including attendance at the Mutawintji Cultural Festival and guided cultural walks. Staff across the organisation remain committed to continuous cultural learning and engagement is strongly encouraged and supported.

This year's National Reconciliation Week theme was 'All In'. CRC hosted an online event for all staff featuring proud Gumbaynggirr woman Barbara Brennan, who leads Bars Behind Me, an Aboriginal Community Controlled Organisation based on Dharawal Country that supports First Nations women impacted by the criminal legal and prison systems. Barbara shared powerful reflections on her lived experience and leadership, grounded in culture, healing and empowerment. Staff were encouraged to take action to create change, recognising that reconciliation can only be achieved through collective effort.

For the third consecutive year, CRC hosted a stall at Yabun Festival, in partnership with the Gadigal Information Service. Led by Lisa Collins (Manager – Transition Programs), nine staff members volunteered to oversee the stall, connecting with community and sharing information about CRC. People who stopped by the stall were also invited to contribute to a community collaboration artwork, building solidarity with First Nations people in prison.

Throughout 2025-26, CRC maintained a strong commitment to reconciliation, with many of our RAP objectives being ongoing and continuous. Some notable achievements this year have included:

Relationships

Developed and communicated CRC's Guiding Principles for Engagement with First Nations stakeholders for all staff.

Positively influenced external stakeholders to drive reconciliation outcomes through formalised training, consultation and social media platforms.

Advocated for changes to systems that perpetuate racism and discrimination of First Nations people through submissions, including the NSW Inquiry into Youth Justice, Federal Inquiry into Racism and Hatred against First Nations People and the Every Child Matters Bill.

Respect

Conducted a review of HR policies to identify existing anti-discrimination provisions.

Completed an annual review of all cultural learning needs, including provisions for feedback used to inform these reviews.

Staff attended and shared in NAIDOC celebrations within adult correctional centres at Silverwater Women's, John Maroney, Geoffrey Pearce, Emu Plains, Wellington, Hunter, Cessnock, Shortland and Long Bay correctional centres.

Staff also attended NAIDOC events within Youth Justice Centres including Frank Baxter, Cobham and Reiby.

A high number of staff also attended and participated in community-based NAIDOC events across NSW, including hosting stalls.

Training was sourced for members of the management team to further develop their understanding of cultural load and support for First Nations staff. This has since been added to the core training register.

Staff and clients have been supported to engage in cultural practices and protocols associated with the passing of a family or community member, including advocating in circumstances when incarceration has been a barrier to participation.

Opportunities

Developed and communicated a procurement strategy to increase the use of goods and services from First Nations businesses.

Developed list of First Nations businesses of varying goods and service categories.

Communicated opportunities for the procurement of goods and services from First Nations businesses to all staff.

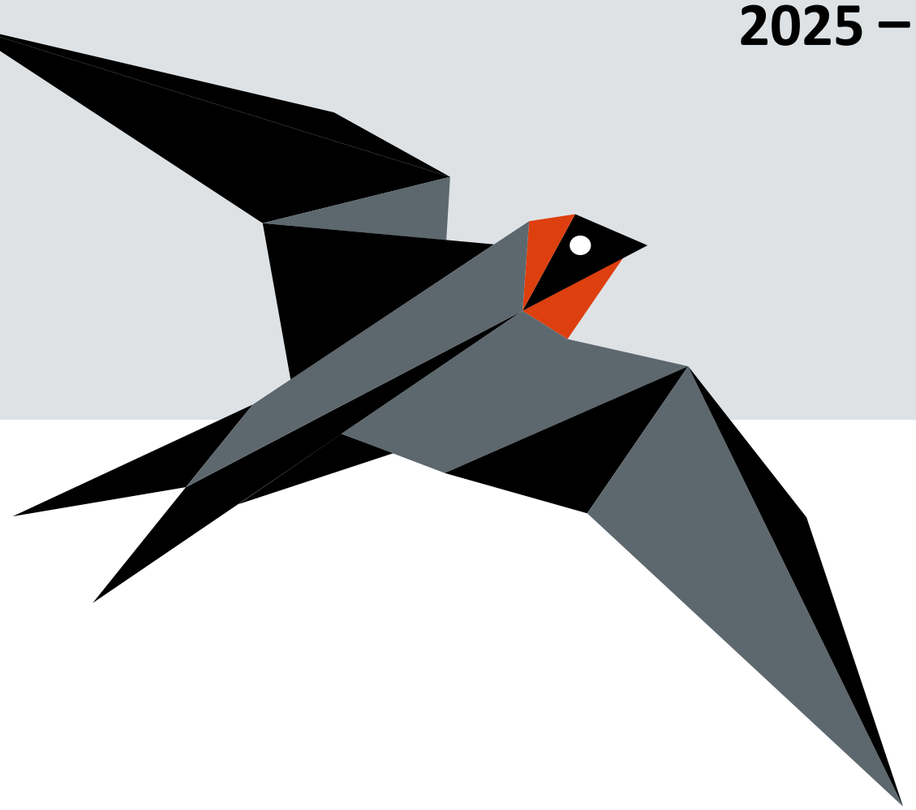
Continued to maintain a minimum of 25% First Nations representation on the Board of Directors.



CRC community restorative centre

ANNUAL REPORT

FINANCIALS
2025 – 2026



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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 2026.

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

Name and Qualifications	Position Held	
Ryan Dempsey	Chair	
Kirsten Nunn	Secretary	Appointed 26 November 2025
April Long	Director	
Corinne Henderson	Director	Appointed 26 November 2025
Gregory Masters	Director	Appointed 26 November 2025
Jethro Marsh	Director	Appointed 11 June 2026
Pandora Patterson	Director	Appointed 11 June 2026
Tamara Sims	Director	Appointed 11 June 2026
Sarah-Jane Spencer	Resigned 5 May 2026	
Ian Farmer	Resigned 25 November 2025	
Ruth McCausland	Resigned 25 November 2025	
Alex Sittczenko	Resigned 5 September 2025	
Nicholas Croker	Resigned 3 September 2025	

PRINCIPAL ACTIVITIES

The company's principal activities are detailed in the annual report provided to all members of the Company prior to the Annual General Meeting.

Community Restorative Centre Limited provides pre and post release support to prisoners, ex-prisoners and their families through a range of services.
These services include outreach counselling and casework services, supported accomodation, subsidised transport to rural correctional centres, a court support service, outreach to prisons, health promotion, on-site living support programs, training to other NSW services and information and advice about the criminal justice system in NSW.

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

OPERATING RESULT

The operating result of the Company for the financial year was an operating surplus of $72,686 (2025: surplus $16,617)

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 — Signed by: Ryan Dempsey 1CE314CBD3B44A0... — 10/14/2026

Director — DocuSigned by: Kirsti Nunn 5EC3DA58FAFE4AD... — 10/15/2026

Dated 14th October 2026

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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 2026, 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 & Advisory

Conroy Audit and Advisory

D R Conroy FCA
Principal

Sydney
Dated 14th October 2026

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026	2025
Revenue			
Revenues from ordinary activities	2	10,439,351	9,810,307
Other Income	2	421,642	490,979
		10,860,993	10,301,286
Expenses			
Employee benefits expense		(8,455,047)	(8,130,482)
Administration expenses		(420,161)	(441,766)
Depreciation and amortisation expenses	3	(282,123)	(330,796)
Motor vehicle expenses		(229,032)	(224,139)
Occupancy expense		(148,563)	(185,902)
Other expenses		(192,389)	(104,149)
Project expenses		(918,645)	(729,609)
Repairs and maintenance		(2,669)	(6,471)
Travel Expenses		(104,184)	(107,385)
Subscriptions		(35,494)	(23,970)
		(10,788,307)	(10,284,669)
Current year surplus/(deficit) before income tax		**72,686**	**16,617**
Income tax expense	1	-	-
Net current year surplus/(deficit)		**72,686**	**16,617**
Other comprehensive income for the year		-	-
Total comprehensive income surplus/(deficit)		**72,686**	**16,617**

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

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2026

	Note	2026 $	2025 $
CURRENT ASSETS			
Cash and cash equivalents	4	4,490,189	4,607,740
Trade and Other Receivables	5	477,555	580,861
TOTAL CURRENT ASSETS		**4,967,744**	**5,188,601**
NON - CURRENT ASSETS			
Property, plant and equipment	6	93,402	101,403
Right of Use Assets	7	304,172	183,604
TOTAL NON - CURRENT ASSETS		**397,574**	**285,007**
TOTAL ASSETS		**5,365,318**	**5,473,608**
CURRENT LIABILITIES			
Trade and Other Payables	8	2,124,939	2,302,556
Provisions	9	465,535	527,368
Lease Liabilities	10	133,705	157,515
TOTAL CURRENT LIABILITIES		**2,724,179**	**2,987,439**
NON CURRENT LIABILITIES			
Provisions	9	126,781	167,456
Lease Liabilities	10	181,210	58,251
TOTAL NON CURRENT LIABILITIES		**307,991**	**225,707**
TOTAL LIABILITIES		**3,032,170**	**3,213,146**
NET ASSETS		**2,333,148**	**2,260,462**
EQUITY			
Retained surplus		2,333,148	2,260,462
TOTAL EQUITY		**2,333,148**	**2,260,462**

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

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2026

	Retained Surplus	Total
	$	$
Changes in equity		
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**
Balance at 1 July 2025	2,260,462	2,260,462
Net Surplus/(deficit) for the year	72,686	72,686
Other comprehensive income for the year	-	-
Balance at 30 June 2026	**2,333,148**	**2,333,148**

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

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026 $	2025 $
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers and government		11,034,360	8,283,518
Payments to suppliers and employees		(11,297,818)	(11,496,963)
Donations received		236,061	295,777
Interest received		112,399	156,835
Interest Paid		(27,580)	(14,803)
Net cash provided by operating activities		57,422	(2,775,636)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment		73,182	-
Purchase of property, plant and equipment		(138,935)	(83,444)
Net cash provided by investing activities		(65,753)	(83,444)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Borrowings		-	-
Repayment of Borrowings		(109,220)	(137,215)
Net cash provided by financing activities		(109,220)	(137,215)
Net increase (decrease) in cash held		(117,551)	(2,996,295)
Cash at the beginning of the financial year		4,607,740	7,604,035
Cash at the end of the financial year	4	4,490,189	4,607,740

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

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

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 2026.

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).

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

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.

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

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.

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

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 of 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.

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

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.

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

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.

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

	2026 $	2025 $
NOTE 2 - REVENUE		
Members Subscriptions	30	-
B Miles Womens' Foundation	339,515	328,103
Link Wentworth	246,319	243,821
NSW Department of Communities and Justice, Corrective Services NSW	834,483	804,135
Sydney Local Health District	207,000	200,000
Ministry of Health, Centre for Alcohol and Other Drugs	726,036	816,707
Department of Communities and Justice	2,755,191	2,662,941
National Indigenous Australians Agency	835,250	725,032
EIS Health Ltd T/As Central and Eastern Sydney Primary Health Network	506,969	479,938
South Western Sydney Primary Health Network Limited	239,085	235,556
Paul Ramsay Foundation	1,608,293	1,429,989
Office of Responsible Gambling	126,676	152,534
Siddle Foundation	171,026	16,435
Legal Aid New South Wales	94,718	91,868
Wentwest Limited T/As Western Sydney Primary Health Network	593,048	513,497
Judith Neilson Foundation	422,000	472,000
Aboriginal Housing Office	204,478	115,522
Other Grants	368,150	319,132
Recovery from Unexpended Funds	101,556	162,717
Other operating revenue	59,528	40,380
Total Revenue	10,439,351	9,810,307
Other Revenue		
Donations Received	236,061	295,777
Interest income	112,399	156,835
Profit on Sale of Assets	73,182	38,367
	421,642	490,979
Total Revenue & Other Income	10,860,993	10,301,286

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	146,936	183,913
Amortisation - Right of Use Assets	135,187	146,883
Total Depreciation & Amortisation Expense	282,123	330,796

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

	2026 $	2025 $
NOTE 4 - CASH AND CASH EQUIVALENTS		
Cash at bank and on hand	1,190,189	1,305,634
Short term bank deposits	3,300,000	3,302,106
	4,490,189	4,607,740
NOTE 5 - TRADE AND OTHER RECEIVABLES		
Trade Receivables	23,550	55,933
Other Receivables	428,688	474,576
Prepayments	25,317	50,352
	477,555	580,861
NOTE 6 - PROPERTY, PLANT AND EQUIPMENT		
Office Equipment at cost	63,715	52,015
Less: Provision for Depreciation	(36,636)	(25,249)
	27,079	26,766
Motor vehicles at cost	477,485	435,073
Less: Provision for Depreciation	(411,162)	(360,436)
	66,323	74,637
Total Property Plant and Equipment	93,402	101,403

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	26,766	74,637	101,403
Additions	11,700	127,235	138,935
Disposals	-	-	-
Depreciation expense	(11,387)	(135,549)	(146,936)
Carrying amount at the end of the year	27,079	66,323	93,402

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

	2026 $	2025 $
NOTE 7 - RIGHT OF USE ASSETS		
Right of Use Assets/Leases	439,359	624,253
less accumulated amortisation	(135,187)	(440,649)
Total Right of Use Assets	304,172	183,604
NOTE 8 - ACCOUNTS PAYABLE AND OTHER PAYABLES		
Trade creditors and accruals	342,304	203,880
Grants in advance	582,864	1,094,814
Grants Unexpended	290,610	224,914
Liabilities to employees	496,623	318,132
Income in Advance	412,538	460,816
	2,124,939	2,302,556
NOTE 9 - PROVISIONS		
Current		
Annual Leave	372,858	437,609
Long Service Leave	92,677	89,759
	465,535	527,368
Non Current		
Long Service Leave	126,781	167,456
	126,781	167,456
NOTE 10 LEASE LIABILITIES		
CURRENT		
Lease Liabilities - operating	133,705	157,515
	133,705	157,515
NON CURRENT		
Lease Liabilities - operating	181,210	58,251
	181,210	58,251
NOTE 11: AUDITOR'S REMUNERATION		
Auditing the financial statements	16,000	15,500

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COMMUNITY RESTORATIVE CENTRE LIMITED
ABN 75 411 263 189

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

	2026 $	2025 $

NOTE 12: KEY MANAGEMENT PERSONNEL

The following were key management personnel of the Company at any time during the reporting period:

DIRECTORS
Ryan Dempsey
Kirsten Nunn
April Long
Corinne Henderson
Gregory Masters
Jethro Marsh
Pandora Patterson
Tamara Sims
Sarah-Jane Spencer
Ian Farmer
Ruth McCausland
Alex Sittczenko
Nicholas Croker

NON-DIRECTORS
Alison Churchill
Michelle Bryant
David Chivers
Hedy Kalach

The totals of remuneration paid to key management personnel (KMP) of the Company during the year are as follows:		
Key management personnel compensation	670,763	510,296

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 2026 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 liabilites 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

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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 2026 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 — Signed by: Ryan Dempsey 1CE314CBD3B44A0... — 10/14/2026

Director — DocuSigned by: Kirsti Munn 5EC3DA58FAFE4AD... — 10/15/2026

Dated 14th October 2026

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

Conroy Audit & Advisory
Principal: David Conroy FCA
Postal Address:
Level 2/154 Elizabeth Street
Sydney NSW 2000
Telephone: 02 9267 9227
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Email:
david@conroyaudit.com.au
ABN: 95 373 401 379

Report on the Audit of the Financial Report
Opinion

We have audited the financial report of Community Restorative Centre limited (the registered entity), which comprises the statement of financial position as at 30 June 2026, 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 2026 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 2026, 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.

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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.

Conroy Audit & Advisory

D R Conroy
Principal
154 Elizabeth Street Sydney NSW 2000

Dated 14th October 2026

