



Working with People with Complex Needs in and out of the Criminal Justice System

Mindy Sotiri

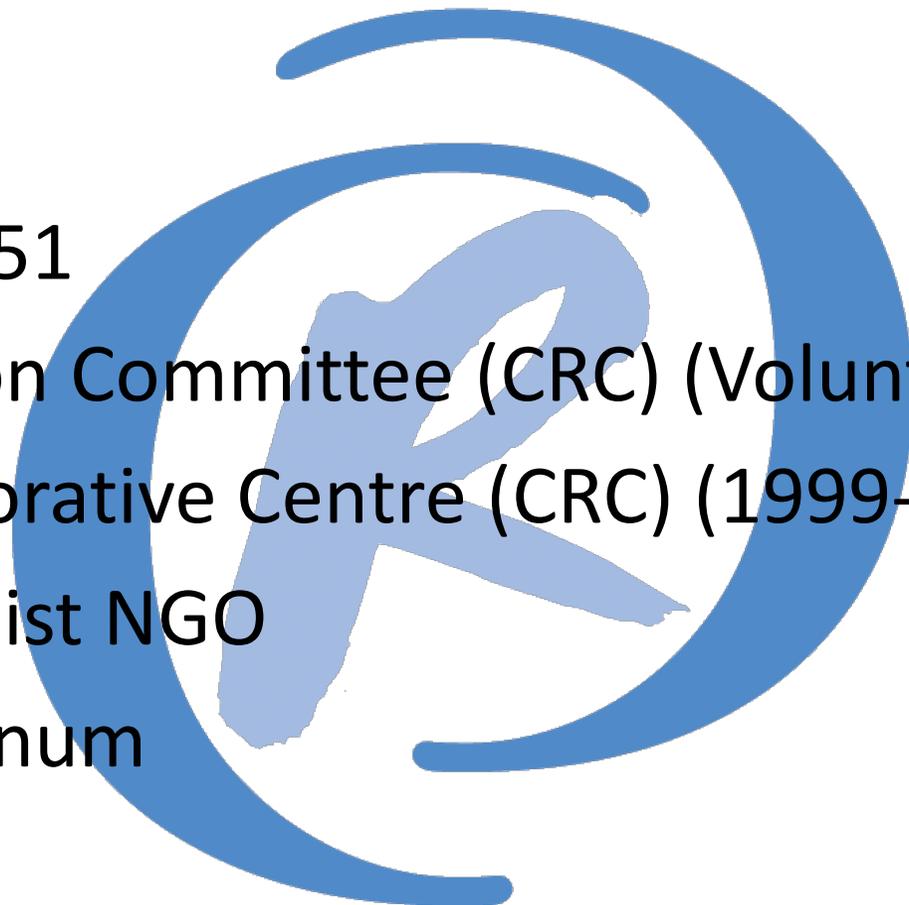
NADA 2016

Introduction and Overview

- The Community Restorative Centre
- Churchill Fellowship and Research
- ‘Challenges in building genuine community pathways for people with multiple disadvantage
- Integrated Care with people leaving prison
- Examples of International Best Practice

Community Restorative Centre

- Established in 1951
- Civil Rehabilitation Committee (CRC) (Volunteers)
- Community Restorative Centre (CRC) (1999-Present)
- Mid-sized Specialist NGO
- \$6 million per annum



Funding Streams

- NSW Corrective Services
 - NSW FACS (ADHC)
 - NSW FACS (Housing NSW)
 - NSW FACS (GHSH)
 - NSW Health
 - Department of Health (Federal)
 - Department of Prime Minister and Cabinet (Federal)
 - Legal Aid
 - GEO Group
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Post-Release and Transitional Services (Sydney Metro)

Program	Location/s	Support	Target Group
Interim Transitional Support	Sydney/ Leichhardt	12 weeks (possibility of extension)	Community Corrections Client on Parole order LSI-R medium to high
Extended Reintegration Service	South West Sydney	Up to 9 months	Community Corrections Client on Parole order Complex needs (mental illness/cognitive impairment) LSI-R medium to high
Aboriginal Women Leaving Custody Project	Sydney metro	12 weeks	Aboriginal women on remand or short sentences. Pre and post-release support
Inner City Women's transitional	Sydney	Up to 12 months	Homeless or risk of homelessness. Women with complex needs Looking to reside in Sydney metro region. Pre and post-release intensive support.
South West Women's Transitional	South West	Up to 12 months	Homeless or risk of homelessness. Women with complex needs Looking to reside in South West Pre and post-release intensive support.
Newtown Boarding House Transitional	Inner West	Up to 12 months	Homeless or risk of homelessness. Willing to reside in Boarding House. Complex needs. Pre and post-release intensive support
AOD Transition	Greater Sydney Metro	Up to 12 months	Complex needs. Self-identified problematic AOD use. Intensive outreach support and

Post-Release and Transitional Services (NSW)

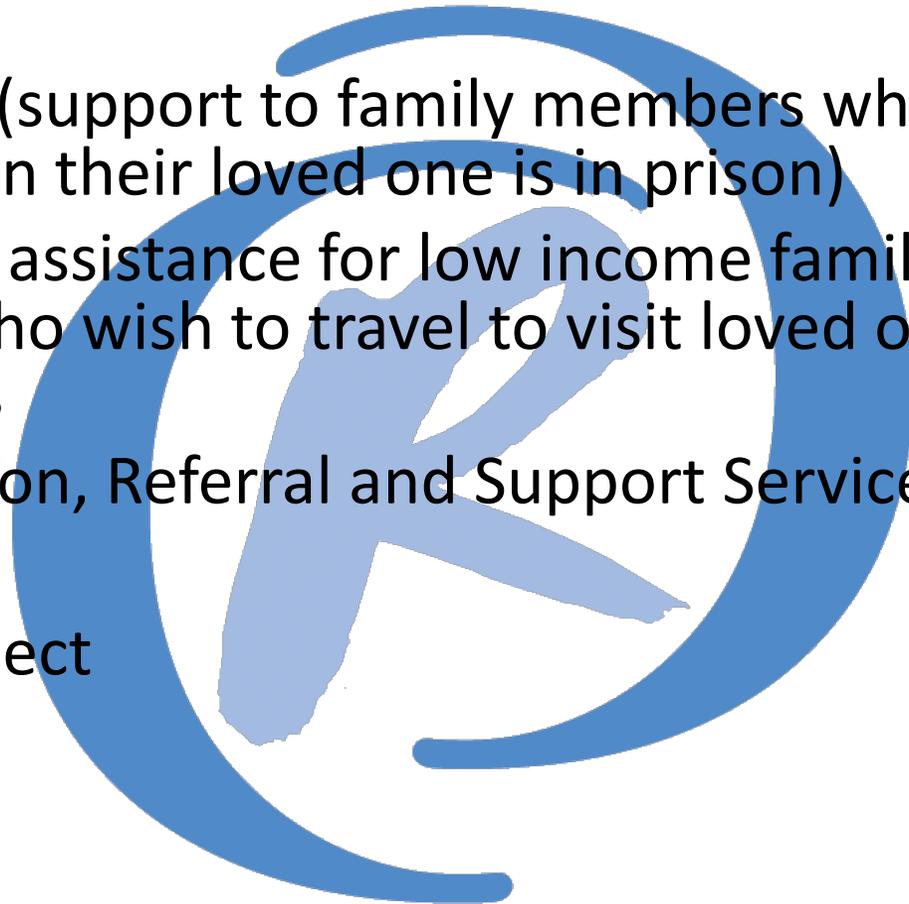
Program	Location	Support Period	Target Group; Justice System Involvement +
Nepean Transitional	Nepean Hawkesbury	12 months	Homeless or risk of homelessness. People with complex needs. Looking to reside in Nepean region. Pre and post-release intensive support.
Indigenous Justice	Broken Hill/Wilcannia	12 months	Indigenous people with complex needs residing in Broken Hill or Wilcannia. Pre and post-release intensive support
Indigenous Suicide Prevention	Broken Hill	12 months	Indigenous people with complex needs residing in Broken Hill. Pre and post-release intensive support with a focus on mental health.
Interim Transitional Support	Broken Hill	12 weeks (with the possibility of extension)	Community Corrections Client on Parole order LSI-R medium to high

Post-Release Disability Services

Program	Location	Support
ADHC CJP	Villawood	On Site Supported Living
ADHC CJP	Rutherford	On Site Supported Living
ADHC CJP	Gosford	Outreach Support
ADHC CJP	Bathurst	Outreach Support
ADHC CJP	Broken Hill	Outreach Support
ADHC CJP	Newcastle/Hunter	Outreach Support

Community Services

- Family Caseworkers (support to family members who require case-work and counselling when their loved one is in prison)
- Brokerage. Financial assistance for low income families or families facing financial hardship who wish to travel to visit loved ones in NSW Correctional Centres
- Telephone Information, Referral and Support Service
- Court Support
- Jailbreak Health Project
- Advocacy
- Policy development
- Research



Churchill Fellowship



- 5 weeks in the US and the UK
- Chicago, Detroit, Washington, Providence, New York
- London, Glasgow
- Visited 26 different services and agencies
- 2 conferences
- Multiple informal conversations

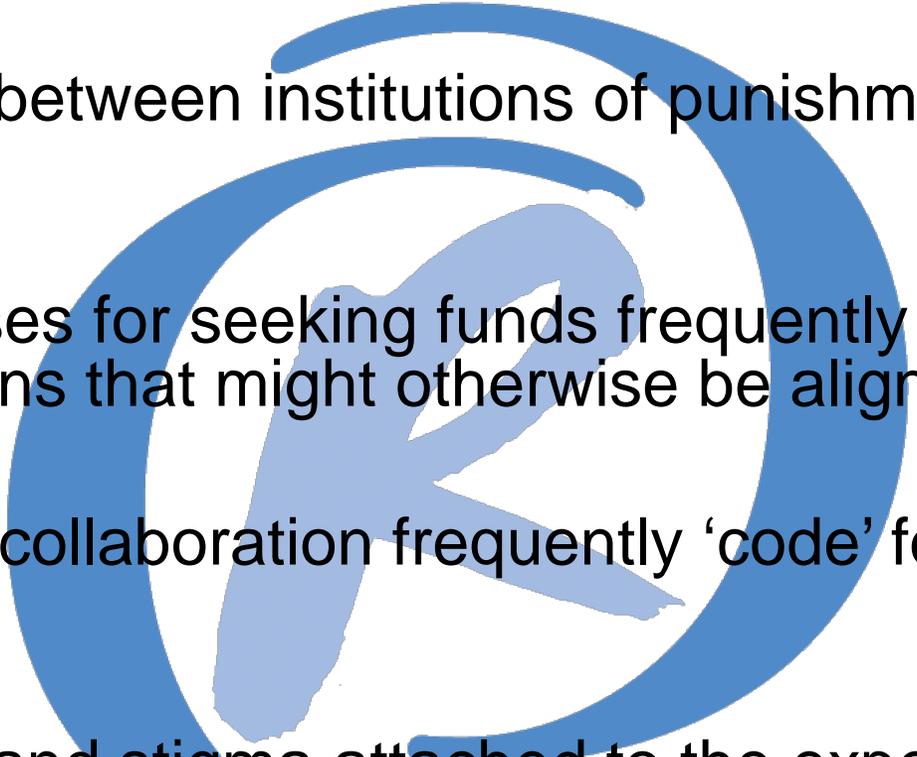
Churchill Research

- What does 'best practice' in post-release look like internationally in the community sector? (particularly for people with multiple and complex needs)
- How is success measured?
- What are the philosophical frameworks under which these services operate?
- What are the funding structures?
- ***What does integrated care look like within these services and structures?***

Key Issues for Ex-Prisoner Populations

- Complexity and multiplicity of need
- Interaction of disadvantage on an individual level and
- Interaction of disadvantage on a structural level
- Impact of prison culture and institutionalisation
- Accustomed to being 'managed' in criminal justice settings, *rather* than being supported in the community

Challenges with integrated care for people on release from prison

- Cultural differences between institutions of punishment and the community sector
 - Competitive processes for seeking funds frequently means mistrust between organisations that might otherwise be aligned
 - Integrated care and collaboration frequently 'code' for less \$ and never-ending referral
 - Complexity of need and stigma attached to the experience of incarceration *still* acts as a barrier for clients requiring an integrated approach (the continuing problem with siloed service provision)
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International examples of Integrated Care

- Multiple examples of workers from one service 'embedded' in another
- Non-government organisations working with courts and prisons very closely (but recognition of different approaches)
- People with lived experience of incarceration with meaningful involvement in the delivery of services (*not token peers*)
- Service delivery as community building (shared responsibility for desistance)
- Very limited 'exclusion' on the basis of offence type

Harlem Re-Entry Court (New York)



- Centre for Court Innovation in Harlem
- Community run
- People on release assigned a specialist parole officer
- AND a specialist social worker (clear distinction between roles)
- A re-entry judge overviews cases (when parole is being breached or about to be revoked)
- Client is supported by the social worker long-term.
- Social worker is an advocate (not just a case-worker)
- Formerly incarcerated people as support workers
- Recognition and respect of the different roles between justice partners and the community sector agencies
- Very low recidivism rates (attributed to the partnership)

Green Re-Entry IMAN (Chicago)



- Part of the Inner City Muslim Network
- Support Muslim Men on release from prison
- Provide transitional accommodation and support *and*
- Employment and training via a social enterprise
- Long-term support
- Buy run down and abandoned houses, do them up, and sell at a profit
- Service delivery is deeply integrated into the community
- Community delighted to have IMAN in the neighbourhood

Recovery for Detroit (Detroit)



- Peer Led Recovery Model for People exiting prison
- Recognises 'desistance' from crime as a journey
- Long-term peer and case-support provided
- Combination of peers and non-peers providing support
- Peers receive significant training and are well supported organisationally and paid well
- Provide support for people *prior* to
- Peer staff members embedded in multiple other services (health services, disability services, as well as correctional institutions)
- Deliberately do not 'exclude'

Recovery for Detroit (Detroit)

“It is important to note that peer recovery is not treatment. We have to talk about it as if it is treatment. We are forced into a treatment paradigm because that is what is funded. But I wonder if maybe we need to fight to be non-treatment. The whole philosophy of the peer thing is that it is not the disease model. We don't think you have a disease. You have a social problem. You have an empowerment problem. But if the only way the money is going to come is through the treatment system than we will use it”

Vox Liminis (Glasgow)



- Building a community
- Songwriting workshops in Prisons
- Ongoing song-writing community after prison
- Professional musicians, prison officers, social workers, people in prison, people on release, criminologists
- Public performances (with families of people in prison)
- Creation of identity that is related to making music, *not* offending,

Best Practice Principles in Post-Release

1. Community based, flexible, outreach models
2. **Integrated Practice (strong agency partnerships- *but not constant referral!*)**
3. Housing First Approach
4. Through-care model (includes pre-release engagement)
5. Long term, pro-active, holistic, relational case work models
6. Community building (Desistance a responsibility for both individuals and the community)

Community Based, Outreach Support

- “You cannot train a man for freedom under conditions of captivity” (Alex Paterson, Penal Reformer, 1933)
- Outreach work v appointment based work; the case for outreach where possible
- Assist in building a pathway outside of the criminal justice system,
- Assist in building an identity narrative that is not about being an ‘offender’.

See Deakin (2013), Scott (2013), McNeil (2013), Halsey (2013), Maruna (2012), Pettus-Davis (2011), Lowthian (2010), Rowe, (2007)

Integrated Practice

- Requires an acknowledgment of the different roles, strengths, and requirements of different services (recognition of expertise *in* the community sector also)
- Ideally based around person centred, strengths based practice (challenges in criminal justice settings)
- Workers embedded in the services where the clients are (rather than expecting clients to come to you)

See McNeill (2013), Yamatani et al (2011), Baldry & McCausland (2009), Walsh (2006), Walsh (2003), Borzycki & Baldry (2003), NACRO (2003)

Throughcare

- Pre-release engagement important tool for pre-release planning
- Community worker can operate as a metaphorical bridge between prison and the community
- Planning transitional pathways prior to release
- Needs to be some form of continuity between needs identified while in prison, and needs on the outside.
- If workers get to know somebody in prison, when the wheels fall off post-release, much more likely to retain engagement

Housing First Approach to post-release support

- Relationship between imprisonment and homelessness
- 55% of rough sleepers have experienced custody (Mercy Foundation, 2012)
- 14% of people received into custody are 'rough sleepers' (CSNSW, 2013)
- Pragmatic barriers to 'addressing offending behaviour' when sleeping rough/living in crisis
- Support partnerships between NGO's and Community Housing Providers

See Scott (2013), Makkai et al (2009), Gordon (2008), Tsembaris et al (2006), Roman et al (2006)

Long Term, Intensive, Relational Case Management

- Draw on ideas from desistance research (what assists people in desistance from crime, and making change)
- Acknowledge referral fatigue and long histories of exclusion to services
- Skill up workers to 'hold' a complex range of issues (and pay them appropriately)...(avoid unnecessary referral)
- Work with people long term (acknowledge that change is often a long and difficult process, and desistance from crime is a process that requires ongoing support)

See National Justice Chief Executive Officers' Group and the Victorian Government Department of Justice (2014), Serin et al (2013), McDonald, D & Arlinghaus, S (2014) Walsh (2004), Ferguson, H (2003), McNeill et al(2005)

Desistance Research

- Movement in criminology away from the question of “Why people go back to prison” and a focus instead on “Why do people stay out?”
- Desistance researchers very interested in social bonds and relationships, life transitions, maturation, and development of identity outside of criminal justice settings
- The focus for the community sector is much more about facilitating change in a holistic sense, rather than solely focusing on ‘offending behaviour’ or criminogenic needs

See McNeill (2013), Halsey (2014), Maruna (2013)

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