

# **ANNUAL REPORT**

## **2007 2008**

The logo for niacro is a red circle with a white border, containing the word "niacro" in white lowercase letters.

**niacro**

**The Northern Ireland Association  
for the Care and Resettlement of Offenders**





The Northern Ireland Association  
for the Care and Resettlement of Offenders

*Annual Report*  
2007 - 2008



works to reduce crime and its impact on people and communities



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# INTRODUCTION

This year saw us consolidating our focus on criminal justice matters and seeking appropriate ways of influencing the preparations for devolving criminal justice to the local Assembly.

Our AGM in November 2007 gave us the opportunity to learn lessons from the devolution of criminal justice in Scotland. Our guest speaker, Dr Lesley McAra of Edinburgh University, shared a number of experiences, both positive and negative. In particular, she warned that the Scottish experience had seen a hardening of attitudes amongst politicians towards offenders and towards the funding of programmes aimed at their resettlement.

NIACRO recognises that there is a risk of a similar trend in Northern Ireland but we will seek to counter it by striving to influence politicians and the broader community. Our three pronged approach comprises:

- Engaging the lay community – people whose primary occupations are outside the criminal justice system – in our service, our projects and in the running of the organisation. This provides up to 400 members and volunteers with the opportunity to see how the system works and so gain a greater understanding of how positive interventions can make a major contribution towards tackling crime.
- The provision of services that are shaped by the needs of the users and that we can then show to be contributing towards stability in our society. Hence this year we improved the ways in which we gather and process information gleaned from our projects so that we are in a better position to measure their impact on people and inform the development of those practices that are shown to be of most value.



The Caps team with Criminal Justice Minister Maria Eagle

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- Providing informed responses to policy documents and consultations based on our knowledge and experience.

We believe that this approach has helped to influence criminal justice policy and we will be seeking to build on this in the next year.

This year our efforts to engage with the wider public sector saw us hosting, with the support of the NIO, a cross-Departmental seminar, in which Government Departments were invited to discuss the role they might play in matters such as the resettlement of offenders. Although it was not initially clear to Departments how many facets of their work could impact on criminal justice matters, the session concluded with a much greater appreciation of the potential contribution each Department could make. The further development of this collaborative and joined up approach is not only constructive in the current situation, but will be vital once criminal justice is devolved.

In terms of key successes, gaining the Criminal Justice Award for an “outstanding contribution to tackling youth crime” by our Child and Parent Support project in the Southern Board in June 2007 was a credit to all the staff involved and a real boost for the organisation. The securing of resources to extend this programme to other Board areas across Northern Ireland in partnership with Extern was particularly significant given that the resources will be available for a period of three years.

The award of a contract in January 2008 for a European employability project which will build on the learning from both the ReachOut and Jobtrack programmes was also a high moment, given again that the funding is available for three years. In seeking funding for this programme we evidenced the outcomes from our last programme - that of the 28 prisoners who completed the programme and left custody in 2005, 6 (21%) re-offended within one year, compared to 10 (45%) of the 22 who did not complete.

In September 2007 we held a training event for staff to look at the development of skills in client advocacy and empowerment. At that event over 40 staff received awards for personal development achievements – a demonstration of their commitment to ensuring that they gather the skills to work in this challenging area. Since it is staff skill and motivation which are key to achieving positive results with the people with whom we work, that level of commitment is both welcome and necessary.



Admin, finance and research staff at the staff training day



Below there is a brief update on each of our strategic objectives followed by the now well-established pattern of recording progress against each activity in the Business Plan. This format provides clarity to our funders and the public and we are pleased to record that we achieved all of our objectives.

## WORKING IN COMMUNITIES

NIACRO's work in this area has changed over the years and we are now working to extend our representation on Community Safety Partnerships to all areas of Northern Ireland. In due course we also aim to be involved with what will become the 11 new local government areas indicated in August 2007. We believe that we have a unique contribution to make in these areas, by bringing practical solutions and the capacity to trial innovative approaches to dealing with crime and anti-social behaviour, a contribution which has been welcomed by the partnerships. The new criminal records and other vetting processes (Access NI) have required us to review our material and advice to employers. We have had an increase in enquiries

from community and voluntary groups particularly on conviction related information.

We are pleased to note that a new Community Safety Strategy will be published soon for consultation. We welcome the proposed shift in emphasis to a significantly greater focus on safer neighbourhoods and confident communities.



Art work from a project based in the JJC

## WORKING WITH CHILDREN AND YOUNG PEOPLE WHO OFFEND

As already mentioned, the Criminal Justice Award for the Children and Parent Support programme and the rollout of its intervention model are positive reinforcements of this programme. A recent evaluation of the project demonstrated that Caps had a significant positive impact on the children who took part in the programme. It is noteworthy that no children in the 10-12-year age group from the Southern Board area were admitted to custody during the pilot period, unlike the other Board areas. The formal partnership with Extern is welcomed though this is by no means the first time our organisations have worked collaboratively. However this programme will be the first substantial contract for which we have submitted a joint bid and it is a testament to our goal of ensuring complementarity and added value in the NGO sector.

The programmes that engage volunteers, particularly the Independent Visitor and Mentoring programmes, have had productive years though concerns remain as to how mentoring will be resourced in future. There is no doubt of the value of the contribution that a positive role model can make to the lives of the young people who are referred to us. However, there are major constraints on the resources that are available for this work which will mean that, regardless of their merits, some services will be discontinued because of the withdrawal of financial support.

## WORKING WITH OFFENDERS AND EX-PRISONERS

Jobtrack, the main employability programme, had a busy year. It absorbed the staff who had been working in prison with prisoners under the innovative ReachOut programme which ran from 2005 to 2007 funded by the EU's EQUAL programme.



Women's group meeting in Amelia House

8 The outcomes from Jobtrack show that 76 participants progressed into further education and training and a further 85 moved into employment. Both of these were slightly below target but overall this is an impressive set of results given the difficult barriers which many within the client group have to overcome.

In the latter part of the year several successful training events were held bringing together NIACRO and PSNI staff and we anticipate that this will result in an increase of referrals to APAC, the Assisting People and Communities programme. APAC helps people to deal with problems which may have led to difficulties with neighbours and the community. As part of APAC, a pilot initiative for women who leave custody has been running throughout the year, to support in particular women with substance abuse problems. This work is currently being analysed.

BASE 2 remains in place though the focus of the work has shifted from individual cases to a greater involvement in training and the mediation process. In the next year we will examine trends in use and adjust programme delivery if required.

## **WORKING WITH PRISONERS, THEIR FAMILIES AND CHILDREN**

The ReachOut programme came to the end of its operational phase in June 2007. The programme had a very positive impact on reconviction rates (see above).

Family Links, now in the second year of its operation, had contact with over 1600 families, offering the whole range of the programme's services – information, advice, transport, home visits, group work, and referrals to other services. The addition to the team of a Prison Officer from the NI Prison Service on secondment was invaluable and we hope to build on that type of collaboration into the future. In June 2007, 20 adults and 35 children attended a family day for prisoners' families at Belfast Zoo. This provided a valuable opportunity to give us feedback on the services we have on offer and also to have a fun day out.



Family Links networking day

The Strategic Advisory Group made up of statutory and voluntary agencies who work with Family Links (Barnardo's, EHSSB, Prison Service, Prison Fellowship, Probation Board, Quaker Service and Youth Justice Agency) has been developing a Memorandum of Understanding with the DHSSPS on services for prisoners' children. This is essential given research (by Farrington, Barnes and Lambert in the journal *Legal and Criminological Psychology* in 1996) showing that sons of offenders are almost 63% more likely to offend themselves and that rises to 93% when both parents are offenders.

This very significant development demonstrates the type of interagency co-operation that is required if we are to encourage relevant public services to recognise the importance of their contribution towards key criminal justice issues.

The announcement that Magilligan Prison will be retained, and indeed that the proposed new prison will be built at the existing site, means that proper consideration will need to be given to the quality of the visitors' centre and the design of the visiting arrangements inside the prison. At this stage while there is a planned increase in the population at Magilligan in the incoming year with the construction of temporary accommodation, there has been no agreement on extra resources to support visiting.

At Hydebank Wood Visitors' Centre there is a real need to provide visitors with refreshments and snacks. To date we have not been able to secure funding to underwrite this activity (as it is underwritten at the other two establishments) and so we are committed to trialling this service from our own resources.



Hard at work at a seminar on hate crime

## INFLUENCING POLICY AND PRACTICE

We continue to pursue this through a variety of approaches. For example, NIACRO News, which was published three times in the year, included interviews with Children's Commissioner Patricia Lewsley, Dr Lesley McAra from Edinburgh University and representatives of all the political parties for a round-up of their views on the devolution of criminal justice. We responded to 22 consultations, a full list of which is on pages 23/24.

The Executive Committee has agreed that to increase effective engagement with the local Assembly and to be well prepared for the devolution of criminal justice, we would seek resources to employ a manager to support activities in this area. This is a priority for 2008/2009.

Much work has gone into building databases that will give good evidence of the outcomes of our work. While we are undertaking this to demonstrate the value of our work and to help us secure future funding, it is even more critical that we can show policy makers, politicians and the general public what works in terms of reducing crime. With this sort of information, we can attempt to introduce accurate and positive messages into the generally negative stories and coverage of crime.

## **APPLYING RESOURCES EFFECTIVELY**

We have improved internal communications in the organisation and worked to produce the evidence against the quality standard PQASSO – completing six of the 12 units to Level 3 and raising the rest to level 2.

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Staff continue to work to develop and evidence their skills. In the past year over 400 people engaged with NIACRO as either members or volunteers. Our turnover exceeded £3,500,000 for the first time, despite financial cuts being passed on to the NGO sector by statutory funders.

## **Governance**

The Executive Committee met on eight occasions and considered such matters as:

- Pension Scheme.
- Risk Register and Risk Management Strategy.
- Progress on organisational capacity building in dealing with diversity.
- Responses to criminal justice and other policy consultations.

NIACRO's work, like that of any successful organisation, depends on many people working to a common goal. We thank the Executive Committee, staff, volunteers, funders, members and other supporters; in short all those who have contributed to the achievement of the programme of work described in this annual report.

# **STRATEGIC OBJECTIVES**

# WORKING IN COMMUNITIES

## OBJECTIVE

To work with communities to reduce offending and promote safety

	IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
12	<b>1.1 Community Safety Partnerships</b> To contribute directly to improving community safety and community relations in contracted areas.	All funders	We are members of eight CSPs and are in contact with others with a view to joining them.	✓	
	<b>1.2 Partnership working</b> To explore further community safety developments with Rural Community Network and other agencies.	All funders	We provided training for RCN in recruitment and new vetting procedures (Access NI).	✓	
	<b>1.3 Good practice guide</b> To produce a handbook of good practice to promote NIACRO's contribution to the NI Community Safety Strategy.	Belfast Regeneration Office	We published and distributed "Safe and Sound: NIACRO's experience in community safety and community engagement".	✓	

# WORKING WITH CHILDREN AND YOUNG PEOPLE WHO OFFEND

## OBJECTIVE

To promote and deliver services which divert children and young people from offending. We support the use of restorative approaches to addressing youth offending and the strictly regulated use of custody

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
<p><b>2.1 Independent Visitors and care referral programmes</b> To provide services which support the personal and social development of vulnerable (“at risk”) children and young people from within the care sector.</p>	<p>Eastern Health &amp; Social Services Board</p> <p>Southern Health &amp; Social Services Board</p>	57 young people used the Independent Visitor scheme in the Eastern and Southern Board areas.	✓	
<p><b>2.2 Caps (Child and Parent Support)</b> To provide a programme of diversion that engages young people “at risk” aged 8-11 years and their families in exploring positive activities and experiences that contribute to healthy lifestyles.</p>	Children’s Fund DHSSPS	46 families worked with Caps, and all but one of the children engaged fully and over the long term. Caps won a Criminal Justice Award for “Outstanding contribution to tackling youth crime”. A parents’ group and an art therapy group were started and the children took part in a summer programme. We tendered successfully for funding to extend the programme.	✓	
<p><b>2.3 Mentoring</b> To provide a mentoring service which offers young people “at risk” aged 10 – 17 years the opportunity of regular positive engagement with a caring adult.</p>	Children’s Fund DHSSPS	We matched 90 young people with mentors this year, with 66 live at year end, an increase of 25% over last year. As well as the usual presentations to teachers and social services staff, we introduced the scheme to lay magistrates.	✓	
<p><b>2.4 Independent Representation, advocacy and family support services</b> To ensure the concerns of children and young people in custody and secure care are appropriately represented and addressed at the Juvenile Justice Centre and Lakewood. To develop family support services at the JJC.</p>	<p>Youth Justice Agency</p> <p>Ulster Community &amp; Hospitals Trust</p>	Children and young people raised 172 issues with us, of which 132 were satisfactorily resolved. The main concerns continue to be around food, smoking and boredom. Along with the JJC we set up a support group for parents and carers of young people in the Centre with 17 members registered and an average attendance at meetings of 7-12.	✓	

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
<p><b>2.5 Youth Employability</b> To enhance the employability of young people within the criminal justice system through a range of opportunities for skill development.</p>	<p>NIO YJA Probation Board for NI</p>	<p>This year's (increased) target of 120 participants was exceeded (128), as were the numbers of young people undertaking 3+ activities and progressing into training, placements or employment.</p>	✓	
<p><b>2.6 Representation, advocacy and feedback</b> To promote the needs of children and young people who offend or are at risk of offending within appropriate fora, and to advocate on their behalf.</p>	<p>All funders</p>	<p>Staff participated in a range of meetings and initiatives involving NICCY, Children's Services Planning, the YJA and the Social Security Inspectorate, and attended events including UNCRC and European initiatives.</p>	✓	



# WORKING WITH OFFENDERS AND EX-PRISONERS

## OBJECTIVE

To deliver targeted interventions which support the successful integration of offenders and contribute to a reduction in offending

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
<b>3.1 Jobtrack</b> To raise levels of employability among offenders in the community through a range of opportunities for skill development.	PBNI Building Sustainable Prosperity (ESF)	There were 485 referrals from the community and 166 prisoners also engaged with Jobtrack – these figures well above target. The figures for people achieving certification (392) and actively seeking employment (480) were also well over target. The figure of 161 who progressed into further training or employment is below target, demonstrating the extent of the problems these service users face in their resettlement efforts. We organised a Job Fair in Amelia House for Jobtrack trainees, where representatives of five large employers came along to give advice on the job market and on application and interview techniques.	✓	
<b>3.2 Employer influencing</b> To increase awareness of best practice in recruitment and selection of offenders.	PBNI BSP	471 people from 105 organisations took part in training, and 58 employers offered to take (a) trainee(s) on placement. We dealt with 362 advice calls, many of them on the introduction of Access NI and its implications for employers and job applicants. Through our partner Business in the Community we made new contacts with employers in the North West and held a Job Fair in L'Derry.	✓	
<b>3.3 BASE 2</b> To provide a crisis intervention, clarification and support service for individuals and families who may be at risk of violence or exclusion from the community.	NI Housing Executive	We dealt with 832 cases and met with or facilitated meetings with over a dozen referral agencies and community organisations.	✓	

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
<p><b>3.4 APAC</b> (Assisting People &amp; Communities) To provide services to support the integration of people experiencing difficulties in the community as a result of their offending or anti-social behaviour.</p>	<p>NIHE Supporting People</p>	<p>We received 78 referrals to APAC from the NI Housing Executive, 20% around anti-social behaviour. We have streamlined our assessment and monitoring practices to better evaluate the impact of the programme. We held two successful events involving over 50 neighbourhood police who also heard about our mentoring and other services. Three volunteers worked with a new 12-week women's ex-prisoner group project.</p>	<p style="text-align: center;">✓</p>	
<p><b>3.5 Representation, advocacy and feedback</b> To promote the reintegration needs of offenders and ex-prisoners in appropriate fora and ensure that they are adequately represented.</p>	<p>All funders</p>	<p>We brought together five partner organisations to form the Accessing Services for Offenders Forum to pool experience on topics such as finance, accommodation and family relationships.</p>	<p style="text-align: center;">✓</p>	

# WORKING WITH PRISONERS, THEIR FAMILIES AND CHILDREN

## OBJECTIVE

To provide services which reduce the negative impact imprisonment has on prisoners, families and children, and which support the resettlement of prisoners on release

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
<b>4.1 ReachOut</b> To raise employability levels among people leaving prison and contribute to the development of effective resettlement practice in prisons.	EQUAL PBNI NI Prison Service	The ReachOut programme was successfully completed in June 2007 with an above-target total of 398 participants having taken part. An external evaluation showed that 229 (58%) completed the programme, of whom 135 (59%) gained employment and 40 (17%) took up further education. Staff employed on ReachOut were redeployed to the Jobtrack programme.	✓	
<b>4.2 Advice services</b> To support effective reintegration through a specialist welfare rights advice and advocacy service to offenders, their families and vulnerable people in the community.	PBNI Social Security Agency	The service dealt with 2526 queries from 1025 service users, 242 in Maghaberry, 230 in Magilligan, 210 in Hydebank and 18 in the Prisoner Assessment Unit. We partly completed a training programme for staff with Advice NI accreditation and established a steering group including NIPS and the SSA to develop training for prison staff. An external review of the quality of housing advice highlighted "some very positive outcomes...good communication processes...a good reflection on the competency of [NIACRO]".	✓	
<b>4.3 Family Links</b> To maintain and enhance positive contact between prisoners, their children and families through a range of support services.	PBNI YJA Nationwide Foundation	We received 1622 referrals to the service (95% of whom we contacted within 24 hours), sent out 1208 information packs, made 1040 home visits and supported 1057 families. Family Links staff made 171 referrals to other NIACRO services and 706 to outside agencies. We set up two support groups, one for adults and one for young people and organised a Family Day at Belfast Zoo.	✓	
<b>4.4 PACS (Parent and Child Support)</b> An integral part of the Family Links service with a focus on the children of prisoners/offenders.	Children's Fund DHSSPS	The work of PACS was fully integrated into the Family Links programme. An external evaluation found high levels of satisfaction with PACS from families and statutory partners.	✓	

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
<b>4.5 Transport service</b> To maintain links through the provision of a bus and volunteer driver service to prison establishments.	NIPS	We provided a transport service to the three institutions for 2877 adults and 1059 children, and volunteer drivers provided a service in rural areas on 73 occasions. We also took part in a review of transport policy in Hydebank Wood.	✓	
<b>4.6 Visitors' centre – Magilligan</b> To enhance the quality of visiting arrangements and promote child-centred and family visits.	NIPS	12361 adults and 3536 children used the centre; 3191 children used the crèche. We supported six child-centred visits and held a Christmas party. Staff dealt with 1376 enquiries.	✓	
<b>4.7 Visitors' centre – Hydebank Wood</b> To enhance the quality of visiting arrangements and promote child-centred and family visits.	NIPS	2202 children used the crèche and staff dealt with 3459 enquiries.	✓	
<b>4.8 Representation, advocacy and feedback</b> To promote the needs of prisoners, their children and families in appropriate fora and ensure that they are adequately represented.	All funders	We piloted in the North West a group for young people to share their experience of and views on the prison system; it was being evaluated at year end. We are represented on all four Children's Services Planning Groups and on the Multi-Agency Steering Group, including participating in the NIPS Pathways resettlement event and the CJINI annual conference on the devolution of criminal justice. We worked on the DHSSPS Memorandum of Understanding with the rest of the Strategic Advisory Group, contributed to the inter-agency housing protocols for prisoners, met with the IMB and invited the CLINKS organisation to join our staff training weekend to help us develop advocacy work.	✓	

# INFLUENCING POLICY AND PRACTICE

## OBJECTIVE

To promote our views and values with policy-makers, our other stakeholders and the wider public; and to increase support for the Association and its work

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
<b>5.1 Communication</b> To promote NIACRO's work through an agreed communications strategy.	All funders	We continued to implement the communications strategy, including setting up an internal website project team, developing an Intranet facility and publishing three issues of NIACRO News, one of them an in-depth survey of the NI political parties' approach to the devolution of criminal justice.	✓	
<b>5.2 Membership</b> To increase NIACRO's membership.	All funders	We have reached our target of 100 individual members, and will continue recruitment.	✓	
<b>5.3 Policy comment</b> To have impacted positively on public policy through responses to consultations and commenting on relevant issues.	All funders	We responded to 22 consultations. We made an oral submission to the Assembly Ad Hoc Committee on the draft Criminal Justice (NI) Order 2007 and to the NI Affairs Committee Inquiry into the NI Prison Service. We were interviewed on Radio Ulster and Radio Foyle on Magilligan Prison, EQUAL and fine defaulters.	✓	
<b>5.4 Evaluation and research</b> To inform NIACRO's work through an agreed evaluation and research strategy.	NIO Nationwide Foundation	We carried out a major overhaul of the databases which we use to record, monitor and evaluate our programmes.	✓	
<b>5.5 Networking and promotion</b> To develop and strengthen links within and beyond Northern Ireland.	EQUAL AGIS Peace II Border Action	We attended five political party conferences as part of our growing contacts with the parties, and arranged for them to meet our AGM speaker to discuss devolution of criminal justice in Scotland. We meet routinely with the main criminal justice agencies and other relevant statutory and voluntary sector bodies. We are represented on a range of networking and partnership agencies. We continued to support the Educational Trust and kept its future development under consideration.	✓	

# APPLYING RESOURCES EFFECTIVELY

## OBJECTIVE

1) To continuously develop staff and volunteers so that we can implement our objectives effectively; 2) To secure adequate resources for our work and manage them efficiently and effectively

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
<b>6.1 Training plan</b> To deliver the staff, volunteer and Executive training plan.		The plan was delivered to its target of 90%.	✓	
<b>6.2 Quality standards</b> liP – to maintain Investors in People standard. PQASSO – to achieve level 3 in 50% of PQASSO indicators.		Maintenance of liP standard continues successfully, and we achieved level 3 Pqasso in over 50% of indicators.	✓	
<b>6.3 HRM policies</b> To develop and review relevant HRM policies.		Policies on long-term sickness, grievance and disciplinary procedures, fraud and whistle blowing agreed and implemented, with training carried out for managers and senior staff.	✓	
<b>6.4 Volunteering</b> To recruit, deploy and retain 200 volunteers.	NIO	We carried out a recruitment campaign starting in September 07 with training in October 07 and January 08 covering NIACRO services, self-harm, youth employability, drug awareness, epilepsy awareness and visual arts. The total number of active volunteers at year end is 295, above target. We held a volunteer forum in December 07.	✓	
<b>6.5 Management of resources</b> To review key agreed commitments to ensure best use of resources.	NIO	Our commitment to best value and best use of resources was maintained throughout the year.	✓	
<b>6.6 Financial systems</b> To have in place robust financial systems that meet audit and funders' requirements.	All funders	A new Financial Procedures Manual is in place and will be further developed.	✓	

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
<b>6.7 Financial management/oversight</b> To provide timely information to enable the appropriate intervention to be made at all levels of accountability.	NIO	The Finance Committee and Management Group routinely consider financial information.	✓	
<b>6.8 Financial planning, bidding and tendering</b> To support bidding, tendering and contracting processes.	All funders	We secured the key tenders of Early Intervention and BSP; no significant bid for funding was rejected.	✓	





# CONSULTATIONS

SOURCE	TITLE
ACCESS NI	Guidance on the new disclosure system, draft
CJINI	Inspection of Woodlands Juvenile Justice Centre
CJINI	Inspection of the NI Prisoner Resettlement Strategy, draft report
DHSSPS	Care matters in NI: a bridge to a better future
DHSSPS	Hidden crimes, secret pain: a proposed regional strategy for addressing sexual violence in NI
DEL	Careers and guidance
DFP	Programme for Government
EHSSB	Proposed model for the delivery of primary medical services in prison
Equality Commission for NI	Unified guide to promoting equal opportunities in employment
NI Affairs Committee	Inquiry into the Northern Ireland Prison Service

NI Assembly	Inquiry into the prevention of suicide and self harm
NIHE	Amendments to Rule 23 – Intimidation
NIO	Delivering a better service to victims and witnesses of crime – draft NI strategy
NIO	Criminal Justice (NI) Order 2007
NIO	Sexual Offences (NI) Order 2007, draft
NIO	Safeguarding Vulnerable Groups Act 2006: ISA scheme
NIPS	Child protection policy for the NIPS
NIPS	Smoking policy
PBNI	Risk of serious harm to others <i>and</i> female offenders
PBNI	Corporate Plan 2008-09
PSNI	Equality Impact Assessment (EQIA) – recruitment of police officers

# EXECUTIVE COMMITTEE

Mrs Dorothy Elliott

Mr Alan Caskey

Mr Alan Darnbrook

Mr Patrick L Farry

Mr Richard Buchanan

Mrs Jill Quinn

Mr Thomas McLaughlin

Mr Kieran McEvoy

Mr Samuel Pollock

Ms Brighde Vallely

Ms Donna Moore

Mr Turlough Gorman

Mrs Christine McLaughlin

# STAFFING 2007-2008

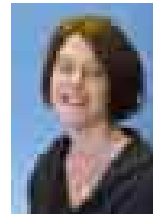
## DIRECTORATE GROUP



Olwen Lyner  
Chief Executive



Pat Conway  
Director of Services



Siobhan O'Dwyer  
Director of Services

## COMMUNITY AND FAMILY SERVICES



**Donnie Sweeney**  
Service Manager

**Mary Cunningham**  
Senior Practitioner, Family Links

**Ann Simpson**  
Senior Practitioner, Family Links

**Jennifer Agnew**  
Project Worker, Family Links

**Phillipa Bole**  
Supervisor, Hydebank Visitors' Centre

**Sandra Birnie**  
Project Worker, Hydebank Visitors' Centre

**Naomi Davis**  
Project Worker, Family Links

**Ann Donaghy**  
Service Assistant, Magilligan Visitors' Centre

**Sean Flanagan**  
Driver

**Denise Hall**  
Project Worker, Family Links

**John Harkin**  
Driver

**Michael Kelly**  
Driver

**Selina McAuley**  
Project Worker, Hydebank Visitors' Centre

**Margaret McCloskey**  
Project Assistant, Family Links (p/t) Left July 07

**Bernadette McGuigan**  
Project Assistant, Magilligan Visitors' Centre

**Anne McNicholl**  
Supervisor, Magilligan Visitors' Centre

**Maureen Mullan**  
Project Assistant, Magilligan Visitors' Centre

**Ursula Nelson**  
Project Worker, Family Links Left December 07

**Gerry O'Donnell**  
Driver/Supervisor

**Lauren O'Malley**  
Project Worker, Family Links

**Caitlin Reid**  
Project Worker, Family Links Left April 07

**Samantha Williams**  
Project Assistant, Magilligan Visitors' Centre

**Stieneke Willis**  
Project Worker, Family Links Left March 08

## YOUTH OFFENDING / YOUTH JUSTICE



Tony Martin  
Service Manager

**Aisling Cartmill**  
Senior Practitioner, Independent Representation

**Lisa Grant**  
Senior Practitioner, Volunteering

**Martina McCoey**  
Senior Practitioner, Caps

**Denise Mac Dermott**  
Senior Practitioner, Mentoring

**Kelly Cochrane**  
Project Worker, Mentoring

**Gemma Compton**  
Project Worker, Mentoring Left January 08

**Sinead Devine**  
Project Worker, Caps

**Michael Hayes**  
Project Worker, Caps

**Frances McAteer**  
Project Worker, Caps

**Sinead McGreevy**  
Project Worker, Independent Visitor

**Oonagh Quigg**  
Project Worker, Mentoring

**Michelle Ring**  
Project Worker, Mentoring Left September 07

**Shirley Wells**  
Project Worker, Caps

## OFFENDERS IN THE COMMUNITY



**Heather Reid**  
Service Manager

**Brian Cunningham**  
Senior Practitioner, Jobtrack Left March 08

**Billy Clarke**  
Senior Practitioner, Youth Employability

**Fiona McLaughlin**  
Senior Practitioner, Jobtrack Left April 07

**Anne Reid**  
Senior Practitioner, Employment Liaison

**Oonagh Burns**  
Training Officer

**Ellie Campbell**  
Training Officer

**Brian Christie**  
Senior Practitioner, IT Left March 08

**Bob Davidson**  
Training Officer, IT Left March 08

**Gareth Eaneatta**  
Project Worker, Employment Liaison

**Jean Fleming**  
Training Officer

**Paul Fleming**  
Training Officer

**Claire Humphreys**  
Training Officer

**Richard Johnston**  
Training Officer Left March 08

**Mairead Kelly**  
Training Officer

**Louise McIvor**  
Training Officer

**Declan McKee**  
Training Officer

**Mary Mulcahy**  
Training Officer

**Annie Owens**  
Training Officer

**Liz Smyth**  
Training Officer

**Sylvia Watt**  
Training Officer

## RESETTLEMENT SERVICES



**Sile McLean**  
Service Manager

**Barry McMullan**  
Senior Practitioner, Advice

**Jeff Maxwell**  
Senior Practitioner, Base 2

**Marie Corrigan**  
Benefits Advice Officer

**Garrett Gorman**  
Project Worker, Base 2

**Rachel Long**  
Project Worker, Adult Mentoring

**Claire McGonagle**  
Project Worker, Advice

**Geraldine McGuigan**  
Project Worker, APAC

**Clare Morrison**  
Project Worker, APAC

**Kelly Anne Stewart**  
Project Worker, Adult Mentoring Left September 07

## HUMAN RESOURCES MANAGEMENT



Dorothy Boyce  
Support Manager

Vivienne Courtney  
Volunteer Development Worker

Cheryl Cowden  
Receptionist/Data Processor

Jackie Junk  
Personal Assistant

Eithne McClean  
Receptionist

Joyce McDowell  
Officer Supervisor, Derry Office

Arlene McFerran  
Clerical Officer

Angie Mogey  
Receptionist/Data Processor

Emerald Neville  
Receptionist/Administrator, Armagh Office

## FINANCE



Jim Bamford  
Support Manager

Valerie McGreevy  
Office Supervisor

Roberta Evans  
Accounts Clerk

Debbie Mullan  
Accounts Assistant

Ian Power  
Accounts Officer

## RESEARCH UNIT

Kerry McMullan  
Research and Information Officer

David O'Donnell  
Research and Information Officer Left April 07

Paul Webb  
Research and Information Officer Left February 08

NIACRO also acknowledges the support of a range of sessional staff.



**ACCOUNTS  
AND  
DIRECTORS'  
REPORTS**

**2007-2008**

# REPORT OF THE DIRECTORS

YEAR ENDED 31 MARCH 2008

The Directors submit their Report and Audited Accounts of the Company for the year ended 31 March 2008.

As required by the Standard Auditing Statement issued in May 1993 we have set out below the statement of Directors' responsibilities.

## 32 STATEMENT OF DIRECTORS' RESPONSIBILITIES

Company law requires the directors to prepare the financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the Directors are required to:-

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies (Northern Ireland) Order 1986. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## RECRUITMENT AND APPOINTMENT OF DIRECTORS

NIACRO is a charitable company limited by guarantee and Directors are known within the organisation as members of the Executive Committee. Due to the diversity of the charitable services undertaken, NIACRO seeks to recruit Executive Committee members from a variety of differing backgrounds. Existing members and senior organisational staff are asked on an ongoing basis to identify from the membership people who they feel would have the experience, specialised knowledge and sympathy with NIACRO's objectives to bring benefits if elected to the Executive. New members receive an induction pack with information on the various areas of work undertaken, and including material on governance and finance. Committee members are encouraged to join both internal and external courses designed to provide a greater depth of knowledge in the areas where our organisation provides services.

## REPORT OF THE DIRECTORS

### PRINCIPAL ACTIVITIES

The principal activities of the Association are the provision of charitable services particularly to offenders, ex-offenders, alleged offenders, persons at risk of becoming offenders, and their families.

### REVIEW OF ACTIVITIES

The Association is a charitable organisation. It has completed the year with a deficit on its Administration Account and a surplus on its Projects Accumulation Fund, giving an overall surplus of £198,184 detailed below. During the year the Association has continued to expand its work and positive developments have taken place in a number of projects. Work across the full range of the provision of practical services has continued and the Association has continued to develop its

research and policy activities. During the year a suspected fraud was identified by NIACRO within the IT Section of the organisation and this is subject to due process.

The Directors consider the company's financial position at the date of the Balance Sheet to be satisfactory.

### FUTURE DEVELOPMENTS

The Association will continue its charitable work on the basis of funds granted to it. The Association will seek to increase employment opportunities for ex-offenders, expand its work to assist prisoners' families and to give help to ex-offenders and young people at risk.

### RESULTS

The results of the Association are set out in detail on the pages which follow.

The following is a summary for the year 2007/08:-

	<b>Balance at 1 April 2007</b>	<b>Surplus/(Deficit) 31 March 2008</b>	<b>Balance at 31 March 2008</b>
	£	£	£
Projects	1,561	45,852	47,413
Contingency Fund	319,330	164,598	483,928
General Reserve	577,220	—	577,220
Project Account Accumulation Fund	898,111	210,450	1,108,561
Administration Account	35,654	(12,266)	23,388
	<b>933,765</b>	<b>198,184</b>	<b>1,131,949</b>

## REPORT OF THE DIRECTORS

### INSURANCE FOR DIRECTORS OF THE COMPANY

The company has purchased insurance costing £1,549 to indemnify its Directors against potential legal actions which they may face in the course of carrying out their duties.

### RISK REVIEW

The Executive Committee has conducted its own review of the major risks to which the charity is exposed and systems have been established to mitigate those risks. Significant external risks to funding have led to the development of an ongoing Strategic Plan which will allow for the identification of appropriate funding streams and planned expenditure. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and to ensure consistent quality of delivery for all operational aspects of the charitable company. These procedures are periodically reviewed to ensure that they still meet the needs of the charity.

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### RESERVES POLICY

The cost of premises in Amelia Street, Belfast was partly funded by a bank loan of £500k repayable over 25 years, from 1st June 2005. As at 31st March 2008 free reserves stood at £597K which is less than needed for long term working capital requirements. The Executive Committee has agreed a target of free reserves of £1,300k (approx) which would allow immediate loan repayment plus three month's total expenditure.

This will be reviewed periodically to reflect inflationary effects on costs and the reducing balance of the bank loan.

### DIRECTORS

Directors during the year ended 31 March 2008, were as follows:-

- 1 Mrs Dorothy Elliott
- 2 Mr Alan Caskey
- 3 Mr Alan Darnbrook
- 4 Mr Patrick L Farry
- 5 Mr Richard Buchanan
- 6 Mrs Jill Quinn
- 7 Mr Thomas McLaughlin
- 8 Mr Kieran McEvoy
- 9 Mr Samuel Pollock
- 10 Ms Brighde Vallely
- 11 Ms Donna Moore
- 12 Mr Turlough Gorman (Appointed 24/1/08)
- 13 Mrs Christine McLaughlin (Appointed 28/2/08)

## **REPORT OF THE DIRECTORS**

### **AUDITORS:**

WJ Miscampbell & Co  
Chartered Accountants  
6 Annadale Avenue  
BELFAST  
BT7 3JH

### **BANKERS:**

Northern Bank  
Donegall Square North  
BELFAST  
BT1 5GJ

### **SOLICITORS:**

Norman Shannon & Co  
3-5 Union Street  
BELFAST  
BT1 2JF

### **COMPANY REGISTRATION NO:**

NI 18121

### **CHARITY INLAND REVENUE REFERENCE:**

XN 48280

### **AUDITORS:**

W J Miscampbell & Co offer themselves for re-appointment in accordance with Article 392 (1) of the Companies (Northern Ireland) Order 1986.

BY ORDER OF THE BOARD

James Bamford  
Company Secretary  
8 October 2008

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

## ON THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2008

We have audited the financial statements of Northern Ireland Association for the Care of Resettlement of Offenders which comprise of the profit and loss account, the balance sheet and the related notes.

These financial statements have been prepared under the historical cost conventions and the accounting policies set out in Note 3.

This report is made solely to the Company's members, as a body, in accordance with Article 243 of the Companies (Northern Ireland) Order 1986. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

## RESPECTIVE RESPONSIBILITIES OF THE DIRECTORS AND AUDITORS

As described in the Statement of Directors' Responsibilities the Company's Directors are responsible for the preparation of the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies (Northern Ireland) Order 1986. We also report to you if, in our opinion, the Directors' Report is not consistent with the financial statements, if the Company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors remuneration and transactions with the Company is not disclosed.

We read the Directors' Report and consider the implications for our report if we become aware of any apparent misstatements within it.

## BASIS OF OPINION

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements.

It also includes an assessment of the significant estimates and judgements made by the Directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Company's circumstances consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

## **FINANCIAL YEAR ENDED 31 MARCH 2007**

### **OPINION**

In our opinion the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice of the state of the Company's affairs as at 31 March 2008 and of its surplus for the year then ended and have been properly prepared in accordance with the Companies (Northern Ireland) Order 1986.

MISCAMPBELL & CO.

Chartered Accountants & Registered Auditor

8 October 2008

6 Annadale Avenue

Belfast BT7 3JH

### **CONTINUING OPERATIONS**

There have been no significant changes in the activities of the Company and ongoing activities continued steadily throughout the year. The Company will continue to seek to expand those of its activities where definite need is established.

### **TOTAL RECOGNISED GAINS AND LOSSES**

The Company has no recognised gains or losses other than the deficit or surplus for the two financial years.

### **NOTE OF HISTORICAL COST PROFITS AND LOSSES**

These accounts are prepared under the historical cost basis.

### **RESTRICTED FUNDS**

Restricted funds are used for the specific purpose as required by the donor. Expenditure is allocated to such funds as per letters of offer which include an element of support costs.

### **UNRESTRICTED FUNDS**

Unrestricted funds are available to use at the directions of management in furtherance of the objectives of the charity.

### **SUPPORT COSTS**

Those support costs which cannot be allocated directly to an area of activity have been allocated on the same basis as expenditure incurred in undertaking an activity. The total of costs so allocated in the year was £380,079.

### **FUNDRAISING COSTS**

Fundraising costs comprise an allocation of staff and senior management costs plus overheads in connection with generating funding for the organisation.

### **GOVERNANCE COSTS**

Governance costs include the cost of annual audit and production of the annual report together with an allocation of staff and senior management costs plus overheads.

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2008

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	Unrestricted Funds	Restricted Funds	Notes	Total 2008	Total 2007
	£	£		£	£
<b>INCOMING RESOURCES</b>					
<b>Donations Legacies and Similar Incoming Resources</b>					
Fundraising and Trust	104,331	—		104,331	44,627
Sundry	39,585	—		39,585	65,060
Grants from Statutory Agencies	206,947	465,000		671,947	681,847
<b>INCOMING RESOURCES FROM OPERATING ACTIVITIES</b>					
<b>Activities in Furtherance of the Charity's Objectives</b>					
Grants from Statutory Agencies	—	2,671,330		2,671,330	2,586,126
<b>Activities for Generating Funds</b>					
Canteen Income	63,158	—		63,158	63,175
Investment Income	18,508	—		18,508	1,332
	432,529	3,136,330	<b>12</b>	3,568,859	3,442,167



## STATEMENT OF FINANCIAL ACTIVITIES

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Notes</b>	<b>Total 2008</b>	<b>Total 2007</b>
	£	£		£	£
<b>RESOURCES EXPENDED</b>					
<b>Cost of Generating Funds</b>					
Fundraising	—	61,390		61,390	61,003
Governance Costs	—	23,531		23,531	22,695
<b>CHARITABLE EXPENDITURE</b>					
<b>Cost of Activities in Furtherance of the Charity's Objectives</b>					
Youth Offending	109,640	831,922		941,562	886,700
Families	121,578	704,673		826,251	739,589
Adult Offenders in the Community	3,127	908,078		911,205	879,635
Community Safety	—	—		—	95,254
Resettlement	—	606,736		606,736	637,781
	234,345	3,136,330		3,370,675	3,322,657
Net Income/(Expenditure) For Year	198,184	—		198,184	119,510
Transfer from Capital Reserve	—	—		—	—
Fund Balances					
Brought Forward at 01/04/07	933,765	—		933,765	814,255
Fund Balances					
Carried Forward at 31/03/08	1,131,949	—		1,131,949	933,765

## BALANCE SHEET FOR THE YEAR ENDED 31 MARCH 2008

	NOTES	£	2008 £	£	2007 £
<b>FIXED ASSETS</b>					
Tangible	13		1,418,837		1,467,263
Leased	14		5,634		11,267
			<hr/>		<hr/>
			1,424,471		1,478,530
<b>CURRENT ASSETS</b>					
Debtors & Prepayments	4	856,640		501,364	
Bank Account		29,867		18,894	
Bank Deposit Account		413,827		430,082	
Cash in Hand		50		50	
			<hr/>		<hr/>
		1,300,384		950,390	
Creditors: Amounts falling due within one year	5	(680,195)		(537,919)	
<b>NET CURRENT (LIABILITIES)/ASSETS</b>			620,189		412,471
			<hr/>		<hr/>
			2,044,660		1,891,001
Creditors: Amounts falling due after one year	6		(464,083)		(480,415)
<b>PROVISION FOR LIABILITIES AND CHARGES</b>					
Deferred Credit	10		(448,628)		(476,821)
			<hr/>		<hr/>
			1,131,949		933,765
<b>REPRESENTED BY:</b>					
Share Capital	11		—		—
Administration Accumulated (Deficit)/Surplus			23,388		35,654
Projects Accumulated Fund (All Projects)			1,108,561		898,111
			<hr/>		<hr/>
			1,131,949		933,765
			<hr/>		<hr/>

APPROVED BY THE BOARD OF EXECUTIVE COMMITTEE ON 8 OCTOBER 2008

Mr Patrick L Farry Mr Richard Buchanan

## CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2008

	<b>2008</b>	<b>2007</b>
	£	£
<b>NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES (NOTE 15)</b>	(12,443)	316,122
<b>RETURNS ON INVESTMENT AND SERVICING OF FINANCE</b>		
Interest Received	18,508	1,332
Finance Lease Charges (Including Projects)	(749)	(734)
Net Cash Flows from Investments and Servicing of Finance	17,759	598
<b>CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT</b>		
Payments for Fixed Assets (excluding Leased Assets)	(31,148)	(30,979)
Capital Grants Received	38,336	50,860
	7,188	19,881
<b>NET CASH (OUTFLOW)/INFLOW BEFORE FINANCING</b>	12,504	336,601
<b>FINANCING</b>		
Finance Lease Payments	(7,188)	(4,829)
	(7,188)	(4,829)
<b>(DECREASE)/INCREASE IN CASH (NOTE 17)</b>	5,316	331,772

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2008

### NOTE 1

The Association was incorporated on 6 September 1984 as a company limited by guarantee and not having a share capital. The principal activities are the provision of charitable services, particularly to offenders, ex-offenders and alleged offenders, persons at risk of becoming offenders and their families.

### NOTE 2

The service charges on projects funded by PBNI are calculated on the basis of 10% of approved expenditure. Charges on other projects are based on a contribution towards the cost of central services provided by Headquarters to projects.

### NOTE 3

#### ACCOUNTING POLICIES

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the Association's accounts.

#### (a) Income

Income is derived mainly from Government Grants but includes some public donations.

Government grants are not recognised until they have been received or when the conditions for their receipt have been complied with and there is reasonable assurance that the grants are forthcoming. Grants are recognised in the income and expenditure account so as to match them with expenditure towards which they are intended to contribute. Grants which contribute towards specific expenditure on fixed assets are transferred to

a deferred credit account and released to the projects accounts over the expected useful lives of the assets.

#### (b) Expenditure

Expenditure is dealt with on the accruals basis.

#### (c) Taxation

As a registered charity, the Association is not liable to either Income Tax or Corporation Tax.

#### (d) Tangible Fixed Assets and Depreciation

Tangible Fixed Assets are stated at cost less accumulated depreciation. Depreciation is calculated to write off the cost of the Fixed Assets over the period of their useful lives, the principal rates being as follows:-

Tenant Improvements	Written off over 12 years
Fixtures & Fittings	Written off over 12 years
Motor Vehicles	Written off over 4 years
Longlife Equipment	Written off over 5 years
Computer & Office Equipment	Written off over 3 years
Leased Motor Vehicles & Equipment	Written off over 3 years
Premises at Amelia Street	Written off over 25 years
Land is not depreciated	

#### (e) Stock

Stock is valued at the lower of cost and net realisable value.

**(f) Deferred Tax**

No Deferred Tax liability is provided for in these accounts because the Association is a Registered Charity and it is not liable to pay any Corporation Tax.

**(g) Pension Costs**

The pension costs charged in the financial statements represent the contribution payable by the company during the year. The regular cost of providing retirement pensions and related benefits is charged to the profit and loss account over the employees' service lives on the basis of a constant percentage of earnings.

**(h) Leased Assets**

The costs of fixed assets acquired under finance leases are capitalised and depreciation is charged in accordance with the depreciation policy. The capitalised value is calculated at the lower of the future minimum leasing payments discounted where appropriate, and the market price of the asset for outright purchase as reduced by any government capital grant receivable. The capital element of future leasing commitments is included in the accounts as obligations under finance leases and the interest element of leased payments is charged to the income and expenditure account on a straight line basis over the period of the leases. Rentals applicable to operating leases are written off as incurred.

**NOTE 4**

**DEBTORS & PREPAYMENTS**

	<b>2008</b>	<b>2007</b>
	£	£
Accrued Income and Prepayments	855,983	490,710
Educational Trust	657	10,654
	<u>856,640</u>	<u>501,364</u>

**NOTE 5**

**CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2008</b>	<b>2007</b>
	£	£
Trade Creditors	18,996	3,894
Accruals and Deferred Income	640,805	494,202
Finance Lease Creditor	5,644	8,163
Other Creditors	3,626	21,274
Vat Payable	26	353
Bank Loan repayable in less than 1 year	<u>11,098</u>	<u>10,033</u>
	<u>680,195</u>	<u>537,919</u>

**NOTE 6**

**CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR**

	<b>2008</b>	<b>2007</b>
	£	£
Bank Loan repayable in more than 1 year	460,320	471,983
Finance Lease Creditor	<u>3,763</u>	<u>8,432</u>
	<u>464,083</u>	<u>480,415</u>

NIACRO have obtained a 25 year loan of £500,000 on property at Amelia Street, Belfast, the cost of the property being £1,556,053.

## NOTE 7

### EMPLOYEES

The average numbers of employees within the Association during the year were:-

	2008	2007
Administration	19	18
Project Staff	61	65
Others	13	12
	<u>93</u>	<u>95</u>

Their total remuneration for the year was:-

	£	£
Wages & Salaries	1,948,425	1,985,244
Social Security Costs	187,022	191,208
Pensions	67,456	66,662
	<u>2,202,903</u>	<u>2,243,114</u>

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No remuneration was paid to directors during the year (2007 - Nil).

## NOTE 8

### PENSION COSTS

The company operates a defined contribution pension scheme in respect of eligible employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £67,456 (2007: £66,662).

## NOTE 9

### SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION IS STATED

	2008	2007
	£	£
<b>After charging:</b>		
Depreciation	79,574	124,596
Auditors remuneration	8,997	6,300
Finance lease interest	749	734
<b>After crediting:</b>		
Bank interest receivable	18,508	1,332
Deferred credit released as income	66,529	101,712

## NOTE 10

### DEFERRED CREDIT

	2008	2007
	£	£
Balance at 1 April 2007	476,821	527,673
Received in year ended 31 March 2008	38,336	50,860
	<u>515,157</u>	<u>578,533</u>
Released as income	(66,529)	(101,712)
Balance at 31 March 2008	<u>448,628</u>	<u>476,821</u>

## NOTE 11

### SHARES

The company is limited by guarantee without having a share capital.

## NOTE 12

### REVENUE AND CAPITAL GRANTS RECEIVED DURING YEAR

	<b>2008</b>	<b>2007</b>		<b>2008</b>	<b>2007</b>
	£	£		£	£
European Social Fund (Equal) - DEL	280,823	361,274	Youth Justice Agency for Northern Ireland	258,370	317,108
Northern Ireland Office	486,535	562,838	Derry Strategic Partnership	-	2,461
Probation Board for Northern Ireland	368,675	347,591	Other	110,949	46,935
Northern Ireland Prison Service	304,934	309,512	Western Education & Library Board	-	8,845
Belfast City Council	50,000	-	Nationwide Foundation	61,509	13,786
European Social Fund (BSP) - DEL	606,054	507,224		<u>3,447,608</u>	<u>3,312,600</u>
Foyle Health & Social Services Trust	18,278	9,205			
International Fund for Ireland	2,908	-			
YESSIP	-	39,807	Canteen Income	63,158	63,175
Armagh and Dungannon Health and Social Services Trust	-	25,315	Investment Income	18,508	1,332
Northern Health & Social Services Board	54,080	-	Sundry Income	39,585	65,060
Southern Health and Social Service Board	56,064	27,290		<u>121,251</u>	<u>129,567</u>
Eastern Health and Social Services Board	114,407	81,978			
Ulster Community & Hospital Trust	21,636	21,636			
Northern Ireland Housing Executive	183,762	180,088	Total	<u>3,568,859</u>	<u>3,442,167</u>
Department of Health & Social Services & Public Safety	468,624	449,707			

## NOTE 13

### TANGIBLE FIXED ASSETS

	<b>Motor Vehicles</b>	<b>Computers &amp; Office Equipment</b>	<b>Tenant Improvements</b>	<b>Fixtures &amp; Fittings</b>	<b>Headquarters Computers &amp; Office Equipment</b>	<b>Land &amp; Buildings</b>	<b>Total</b>
<b>Cost</b>	£	£	£	£	£	£	£
Balance at 1/4/07	—	76,304	15,000	2,101	217,273	1,556,053	1,866,731
Additions	—	3,682	—	—	27,466	—	31,148
Disposals	—	—	—	—	—	—	—
Balance at 31/3/08	—	79,986	15,000	2,101	244,739	1,556,053	1,897,879
<b>Depreciation</b>							
Balance at 1/4/07	—	64,705	5,583	810	195,798	132,571	399,467
Charge for year	—	9,078	1,250	175	24,051	45,021	79,575
Disposals	—	—	—	—	—	—	—
Balance at 31/3/08	—	73,783	6,833	985	219,849	177,592	479,042
<b>Net Book Value</b>							
At 31/3/08	—	6,203	8,167	1,116	24,890	1,378,461	1,418,837
At 31/3/07	—	11,598	9,417	1,291	21,475	1,423,482	1,467,263



**NOTE 14****LEASED ASSETS**

	<b>Motor Vehicles</b>	<b>Equipment</b>	<b>Total</b>
<b>COST</b>	£	£	£
Balance at 1/4/07	35,240	10,041	45,281
Additions	—	—	—
Disposals	—	—	—
Balance at 31/3/08	<u>35,240</u>	<u>10,041</u>	<u>45,281</u>
<b>DEPRECIATION</b>			
Balance at 1/4/07	23,973	10,041	34,014
Charge for Year	5,633	—	5,633
Disposals	—	—	—
Balance at 31/3/08	<u>29,606</u>	<u>10,041</u>	<u>39,647</u>
<b>NET BOOK VALUE</b>			
At 31 March 2008	<u>5,634</u>	<u>—</u>	<u>5,634</u>
At 31 March 2007	<u>11,267</u>	<u>—</u>	<u>11,267</u>

**NOTE 15****RECONCILIATION OF (DEFICIT)/SURPLUS  
TO NET CASH FLOWS FROM OPERATING ACTIVITIES**

	<b>2008</b>	<b>2007</b>
	£	£
(Deficit)/Surplus - Administration	(12,266)	18,805
Surplus/(Deficit) - Projects	<u>210,450</u>	<u>100,705</u>
	198,184	119,510
Deferred Credit released	(66,529)	(101,712)
Depreciation	85,208	124,596
(Increase)/Decrease in Debtors	(355,276)	(80,599)
(Decrease)/Increase in Creditors	<u>143,729</u>	<u>254,925</u>
	5,316	316,720
Less Returns on Investment and Servicing of Finance	<u>(17,759)</u>	<u>(598)</u>
	<u>(12,443)</u>	<u>316,122</u>

## NOTE 16

### RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET DEBT

	2008	2007
	£	£
(Decrease)/Increase in Cash	5,316	331,772
Finance Lease Creditor Payments	7,188	(12,070)
	<u>12,504</u>	<u>319,702</u>
<b>NET (DEBT)/FUNDS AT START OF YEAR</b>	<u>(49,585)</u>	<u>(369,287)</u>
<b>NET (DEBT)/FUNDS AT END OF YEAR</b>	<u>(37,081)</u>	<u>(49,585)</u>

## 48 NOTE 17

### ANALYSIS OF CHANGES IN NET (DEBT)/FUNDS

	2007	Cash Flows	2008
	£	£	£
Bank Deposit Account	448,976	(5,282)	443,694
Cash in Hand	50	—	50
Bank Account	<u>(482,016)</u>	<u>10,598</u>	<u>(471,418)</u>
	(32,990)	5,316	(27,674)
Finance Lease Creditor	<u>(16,595)</u>	<u>7,188</u>	<u>(9,407)</u>
	<u>(49,585)</u>	<u>12,504</u>	<u>(37,081)</u>

## NOTE 18

### RELATED PARTIES

The company supports Educational Trust. The chief executive of Northern Ireland Association for the Care and Resettlement of Offenders, Olwen Lyner is one of the trustees of Educational Trust.

The company has guaranteed the overdraft of Educational Trust. The amount outstanding at the balance sheet date was a total of £(46,109) (2007: £NIL).

## NOTE 19

### LEASE PURCHASE ASSETS

The cost of fixed assets financed by lease purchase agreements is £35,240 (2007: £37,468). The net book value of those assets is £5,634 (2007: £11,267). The depreciation charge for the year in relation to these assets was £5,633 (2006: £5,633).

## SERVICE LOCATIONS

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4 Amelia Street  
Belfast  
BT2 7GS  
Tel: 028 90 320157

City Factory  
19 Queen Street  
Derry-Londonderry  
BT48 7EF  
Tel: 028 7126 4555

Magilligan Visitors' Centre  
HMP Magilligan  
Limavady  
BT49 0LD  
Tel: 028 7776 3311 ex 65415

Hydebank Wood Visitors' Centre  
Hospital Road  
Belfast  
BT8 8NA  
Tel: 028 9025 3849

21 Railway Street  
Armagh  
BT61 9AA  
Tel: 028 37 510050

1A Russell Street  
Armagh  
BT61 9AA  
Tel: 028 37 511433

Probation Board for  
Northern Ireland  
31/33 High Street  
Portadown  
BT62 1HY  
Tel: 028 38 333301



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