

Dear Minister Barr

Please find enclosed the Canberra Rape Crisis Centre Business Cases for the 2020 ACT Budget Consultation.

There are 3 Business Cases which include

1. Expansion of Nguru-Aboriginal Program
2. Expansion of CRCC Crisis Service- to meet increased demand
3. Expansion of SAMSSA-Men's Program

CRCC is available to respond to further queries or questions through the CEO Chrystina Stanford, or Service Director Penny Pestano.

Best Regards

Chrystina

Chrystina Stanford

Chief Executive Officer

Canberra Rape Crisis Centre

[Chrystina@crcc.org.au](mailto:Chrystina@crcc.org.au)

This email is not monitored 24 hours a day. If your needs are urgent, please call 000.

I acknowledge and pay my respects to the traditional custodians of this land on which I work, the first people of this country. I pay my respects to them, their culture and their Elders past, present and future.

**Keep track of our progress with our new Therapy and Healing Puppy Programs  
Instagram #furapyhealingpuppies**

**Reclaim The Night - Each Year  
'Like' our Canberra Reclaim the Night Facebook page**

# BUSINESS CASE

---

**Proposal name: CRCC expansion of Nguru program for young Aboriginal men in ACT schools, who have become disengaged, and/or come to the attention of ACT schools through non-attendance- or untreated trauma impacts**

**Brief Description: For the last 3 years CRCC has been operating the Nguru program in schools. The program is at capacity with demand increasing each term. The Nguru Staff wish to expand their team to match demand.**

**The expansion of the program also incorporates the use of community buses belonging to for excursions. All resources are currently drawn from donations to CRCC- which means that the scope of activities are dependent on the donations.**

<b>Financial Impacts Summary</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Totals</b>
<b>2 Staff members for Nguru to assist MEA level 5.3 wages and on-costs for 12 months At CRCC.</b>	<b>\$116'000</b>	<b>\$116'000</b>	<b>\$116'000</b>	<b>\$116'000</b>	<b>\$464'000</b>

# Part A: The Business Case

## 1. Executive Summary

Nguru has been part of CRCC for 22 years. It remains the only dedicated Sexual Assault Service for Aboriginal and Torres Strait Islander community members in Australia. Sexual assault amongst groups with diverse culture and identity is very high- because those who perpetrate sexual violence are targeted for their vulnerability.

Violence perpetrated against Aboriginal and Torres Strait Islander people is heavily researched and reported on. It appears harder to not be overwhelmed by the issue of violence within Aboriginal and Torres Strait Islander communities because racism and societal structures that re-enforce racism feature as an influence about what should or should not occur to assist people.

People within Aboriginal communities are much more likely to be hospitalised and/or murdered within a dynamic of domestic violence. This is partially because of fear of accessing help through systems, that may then discriminate- or be seen to harm further.

CRCC has tried many initiatives across the decades that we have been funded to work with people within the Nguru Program. CRCC commissioned its own review of the program in 2010, which raised very similar concerns to We Don't Shoot Our Wounded. One of the issues for Aboriginal women and families was that culturally sensitive responses to family violence needed to occur so the systems impact did not do further harm.

## 2. Objectives and Needs/Benefits Analysis

Key problem- Over representation of Aboriginal people within all systems, and the need for an early intervention program based within a therapeutic response rather than, or coupled with, a statutory response.

Evidence There is a broad range of research and reports reflecting the need to respond differently to Aboriginal (and Torres Strait Islander) people within all our communities. This business case is not about developing more research, it is about doing things differently.

Why now? The Royal Commission in to child sexual assault within institutions raised many terrible holes within systems when responding to vulnerable populations. The Royal Commission focussed its work and final recommendations on ensuring that abuse of this magnitude never occurred again. The wheel of systemic change is a slow moving one, and all recommendations have yet to be implemented. The Royal Commission has completed but the need to do things differently for better outcomes for Indigenous people requires the same focus and momentum. As a community we need to move beyond being shocked and work towards solutions for the issues that have been raised for many years.

Who will benefit?

All of the community benefits when we do better in responding to vulnerable groups. Not only in the fact we reduce the overall health burden of untreated trauma, but also in working together to use community resources well. The Aboriginal community benefits when initiatives work with them rather than for them. In this instance vulnerable families and young people gain from therapeutic responses that strengthen capacity to manage and cope with life better.

### **3. Description**

The Nguru School program has been operational for 2.5 years in the ACT region. It currently sees 146 young Aboriginal boys in 14 schools across the region on a weekly basis. There is also a growing number of girls requesting to be part of the program.

The Nguru Schools Program places a trauma model over the top of a group work process. The trauma models used for counselling with those impacted by violence follow a 3 stage model of building safety, talking about what happened and then connecting back to the community. The Nguru program flips the trauma model over and connects people to their community, talk about what happened and maintain safety. It has been incredibly successful in ensuring that young Aboriginal people needs are caught before they fall through the cracks of both the education system and the juvenile justice systems. The program picks them up and provides support and connection at the point of disengagement or where they have come to the attention of police and/or schools. The group work program goes across the school holiday periods and also refers young people to CRCC services and works with family members who are also struggling.

### **4. Policy Alignment**

#### Linkages with ACT Government initiatives

We Don't Shoot Our Wounded, Justice re-investment strategies, Education and Health strategies all support an early intervention approach to supporting better outcomes for Indigenous groups. The group work program is early intervention, by Aboriginal people for Aboriginal people. CRCC's role is to support those doing the work and promote the work throughout the region, as well as respond to referrals from the group immediately.

### **5. Implementation plan**

This Business case is to expand the current program as it has already been established within the community. CRCC has already implemented the program.

## 6. Options Analysis

Staff at CRCC working with schools are paid at level 5.3 under the Multiple Enterprise Agreement. 2 Staff are able to reach a very large group across one week and maintain engagement across the school terms and year.

Of many programs available Nguru requires few resources beyond Staffing costs. CRCC uses donations to fund excursions and hiring community buses, and the purchase of equipment required for some of the group activities.

## 7. Stakeholders and consultation

*“We are very fortunate to have Wayne and Regan from the Nguru program come to Gold Creek School each week. Our students – mostly boys in years 7 to 10 – enjoy a range of cultural and sporting activities with Wayne and Regan. Our students enjoy learning about their culture through practical activities such as making coolamons, and cooking kangaroo curry. Wayne and Regan are very knowledgeable and are always happy to share their knowledge with the young men involved in this important program. Our students have built strong relationships with Wayne and Regan as positive male Indigenous role models and very much look forward to the Nguru program each week.*

*Jasmine Hunter  
Gold Creek High School”*

### **“UC High School Kaleen**

*The Nguru program started at UC High School Kaleen at the beginning of term 2 2019. Our school has a large Indigenous population and we saw the need to try and implement something to better engage our indigenous students. A number of our indigenous students were becoming disengaged, were experiencing behaviour issues and their attendance was often poor.*

*In talking with Wayne and Regan the Nguru program really appealed to our school and it certainly hasn't disappointed. The Nguru program has not only improved their connection to their culture, but also the wellbeing outcomes of our indigenous students. Students report that the instructors are positive indigenous role models. Wayne and Regan have developed good connections and relationships with the students in the program, which is evidenced by their high attendance on program days. Students often comment on their excitement for the program each Friday.*

*Students also report that the program has also helped students identify better with their culture. A positive experience was when students were given the opportunity to go to the Cotter on a 'On Country' excursion. While on the excursion, they learnt about how Ancestors would have used the land to survive. Students also got the opportunity to take some natural resources to make some Indigenous artefacts and tools. These resources were taken back to school where students made clap sticks and bundi's.*

*As a participating school, we would highly recommend this program for the benefits it has provided for our students.”*

There has been a positive uptake from schools to facilitate the programs and the Nguru staff have also been pro-active in terms of seeking project funding to assist with materials for the groups. At present there are 160 children and young people in the groups across 8 different schools. The program operates every week of the school term. At the end of the term there is a closing ceremony for the group which offers an opportunity for engagement with the families of the children and young people.

There has been a very positive response from the teachers, children and their families in terms of increased engagement in understanding Culture, attending school, and pride. We are extremely heartened and pleased by the enthusiasm attached to the programs and are examining options for expanding the program

## **8. Implementation**

### **8.1. Risk identification and management**

The program has already been implemented. This business case seeks to expand current program capacity.

## **9. Performance Measures and Evaluation**

Number of new young people and schools program expansion is allowing services to.

Number of young people who remain engaged with school due to being part of the program

Increase in retention rates of students.

Increase in counselling and support to family of participants.

Qualitative and Quantitative measures attached to group participant outcomes.

# Business Case

---

**Proposal name: Canberra Rape Crisis Centre(CRCC)**

**Brief Description: CRCC requires an increase in funding to reflect the increase in demand on CRCC services for those impacted by sexual violence in any form in the ACT- Service Assisting Male Survivors of Sexual Assault.(SAMSSA)**

Financial Impacts Summary	2019-20	2020-21	2021-22	2022-23	Totals
	\$116'000	\$116'000	\$116'000	\$116'000	\$464,000

## Part A: The Business Case

CRCC is seeking the expansion of SAMSSA to employ an additional male counsellor(FTE) to provide sexual assault counselling to men impacted by sexual violence within Canberra(ACT)- with the position to include providing counselling to men within the Alexander Maconachie Centre(AMC).

CRCC has struggled to locate a place within the violence space relating to our work with men, despite SAMSSA operating as a program of CRCC for 21 years. CRCC currently provides counselling to men via face to face and telephone counselling at CRCC, as well as their supporters. Over 50% of SAMSSA clients present to CRCC using forms of violence within their intimate partnerships (excluding sexual violence). 95% of SAMSSA clients are adult survivors of child sexual assault, 10% with another report of sexual assault as adults, 40% report a further sexual assault as young men. Counselling aims to address the intersectionality between violence within childhood (sexual, physical, emotional) and the risk of impacts from this violence across a lifetime for men. If issues of violence are viewed individually we create a siloed approach to responding to violence- which doesn't help to reduce the impacts, and recover from the impacts of violence. This costs the Australian economy millions of dollars as we fund specific services such as mental health or drug and alcohol services- however we do not recognise that trauma sits within mental health (eg PTSD), and that 70% of men within drug and alcohol

services (and prisons) have been sexually assaulted as children- and that acting out violently and/or drug and alcohol use are coping strategies for managing impacts of sexual assault- particularly child sexual assault. It does not also recognise that drug and alcohol services do not respond to sexual assault- they respond to drug and alcohol issues- where the use of drugs and alcohol are seen as the problem, not the solution to unbearable pain and shame. The problem is that impacts of trauma prevent people from improving their quality of life, remain as does the siloed system reliance.

Statistically speaking boys exposed to domestic violence are more likely to act out sexually on other children. 50% of b

## **1.Executive Summary**

There is a growing need to be able to provide therapeutic services to men who are adult survivors of child sexual assault. Current data recognises that men's help seeking behaviours are very different to women. On average it is currently 30 years between when the abuse stopped and when men seek help for impacts of childhood trauma.

Over their lifetime men who are sexually assaulted in childhood are significantly over represented in all systems. CRCC proposes a model where therapeutic issues are worked on- rather than only receiving this support when coming in contact with Justice, Drug and Alcohol, Mental Health and Homelessness services.

## **2.Objectives and Needs/Benefits Analysis**

Key problem: Survivors of child sexual assault are overrepresented in Australian prisons at rates of 90% for women and 70% for men. This statistic has not changed for 3 decades.

Evidence: Untreated trauma, particularly trauma in childhood contributes to recidivism. Sexual assault is hard to speak about in an environment where emotional defences are required. Although we have known the statistics about childhood trauma for many years it remains difficult to have trauma addressed whilst people are incarcerated- unless the services provided are specialised. It is possible to provide trauma services carefully balanced with the need to focus on emotional safety.

Why now: Demand for SAMSSA services in prisons increased during the Royal Commission and because of the fact that it gave a voice to many survivors of child sexual assault. CRCC was funded to work with survivors of sexual assault within institutions during the time of the Royal Commission, and now are not funded to do this work. We have a waiting list of men in prison wanting to work on the impacts of their trauma, and currently spend 2 days per week at the AMC providing counselling services to men. CRCC requires funding to carry out this work, now that the Royal Commission into institutionalised abuse has ended. When clients leave prison they come to SAMSSA for ongoing counselling.

Who will benefit: The Canberra community benefits by CRCC working with men (and women) in prison, to ensure the impacts of untreated trauma do not contribute to recidivism in the populations of those incarcerated who have been sexually abused as children. The ACT Government and community benefit from the work of CRCC reducing the overall health burden of untreated trauma.

### **3.Description**

Counselling at SAMSSA follows International Standards for the Treatment of Trauma and Complex Trauma. The Counselling addresses impacts of trauma and reconnects people back to the community with greater capacity to participate. CRCC measures social inclusion, trauma impacts, systems involvement, relationship issues including the use of power.

### **4.Policy Alignment**

#### Linkages with ACT Government initiatives

Justice reinvestment has focussed on the different areas of our systems to try and reduce the numbers of people incarcerated and reduce the high possibility of recidivism in the ACT, particularly those within Aboriginal Communities. CRCC works with many men from the Aboriginal communities within and around the ACT. The numbers of Aboriginal men increased throughout the Royal Commission, many of who have had long histories of systems contact, particularly within juvenile justice and corrections.

We Don't Shoot Our Wounded- 2009 evaluation in to the ACT responses to assisting Aboriginal community members.

### **5.Implementation plan**

Service is already implemented. CRCC is having trouble managing the ongoing demand for the service. This is because sending Staff to the AMC means there are less Staff to respond to the clients at CRCC. There is a current waiting list for counselling at the AMC and time out there includes travel, getting in and out of the AMC and times where it is not known until Staff arrive that the AMC is in lock down.

### **6.Options Analysis**

It is cost effective to have CRCC attend counselling clients at the AMC because, CRCC are trauma specialists and able to respond to recent and historical trauma. There are few organisations in Australia who work with the impacts of trauma every single day. The expertise is very specific and service is based on impacts of trauma.

Psychology Services- are provided at rates of 180-300 dollars per session. CRCC Staff are paid 40 dollars per hour/session. Even with travelling time, CRCC is able to respond effectively and the service is affordable, and free to clients. This type of model also contributes to reducing the overall health burden within systems, because there are few exclusion criteria and the services are free. It can also mean that CRCC is left to respond to the more complex impacts of trauma.

Paid services within private practices also means that only those who can afford services are provided to clients. Even with the Medicare rebate prices for psychology services are high. If a session is \$170 dollars- the gap still means that clients are paying up to 100 dollars per session, which if the client is the central bread winner within a family, or a single parent or on a pension- the service is not affordable.

Annual Cost of Counselling Services for Victims of Sexual Violence(1 Client)			
Type of assistance	Psychology- Private Practice-1 hour per week of counselling only-generalist practice	Medicare Plan-Referral from medical practitioner- 1hour session only	CRCC- Referral from Police, Hospital, Dr, VSACT, Corrections, Self. Friend.
Weekly cost	\$180(minimum estimate for hourly rate)	\$180-80 (paid by Medicare) 100 dollars paid by client.	\$50 per hour(inc oncosts), advocacy, court support, FAS Applications, Crisis telephone support, outreach, housing support, call out forensic and police support.
Weeks of service	52	52	52
Total Annual Cost	\$9360	\$5200	\$2,600

## 7.Stakeholders and consultation

CRCC has a growing waiting list for all clients. CRCC is the legislated criminal justice entity funded to respond to sexual violence in the ACT. This means that CRCC’s closest working relationships are with the hospitals and police. CRCC also works very closely with a broad range of services and systems within the ACT, and region.

Locally, nationally and internationally there has been a movement to address and reduce impacts on the lives of those impacted by sexual violence and domestic violence. Nationally there has been an outcry to try and reduce the rates of harm and death resultant from family violence and sexual violence.

In the ACT there have been some terrible crimes in recent years. We have tried to respond to these events, in a pro-active way that tries to ensure that these crimes never occur again. The problem sometimes is not being able to intervene in a way that draws the impacts of trauma together- and aiming services towards addressing specific impacts where the trauma is complex to respond to and results in a long term health burden on systems and communities.

It has been well researched that boys exposed to domestic violence are more likely to act out with sexualised behaviours on other children (sexualised behaviour is a symptom of post traumatic stress disorder(PTSD) in children). Over 50% of children are sexually assaulted by other children- men who come to SAMSSA, have mostly been sexually assaulted as children- a high number are using violence in their present relationships. This stands to reason as they did not have power modelled to them as children- but were socialised into a world where they were expected to know how to use power- but felt powerless. It is a complex dynamic- but also a simple one.

## **8.Communications**

CRCC reports on all programs to the Community Services Directorate(CSD) and Social Housing every six months.

CRCC submitted a Budget Bid in 2018.

## **9.Implementation**

Existing program in place, Budget bid is for expansion of SAMSSA- infrastructure exists already. Amount requests is for wages of 1 Staff member to be recruited within the SAMSSA Program.

## **10.Risk identification and management**

Risk management is central to CRCC's daily work. Strategies and Risk Management planning are established already for CRCC and SAMSSA.

## **11.Performance Measures and Evaluation**

Performance measures relating to increase in clients seen, and client satisfaction in contact with SAMSSA.

Increase in client counselling at the Alexander Maconochie Centre.

Stakeholder Engagement in Justice Re-Investment meetings.

Closer engagement with JaCS, Domestic Abuse Program(DAP).



# BUSINESS CASE

---

**Proposal name: Expansion of Canberra Rape Crisis Centre Crisis(CRCC) team to meet increased demand.**

**Reports to the CRCC increase every year placing more demand on the CRCC team to respond to reports of sexual assault and also manage the busy area of Crisis in CRCC.**

**CRCC is seeking funding for an additional two Staff members to support the work of the Crisis area.**

**CRCC is seeking a further position to meet the demand on CRCC for group work programs. Group work programs assist in managing risks of those on the waiting list and provide an alternative to counselling where the work is one on one.**

Financial Impacts Summary	2019-20	2020-21	2021-22	2022-23	Totals
MEA level 5.3wages and on-costs for 12 months					\$1.392000
At CRCC *2 Staff members					
	\$348'000	\$348'000	\$348'000	\$348'000	

## Part A: The Business Case

### 1. Executive Summary

Sexual Assault remains the most difficult of all areas of violence to respond to from government, systems and the community. Sexual assault is the only area of violence that responses have not improved across the decade long National Plan to Reduce Violence Against Women and Children. This is not through lack of trying- it is because sexual violence is overwhelming for everyone at times. Sexual assault remains the most under reported crime in Australia and rates of child sexual assault remain almost impossible to determine- though are always reported as the highest of all forms of sexual violence.

Canberra Rape Crisis Centre(CRCC) has a long history of responding to sexual violence in the ACT. Our closest stakeholders are Police (Australian Federal Police(AFP) and Sexual Assault and Child Abuse Team(SACAT)) and the Canberra Hospital Forensic and Medical Sexual Assault Centre(FAMSAC). In 2010 CRCC became legislated as the Criminal Justice Entity to respond to sexual assault within the ACT Community.

Demand for Call Out services have doubled in the last 12 months (470 to 784), CRCC is called to attend each step of police and forensic processes. What is one police report can be 5 separate call outs for CRCC and SACAT Police. This can be a Meet and Greet, Forensic Medical, Evidence in Chief recording(EIC), further discussion about evidence gathering, discussion to inform victim case will not be proceeding- or that it will. All of these processes are necessary parts of reporting to police and with CRCC there police are able to perform their duty whilst CRCC offers support. It is not uncommon for CRCC to attend 4-5 call outs in one day- with one person or a number of people in different stages of reporting. The model of collaboration allows Police to generate greater outputs in terms of receiving reports of sexual assault- as the safety and care of the client can be handed to CRCC Staff trusting that the client welfare is being taken care of. CRCC's presence at call outs are a collaboration between CRCC and Police/Forensic Staff.

## 2. Objectives and Needs/Benefits Analysis

Key problem-Demands on CRCC Services increase each year. This is a good thing as it means people feel safer to disclose sexual assault which has a flow on effect to reducing the long term health burden of untreated trauma- years later when the impacts have become complex to resolve and recover from. The problem is that despite the welcomed increases in CRCC funding over the past few years the increases have not occurred to match demand. Call Outs are driven by police and forensic medical services not CRCC- increases for call outs are driven externally. The upward trend of demand on CRCC Services has not changed in a decade.

Research internationally reports that if victims of sexual violence receive a validating response to a disclosure of sexual assault the risk of developing PTSD and other trauma related diagnoses is significantly lowered. This is why CRCC engages in training and education within the community.

### Evidence

#### Call outs 2009 to 2018/19

2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	<b>2018/19</b>
173	143	186	261	304	331	345	470	<b>784</b>

CRCC works very closely with SACAT, in recent years the capacity of SACAT was increased by 7 members which has assisted to increase the amount of callouts able to take place. CRCC capacity has not increased to the same level to keep up with the demand outside of callouts, our staff attend callouts as a priority, it is the crisis phone, intakes and crisis appointments that are not able to be covered in this scenario which places greater risk to Canberrans in crisis, and cumulative stress upon staff, as the pace to respond to all events in this area remains high. The overall impacts is that those sexually assaulted in the ACT receive a reduced quality of service-which is unnecessary.

### Why now?

CRCC is beyond capacity to respond to sexual assault. Increased numbers in the call out service alone has created a bottle neck in the organisation of new clients coming in to CRCC service provision- and CRCC struggling to prioritise their needs. Increased call outs-increases calls to the crisis line-increasing intake appointments and crisis appointments- and the counselling waiting list. CRCC has again redesigned its response to crisis areas of CRCC however there is now nowhere else to go with innovative service delivery. The Organisation is at its maximum capacity and requires additional resources to manage demand.

### Who will benefit?

Survivors of sexual assault and their families, and the community will all benefit from increased resources in the crisis area. Responses to sexual violence from the service system need to keep going forward, otherwise it becomes harder and harder for people to report sexual assault and the community becomes more unsafe.

### **3. Description**

The crisis area of the CRCC is the frontline of the agency through which all requests for services come through. Calls, text messages, Supportlink, crisis appointments, Intake appointments and call outs all occur within this area and it is crucial we are staffed well enough to respond to the volume. If we miss something a person may be harmed or die.

CRCC is seeking an expansion of existing services to better respond to increased demand.

### **4. Policy Alignment**

#### Linkages with ACT Government initiatives

Justice Re-investment, Family Safety, Family Violence Review, work of the DVPC, SARP and FVIP all have aspects that relate to sexual assault and respond to sexual assault. Responding to sexual violence is about making the community safer for all people- not just victims of sexual assault who are female.

### **5. Implementation plan**

The Crisis area of the Organisation is already established, this budget bid is for the expansion of current services to respond to need, and manage demand.

Group work programs are already in place at CRCC- expanding this area means fast tracking some clients through CRCC crisis services as some impacts of trauma that clients seek assistance for can be managed within a group work program. Removing the need for them to also attend counselling.

### **6. Options Analysis**

CRCC is the only specifically funded organisation in the ACT to respond to the therapeutic needs of victims of sexual assault. The services offered under the banner of CRCC are broad and cost effective for the ACT Government to fund. Unfortunately, sexual assault remains the hardest area of violence to fund and resource- and there are few organisations willing and able to respond to the issue.

### **7. Stakeholders and consultation**

CRCC has received large amounts of feedback from the community about waiting lists, and difficulty receiving services outside of CRCC. CRCC faces criticism when we are not able to represent the needs of clients in all public forums available. If we are better resourced, we are able to respond to external demands from the community.

## **8.Implementation**

CRCC Services already exist and are streamlined. CRCC is seeking an expansion of services to meet the needs of the community effectively.

### **8.1Risk identification and management**

Beyond recruitment costs CRCC has established processes to address risk and manage impacts of organisational growth.

## **9.Performance Measures and Evaluation**

Greater numbers of clients are responded to.

Greater capacity to move people through the waiting list.

Expansion of group work program allows risk of those on the waiting list to be managed more safely.

Greater numbers of people move through crisis services.