



The Northern Ireland Association  
for the Care and Resettlement  
of Offenders

**2008 - 2009**

# Annual Report





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works to reduce crime  
and its impact on people  
and communities

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The Northern Ireland Association  
for the Care and Resettlement of Offenders

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# introduction

This report covers NIACRO's key achievements in the final year of the 2006-2009 Corporate Plan. As in previous years, we enjoyed many successes and experienced some challenges, and the main highlights are summarised below.

In June, the Guardian's Prisons Correspondent Eric Allison took part in a staff training day. We were so impressed by his vision that we invited him back to address the AGM in November. Eric's call for society to "listen to the prisoner" encouraged us to establish an Adult User Forum of service users, both ex-prisoners and people on probation. The forum provides a vehicle for around 35 service users to articulate their concerns about aspects of the services they have experienced to appropriate bodies, such as the Prisoner Ombudsman. These concerns included difficulties in raising complaints, access to necessary medication and bullying.

The consolidation of our services continued with the establishment of the new early intervention programme the Child and Parent Support Programme (Caps), in partnership with Extern and the roll out of the new Jobtrack programme (helping probationers, prisoners and ex-prisoners to develop their employability skills). Caps focuses on diverting young people who are behaving in ways that put them at risk of offending away from the criminal justice system. We provide support for families, schools and communities to help steer these young people away from offending. At the other end of the spectrum, Jobtrack addresses

resettlement, working with people with convictions in an effort to reduce re-offending and thereby reducing crime overall. In October 2008 Jobtrack received a Criminal Justice Award for "Outstanding Contribution to Working with Offenders".

*Olwen Lyner receives Criminal Justice Award for NIACRO*



The launch of our Corporate Plan for 2006-2009 coincided with our move to Amelia Street and the new purpose-built accommodation provided us with a fresh opportunity to provide high quality services at our headquarters. We have built on these services year on year to the point that the building now accommodates:

- Jobtrack
- Belfast Caps
- APAC
- Base 2
- Family Links
- Welfare Rights
- Youth Employability

We have continued to try to use our experience and insight to influence government policy to ensure, amongst other things, that it reflects the needs of the people with whom we work, achieves a reduction in offending and thus reduces pressures on public expenditure. In that

context, early in 2008 the Executive Committee decided that we needed to refine our internal and external communications strategy to ensure more constructive communication with a greater and more diverse range of influencers and stakeholders. We were very fortunate in securing funding from several charitable trusts and our new approach is already bringing us into contact with all political parties and an increased range of other external stakeholders. This has provided new opportunities for exchanges of views which have enriched our thinking while at the same time allowing us to impart our knowledge and understanding of local criminal justice issues to those who are keen to learn.

Overall, therefore, it has been a very positive year with the organisation making good progress towards the achievement of our strategic goals. In common with previous reports and in line with our commitment to greater accountability, we provide below a brief update of progress in relation to each of our strategic objectives followed by the established pattern of recording progress against each activity in the Business Plan. We are pleased to record that we have achieved 97% of our objectives.



## working in communities

NIACRO's work in this area has changed radically in the past three years. We are no longer resourced to support community development activities, a role which now falls to staff in local councils; however we are members of eight Community Safety Partnerships. We advise on issues such as community engagement and provide services - to several councils as well as the Northern Ireland Housing Executive - for individuals who have agreed to become subjects of Acceptable Behaviour Contracts.

In the year the Northern Ireland Office consulted on a new Community Safety Strategy. We genuinely welcomed the recognition of the central role that communities have in making their areas safer and a new sense of partnership that this will create. However, we were critical of proposals to introduce new, punitive measures, such as Parenting Orders, which in our view are unlikely to result in the positive behavioural change that the strategy is seeking to achieve. We remain committed to working with individuals, both adults and children, from a perspective of encouraging change, not trying to enforce it.

## working with children and young people who offend

The start of the new early intervention programme saw the confirmation of our long standing Caps programme in the Southern Trust area and the establishment of the service in the Belfast Trust area. We deliver this programme in a partnership with Extern who operate in the Western and South Eastern Trust areas and it is further supported by input from Include Youth. This collaborative working is important for NIACRO, as it is for the wider community and voluntary sector. It means we can rise above the tensions in relationships which are sometimes created by the competitive tendering process. It also helps us to benchmark our practice and deliver the best outcomes for the people we support.

The difficulties with funding our Mentoring programme, mentioned in last year's report, were not resolved in the year so by March 2009 the current programme closed. We are committed to holding on to the value of this effective model and will build the work into future bids for funding. However, as one initiative ends another begins and in early 2009 we learned that funding for our Youth Employability programme (working with 16 and 17 year olds) was to increase by 100%. This was very welcome news and a credit to a programme that



Children participating in our Caps programme

during the lifetime of the 2006-2009 Corporate Plan had a very high success rate in placing young people in education, training or employment.

The contract for the Independent Representation scheme which we had provided for the juvenile justice system (at one time at three locations but more recently at Woodlands) was put out to tender. In spite of having provided the service for 18 years we decided, for a variety of reasons, not to tender for the new scheme. It is important that voluntary organisations take time to consider what contracts they want to provide and accept that, at times, change is in the best interests of all the parties concerned.

## working with offenders and ex-prisoners

The Jobtrack programme, supporting routes to employment for people on probation and post custody, now has one member of staff attached to each Probation team and two in each institution. We established a staff team with seven extra members and are pleased that the value of the work was confirmed by the Criminal Justice Award in 2008. The stretching target for the programme is that 30% of leavers will progress into work. The recession did impact on the results in the last three months of the year; however a respectable 27% achieved the targeted outcome. This result was supported by Job Fairs held in Armagh, Belfast, Ballymena, Omagh and the North West.

We published a revised edition of "Working with Conviction", a timely resource given the increasing impact of the vetting and checking processes that are in place and planned for 2010. We are concerned about the new safeguarding children and vulnerable adults legislation which reduces access to employment for those who have committed offences that are inconsistent with contact with children and vulnerable adults. The danger is that it may become an additional or unintended barrier to offenders with unrelated records, who may be barred or screened out from opportunities that help them reduce their likelihood of re-offending.

NIACRO supports the public protection agenda being pursued by this legislation and by other initiatives. However, arrangements of this type must be supported by an equal emphasis on services that meet the reintegration and resettlement needs of ex-offenders who do not pose any particular risk.

One model of support that NIACRO provides to offenders and ex-prisoners is APAC (Assisting People and Communities). This service has been trialled with resources from the Northern Ireland Housing Executive to support people at risk of losing their tenancies due to their antisocial behaviour. The model is now going to be further supported to provide a service to young men with mental health problems leaving Hydebank Wood and in the next year will expand again to support women offenders and ex-prisoners as a contribution to the Probation-led "Inspire" centre.

NIACRO has been active in European networks in relation to employment for many years and in 2008-2009 we joined a Europe-wide community of practice focusing on offenders and prisoners. In the next three years we plan to provide opportunities for a range of staff across a wide spectrum of criminal justice agencies to participate in good practice events.

## working with prisoners, their families and children

The Jobtrack programme, formerly delivered only in the community, was extended to prisons in the year and this contributed to better programme delivery. While there were some logistical difficulties in delivering the programme the model was well received at all three institutions.

Funding the Family Links service was a source of concern for the organisation throughout the year given that the original funding commitments were to come to an end in March 2009. A meeting with Minister Paul Goggins in January 2009 provided us with the opportunity to raise our concerns and he committed himself to ensuring that the service was given proper consideration by the relevant agencies. We remain disturbed that of a potential 3000 referrals a year only some 1600 prisoners give permission for their families to be contacted by Family Links. We would prefer the former position under Family Links' predecessor, Prison Link, where families had the offer of a service in their own right, not just at the request of their imprisoned relative.



Family Links day out

The Visitors' Centre at Magilligan has benefited from some improvements following the decision that Magilligan is to be the site of the new prison. We are keen to be engaged in plans for the new visitors' facility at the earliest possible stage. Hydebank visitors' service began to offer refreshments during the year and while there are difficulties which make it impossible for the service to be cost effective at present, it is very much appreciated and "makes a big difference" to quote one visitor.

## influencing policy and practice

Influencing policy and practice remains a key responsibility and is a unique contribution which the community and voluntary sector makes to public life. NIACRO News continued to raise serious issues, especially our call for a Prison Commission to consider the purpose, the cost and the future use of the Northern Ireland Prison Service. The reports which followed the death of Colin Bell, a prisoner who committed suicide in HMP Maghaberry in August last year, confirmed our view that the Prison Service needs to embrace a new phase of its history – a phase that reduces the over-emphasis on security, invests significantly in the development of its staff and helps those staff who have given valuable service to move on with proper support. Without such an investment and rebalancing it will remain difficult for us to give prisoners the support we know they need, throughout their time in custody.

The funding we attracted from the charitable trusts to employ a Communication Manager will be used primarily to develop the capacity of all the staff to engage on policy matters. It also means we can increase our representations to policy makers and public representatives on the issues which are important to us. In the year we responded to 23 consultations, a full list of which is on page 17.

## applying resources effectively

In June 2008, 10 staff were presented with awards to mark 20 plus years in the organisation, a tribute to staff commitment to NIACRO's goals. Several teams took part in development days to ensure a shared understanding of NIACRO's values and purpose. However, uncertainty of funding required us to undertake a process of rationalisation and redeployment in other teams. The reduction in funding for volunteering is a very real concern but we remain committed to resourcing this work into the future.

Minister Paul Goggins with Heather Reid and Pat Conway in Amelia Street



The training programme for staff and volunteers included a number of new areas such as group work facilitation and parenting, while nine staff continued to pursue NVQ accreditation in working with offenders.

Securing funding and accounting for finance remained a priority throughout the year. In January 2009 an internal audit process for the organisation was agreed and a plan of work is now being generated. We expended considerable effort on providing information for funders and meeting their auditing requirements. This is a process that we are well used to and where we always meet the standards required; however the extent of the scrutiny continues to place heavy demands on staff.

## governance

The Executive met on seven occasions and considered such matters as –

- the revised risk register;
- procurement of the internal audit process;
- the development of the new corporate plan 2009-2012.

The Executive leads a strong team of staff and volunteers. We thank them all, and all our funders, members and other supporters, for their contribution to another productive year for NIACRO.

# strategic aims



STRATEGIC AIM To work with communities to reduce offending and promote safety

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
1.1 <b>Community Safety Partnerships</b> To contribute directly to improving community safety and community relations in contracted areas.	NI Housing Executive All funders	We are members of 8 CSPs. We led on the Belfast community engagement steering group and made presentations to 2 ASB forums.	✓	
1.2 <b>Partnership working</b> To engage with others to increase the opportunities for people with convictions to participate in community life.	All funders	We delivered recruitment training to Rural Community Network members and assisted delivery of Stop it Now training. We held an information-sharing event with PSNI Youth Diversion Officers and drafted an MOU on the topic.	✓	
1.3 <b>Links with the community and voluntary sector</b> To work with others to ensure access to services provided by the community and voluntary sector.	All funders	Our multi-agency Accessing Services to Offenders group met bi-monthly and piloted a questionnaire to audit voluntary sector services for offenders as a basis for possible future action.	✓	

STRATEGIC AIM 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
2.1 <b>Independent Visitors and care referral programmes - Eastern</b> To provide services which support the personal and social development of vulnerable ('at risk') children and young people from within the care sector.	EHSSB	30 young people used the Independent Visitor scheme in this area. We held a feedback session with the young people and distributed a questionnaire among the social workers and foster carers who are responsible for them. Both parties were very positive about the value of the scheme.	✓	
2.2 <b>Independent Visitors and care referral programmes - Southern</b> To provide services which support the personal and social development of vulnerable ('at risk') children and young people from within the care sector.	Southern Trust	16 young people used the scheme in this area. As in the Eastern area, the young people and their social workers or foster carers were asked their views of the service and were more than pleased with the experience. A greater number (14) of volunteers was recruited, offering the possibility of helping an increased number of young people next year.	✓	
2.3 <b>Child and Parent Support (Caps) - Southern</b> To provide a programme of diversion that engages young people "at risk" aged 8-13 and their families in exploring positive activities and experiences that contribute to healthy lifestyles.	Southern Trust	49 young people engaged with the Caps programme with 21 cases live at year end. Users were surveyed as part of the overall user survey, with positive results. A support group was formed for parents and staff undertook training in a range of play therapies.	✓	
2.4 <b>Child and Parent Support (Caps) - Belfast</b> To provide a programme of diversion that engages young people "at risk" aged 8-13 and their families in exploring positive activities and experiences that contribute to healthy lifestyles.	SHSSB	This is the first year of reporting on Caps Belfast. 28 young people engaged with the programme, with 26 cases live at year end. As in the Southern area, users surveyed as part of the overall user survey expressed satisfaction with the service. Some children visited an animal sanctuary and others worked on an anger management programme.	✓	

## working with offenders and ex-prisoners

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
2.5 <b>Mentoring</b> To re-profile the mentoring service to young people (15-18) who are offending and integrate with Youth Employability.	Children's Fund	We were unable to secure funding for the mentoring scheme, and so the project closed at year end, having worked with 89 young people during the year.		X
2.6 <b>Independent Representation</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 (JJC) and Lakewood.	Ulster Community and Hospitals Trust Youth Justice Agency	Over 50 issues raised by young people during weekly visits to Lakewood. Work in the JJC ended in December 08, with 53 visits being made up to then, and 50 issues dealt with.  In both establishments, the main problems were around faulty equipment and food.	✓	
2.7 <b>Youth Employability</b> To enhance the employability of young people within the criminal justice system through a range of opportunities for skills development and integrate with mentoring service.	NI Office Probation Board NI YJA	Funding was accessed to expand the programme to further locations. 169 young people used the programme for the first time, joining 65 already doing so. For all of the young people involved, this was a positive experience. Of those who left the programme, 58% went on to education, training or employment.	✓	
2.8 <b>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.	All funders	We facilitated a focus group to allow young people involved with the mentoring and family services to share their views. This was subsequently incorporated into the NIO consultation on the impact of parental imprisonment. We held regular meetings held with SSI, on issues for children of prisoners and young people in custody, and with each of the Health and Social Services Boards on the planning and resourcing of services for families.	✓	

### STRATEGIC AIM 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
3.1 <b>Jobtrack (Community)</b> To raise levels of employability amongst ex-prisoners and offenders in the community through the new Jobtrack programme.	European Social Fund PBNI	There were 758 referrals from PBNI, well above target. 80% were assessed as medium to high risk. Of those who completed the programme, 63% went into employment or training; of those who left early, 18% did so. Main sources of employment are in the construction industry, decorating and warehousing.	✓	
3.2 <b>Employer influencing</b> To increase awareness on best practice in recruitment and selection of offenders.	ESF NIO	We produced DVDs for employers and employees, and a new edition of "Working with Conviction". We held 8 Job Fairs across NI with 30 new employers contacted, and delivered training to 267 people from 105 organisations, PSNI youth diversion officers, BiTC groups, and the Equality Commission's diversities conference. The employment advice line dealt with 349 calls.	✓	
3.3 <b>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.	NIHE	We met with 7 referral agencies and held 6 meetings with community and voluntary groups on issues such as racial and sectarian incidents. We dealt with 925 cases, an increase of 11%.	✓	
3.4 <b>APAC</b> To provide a range of services to support the integration of people experiencing difficulties in the community as a result of their offending/anti-social behaviour.	NIHE Belfast City Council	We received 52 new referrals, 41 being offenders needing support in the community. A Supporting People evaluation described APAC as flexible and effective. A new database came into operation.	✓	
3.5 <b>Representation, advocacy and feedback</b> To promote the needs of offenders and ex-prisoners within appropriate fora, and to advocate on their behalf.	All funders	We established an Adult Forum who contributed to corporate planning, and met with the Guardian prisons correspondent. We produced and distributed a poster describing our services We contributed to the OFMdfM voluntary code for employers, and to ESF and EQUAL conferences.	✓	

# prisoners, their families and children

**STRATEGIC AIM** 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 Jobtrack (Prisons)</b> To raise levels of employability amongst prisoners pre-release and leaving prison and contribute to the development of effective resettlement practice in prisons.	ESF NI Prison Service	There were 188 referrals from NIPS, well above target. 80% were assessed as medium to high risk. Of those who completed the programme, 78% went into employment or training; of those who left early, 11% did so. As with trainees from the community, main sources of employment are in the construction industry, decorating and warehousing.  We met with all the Resettlement governors. A new pilot initiative was a structured 2-3 day employment preparation programme delivered in small groups by 1 dedicated tutor within each of the 3 prison establishments.	✓	
<b>4.2 Advice services</b> To support effective reintegration through the provision of a specialist welfare rights advice and advocacy service to offenders and their families and vulnerable people in the community.	PBNI ESF Social Security Agency	A total of 1218 people used the Advice Service, 905 prisoners (264 in Hydebank, 298 in Maghaberry, 331 in Magilligan and 12 in the Prisoner Assessment Unit) and 313 people in the community. The service dealt with 2339 queries, the majority about benefits.  OCN-accredited training was piloted with staff and then delivered to NIPS staff.	✓	
<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 Foyle Health & Social Services Trust Nationwide Foundation YJA	Family Links received 1675 referrals, of which 1539 (92%) were responded to within 24 hours. We distributed 1665 information packs and made 221 home visits. There were 332 assessments of the situation of adults, and 372 of children. We facilitated 6 support groups including one for the families of sex offenders.	✓	

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
<b>4.4 Parent And Child Support (PACS)</b> An integral part of the Family Links service with a focus on the children of prisoners/offenders.	Children's Fund	There were 242 referrals to PACS in the Northern Trust area.	✓	
<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 transport for 2974 adults and 797 children, and volunteers made 139 journeys in rural areas.	✓	
<b>4.6 Visitors' centre - Magilligan</b> To enhance the quality of visiting arrangements at prisons and promote child centred/family visits.	NIPS	12387 adults and 2553 children used the centre; 2698 children used the crèche. We dealt with 1164 enquiries and offered 113 support sessions.	✓	
<b>4.7 Visitors' centre - Hydebank Wood</b> To enhance the quality of visiting arrangements at prisons and promote child centred/family visits.	NIPS	The trolley refreshment service began September 08 and has been well received. 2082 children used the crèche. We dealt with 2616 enquiries and offered 671 support sessions.	✓	
<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 continued to input to Children Services Planning and to the NIPS/PBNI Multi-agency Steering Group on resettlement. We delivered a presentation at the IMB conference and met with IMB Magilligan. Users shared their experiences in an Adult Forum, which also met with the Prisoner Ombudsman, and in a range of support groups – this helped to inform our work and our contribution to the development of statutory services.	✓	

## influencing policy and practice

STRATEGIC AIM 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
5.1 <b>Communication</b> To promote NIACRO's work through an agreed communications strategy.	All funders	We secured funding for a Communications Manager who was appointed at year end.	✓	
2.2 <b>Membership</b> To increase NIACRO's membership.	All funders	Increase to well over 100 individual members at year end.	✓	
5.3 <b>Policy comment</b> To have impacted positively on public policy through responses to consultations and commenting on relevant issues.	All funders	We responded to 23 consultations.	✓	
5.4 <b>Evaluation and research</b> To inform NIACRO's work through an agreed evaluation and research strategy.	All funders	All databases further reviewed and improved.  We carried out a user survey across all programmes with positive results.  We published a literature review "Enhancing employability in prison and beyond". We implemented new and improved databases for all programmes.	✓	
5.5 <b>Networking and promotion</b> To develop and strengthen links within and beyond Northern Ireland.	EQUAL EU programme  ESF	As well as our regular meetings with the criminal justice agencies and other relevant agencies, we forged new links with: <ul style="list-style-type: none"> <li>• Castlereagh Prison (RoI).</li> <li>• The Brandenburg region of Germany.</li> <li>• A new EU employment community of practice.</li> </ul> We continued the work of Educational Trust. Minister Paul Goggins visited Amelia Street and met users, trustees and staff. As members of a multiagency group considering the issues of children of offenders, we met with OFMDFM junior ministers. We built on our growing engagement with local political parties.	✓	

## applying resources effectively

STRATEGIC AIM 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
6.1 <b>Training plan</b> To deliver the staff volunteer and Executive Training Plan.	All funders	All new staff completed induction training. New areas introduced to training programme and 9 staff worked on NVQ accreditation in working with offenders. 90% of training plan delivered	✓	
6.2 <b>Quality standards</b> IIP – To maintain Investors in People standard. PQASSO – To achieve level 3 in all of PQASSO indicator.	All funders	We maintained our IIP standards and linked with PQASSO and the risk register. We maintained all PQASSO indicators at level 3.	✓	
6.3 <b>HRM policies</b> To develop and review relevant HRM policies	All funders	Policies on personal safety and conflict of interest introduced.	✓	
6.4 <b>Volunteering</b> To recruit, deploy and retain 150 volunteers.	NIO	The total number of volunteers active during the year was 222 and we began work towards the Investing in Volunteers award. We held two volunteer forums. Young people and their volunteers undertook a Visual Arts OCN course and an Animal Sanctuary programme.	✓	
6.5 <b>Management of resources</b> To review key agreed commitments to ensure best use of resources.	NIO	Work on improving databases progressed and IT support was outsourced.	✓	
6.6 <b>Financial systems</b> To have in place robust financial procedures that meet audit and funders' requirements.	All funders	Procedures manual updated and internal audit agreed.	✓	
6.7 <b>Financial management and 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.	✓	
6.8 <b>Financial planning/bidding/tendering</b> To support bidding, tendering and contracting processes.	All funders	We secured funding to expand Youth Employability, to appoint a Communications Manager, and to establish posts for mental health work and work with women within the APAC project.	✓	

# consultations

Advice Service Alliance  
Quality standards, IT & training

Belfast HSCT  
Involving you: a framework  
for community development & user involvement

Court Service  
Widening the jury pool

DEL  
Employment agencies

DENI  
Priorities for youth

DFP  
Review of domestic rating: empty homes

DHSSPS  
Delivering the Bamford vision

DHSSPS  
Health and social care reform

DHSSPS  
Independent Safeguarding Authority guidance

DHSSPS  
Legislative framework for...mental health

DHSSPS  
Personality disorder strategy

NIO  
Anonymous registration:  
protecting voters at risk in Northern Ireland

NIO  
Alternatives to prosecution

NIO  
Community safety strategy

NIO  
Criminal injuries compensation scheme

NIO  
Fine default in Northern Ireland

NIO  
Public protection arrangements

NIO  
Reform of the law of murder, manslaughter &  
infanticide

NIO  
Test purchase of alcohol

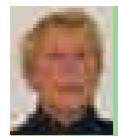
NIPS  
HR diversity strategy

OFMdfM  
Civic forum review

Policing Board  
Community engagement strategy

SSA  
Delivering a better service for customers

# executive committee



Mrs Dorothy Elliott



Mrs Jill Quinn



Ms Brighde Vallely



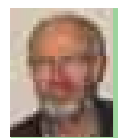
Mr Alan Caskey



Mr Thomas McLaughlin



Ms Donna Moore



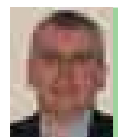
Mr Alan Darnbrook



Mr Kieran McEvoy



Mr Turlough Gorman



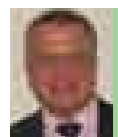
Mr Patrick Farry



Mr Samuel Pollock



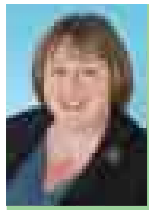
Mrs Christine McLaughlin



Mr Richard Buchanan

staffing  
2008-2009

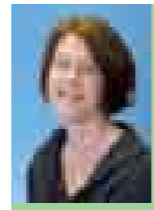
## DIRECTORATE GROUP



Olwen Lyner  
Chief Executive



Pat Conway  
Director of Services



Siobhan O'Dwyer  
Director of Services  
(left Sept 08. Dave Weir joined in April 09)



Donnie Sweeney  
Service Manager

## FAMILY SERVICES

Mary Cunningham  
Senior Practitioner, Family Links

Ann Simpson  
Senior Practitioner, Family Links

Angela Adair  
Project Worker, Hydebank Visitors' Centre

Jennifer Agnew  
Project Worker, Family Links

Sandra Birnie  
Project Worker, Hydebank Visitors' Centre  
(left February 09)

Phillipa Bole  
Supervisor, Hydebank Visitors' Centre

Betsy Cameron  
Service Assistant, Hydebank Visitors' Centre

Sarah Connor  
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

Marie Legge  
Service Assistant, Hydebank Visitors' Centre

Selina McAuley  
Project Worker, Hydebank Visitors' Centre  
(left February 09)

Bernadette McGuigan  
Project Assistant, Magilligan Visitors' Centre

Anne McNicholl  
Supervisor, Magilligan Visitors' Centre

Maureen Mullan  
Project Assistant, Magilligan Visitors' Centre

Gerry O'Donnell  
Driver/Supervisor

Lauren O'Malley  
Project Worker, Family Links

Samantha Williams  
Project Assistant, Magilligan Visitors' Centre



Tony Martin  
Service Manager



Heather Reid  
Service Manager

## YOUTH OFFENDING

Aisling Cartmill  
Senior Practitioner, Independent Representation  
(left December 08)

Billy Clarke  
Senior Practitioner, Youth Employability

Kelly Cochrane  
Senior Practitioner, Caps Belfast

Lisa Grant  
Senior Practitioner, Volunteering

Rachel Long  
Senior Practitioner, Caps Southern

Denise Mac Dermott  
Senior Practitioner, Mentoring  
(left November 08)

Martina McCooley  
Senior Practitioner, Caps Southern (left Sept 08)

Sam Clarke  
Project Worker, Caps Belfast

Sinead Devine  
Project Worker, Caps Southern

Paul Fleming  
Project Worker, Youth Employability

Michael Hayes  
Project Worker, Caps Southern

Frances McAteer  
Project Worker, Caps Southern

Patricia McFalone  
Project Worker, Caps Belfast

Sinead McGreevy  
Project Worker, Independent Visitor

Oonagh Quigg  
Project Worker, Mentoring (left March 09)

Shirley Wells  
Project Worker, Caps Southern

Garreth Wright  
Project Worker, Caps Belfast

## OFFENDERS IN THE COMMUNITY

Anne Reid  
Senior Practitioner, Employment Liaison

Gareth Eaneatta  
Senior Practitioner, Employment Liaison

William Armstrong  
Senior Practitioner, Jobtrack

Claire Humphreys  
Senior Practitioner, Jobtrack

Oonagh Burns  
Employment Officer

Ellie Campbell  
Employment Officer

Jean Fleming  
Employment Officer

Donna Johnson  
Employment Support Tutor

Mairead Kelly  
Employment Officer

Geraldine Kelly Stanley  
Employment Officer

Peter McConvey  
Employment Officer

Louise McIvor  
Employment Officer

Declan McKee  
Employment Officer

Annmarie McNamara  
Employment Support Tutor

Diane Millar  
Employment Support Tutor

Mary Mulcahy  
Employment Officer

Liz Smyth  
Employment Officer

Robert Sweeney  
Employment Support Tutor

Catherine Ward-Gallagher  
Employment Support Tutor

Sylvia Watt  
Employment Officer





Sile McLean  
Service Manager

## RESETTLEMENT SERVICES

Barry McMullan  
Senior Practitioner, Advice

Garrett Gorman  
Project Worker, BASE 2

Clare Morrison  
Project Worker, APAC

Jeff Maxwell  
Senior Practitioner, BASE 2

Claire McGonagle  
Project Worker, Advice

Rebecca Reid  
Project Worker, Adult Mentoring

Marie Corrigan  
Benefits Advice Officer

Geraldine McGuigan  
Project Worker, APAC



Dorothy Boyce  
Support Manager

## HUMAN RESOURCES MANAGEMENT

Vivienne Courtney  
Volunteer Development Worker

Joyce McDowell  
Office Supervisor, Derry

Cheryl Cowden  
Receptionist/Data Processor

Arlene McFerran  
Clerical Officer

Jackie Junk  
Personal Assistant

Angie Mogey  
Receptionist/Data Processor

Eithne McClean  
Receptionist

Emerald Neville  
Receptionist/Administrator, Armagh

Corrina Langelaan joined as Communications Manager in April 09. Unit is now known as Communications and Research Unit

## RESEARCH UNIT

Graham McMichael  
Research and Information Officer

Kerry McMullan  
Research and Information Officer



Jim Bamford  
Support Manager

## FINANCE

Roberta Evans  
Accounts Clerk

Valerie McGreevy  
Office Supervisor

Debbie Mullan  
Accounts Assistant

Ian Power  
Accounts Officer

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

# accounts and directors' reports 2008-2009

# REPORT OF THE DIRECTORS

YEAR ENDED 31 MARCH 2009

The Directors submit their Report and Audited Accounts of the Company for the year ended 31 March 2009. As required by the Standard Auditing Statement issued in May 1993 we have set out below the statement of Directors' responsibilities.

## 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.

## 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.

## REPORT OF THE DIRECTORS

### 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 £34,285 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.

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.

The following is a summary of the results for the year 2008/09:-

	Balance at 1 April 2008	Surplus/(Deficit) 31 March 2009	Balance at 31 March 2009
	£	£	£
Projects	47,413	(9,015)	38,398
Contingency Fund	483,928	48,411	532,339
General Reserve	577,220	-	577,220
<b>Project Account Accumulation Fund</b>	<b>1,108,561</b>	<b>39,396</b>	<b>1,147,957</b>
<b>Administration Account</b>	<b>23,388</b>	<b>(5,111)</b>	<b>18,277</b>
	<b>1,131,949</b>	<b>34,285</b>	<b>1,166,234</b>

## results

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

## 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. An internal audit process has been put in place to provide assurance as to system compliance.

## 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 2009 free reserves stood at £651K 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.

company registration no: NI 18121

charity inland revenue reference: XN 48280

## directors

Directors during the year ended 31 March 2009, 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
- 13 Mrs Christine McLaughlin

## auditors

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

## bankers

Northern Bank  
Donegall Square West  
BELFAST  
BT1 6JS

## solicitors

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

## auditors

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  
Secretary  
27 August 2009

## INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS ON THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2009

We have audited the financial statements of Northern Ireland Association for the Care and 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 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.

## 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 2009 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  
27 August 2009  
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 £506,185.

## 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 2009

	Unrestricted Funds	Restricted Funds	Notes	Total 2009 £	Total 2008 £
<b>INCOMING RESOURCES</b>					
<b>Donations, Legacies and Similar Incoming Resources</b>					
Fundraising and Trust	87,109	-		87,109	104,331
Sundry	72,828	-		72,828	39,585
Grants from Statutory Agencies	248,169	483,000		731,169	671,947
<b>INCOMING RESOURCES FROM OPERATING ACTIVITIES</b>					
<b>Activities in Furtherance of the Charity's Objectives</b>					
Grants from Statutory Agencies	-	2,726,867		2,726,867	2,671,330
<b>Activities for Generating Funds</b>					
Canteen Income	82,805	-		82,805	63,158
Investment Income	6,749	-		6,749	18,508
	497,660	3,209,867	12	3,707,527	3,568,859

## STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds	Restricted Funds	Notes	Total 2009 £	Total 2008 £
<b>RESOURCES EXPENDED</b>					
<b>Cost of Generating Funds</b>					
Fundraising	-	65,893		65,893	61,390
Governance Costs	-	24,132		24,132	23,531
<b>CHARITABLE EXPENDITURE</b>					
<b>Cost of Activities in Furtherance of the Charity's Objectives</b>					
Youth Offending	199,069	960,822		1,159,891	941,562
Families	258,692	804,402		1,063,094	826,251
Adult Offenders in the Community	5,614	996,989		1,002,603	911,205
Resettlement	-	357,629		357,629	606,736
	463,375	3,209,867		3,673,242	3,370,675
<b>Net Income/(Expenditure) For Year</b>	34,285	-		34,285	198,184
<b>Transfer from Capital Reserve</b>	-	-		-	-
<b>Fund Balances Brought Forward at 01/04/08</b>	1,131,949	-		1,131,949	933,765
<b>Fund Balances Carried Forward at 31/03/09</b>	1,166,234	-		1,166,234	1,131,949

# balance sheet

FOR THE YEAR ENDED 31 MARCH 2009

	Notes	2009	2008
		£	£
<b>FIXED ASSETS</b>			
Tangible	13	1,369,005	1,418,837
Leased	14	4,776	5,634
		<b>1,373,781</b>	<b>1,424,471</b>
<b>CURRENT ASSETS</b>			
Debtors & Prepayments	4	336,318	856,640
Bank Account		-	29,867
Bank Deposit Account		892,231	413,827
Cash In Hand		50	50
		<b>1,228,599</b>	<b>1,300,384</b>
Creditors: Amounts Falling Due Within One Year	5	(559,018)	(680,195)
<b>NET CURRENT (LIABILITIES)/ASSETS</b>		<b>669,581</b>	<b>620,189</b>
		<b>2,043,362</b>	<b>2,044,660</b>
Creditors: Amounts Falling Due After One Year	6	(453,323)	(464,083)
<b>PROVISION FOR LIABILITIES AND CHARGES</b>			
Deferred Credit	10	(423,805)	(448,628)
		<b>1,166,234</b>	<b>1,131,949</b>

# BALANCE SHEET

	Notes	2009	2008
		£	£
<b>REPRESENTED BY:</b>			
Share Capital	11	-	-
Administration Accumulated (Deficit)/Surplus		18,277	23,388
Projects Accumulated Fund (All Projects)		1,147,957	1,108,561
		<b>1,166,234</b>	<b>1,131,949</b>
Approved By The Board Of Executive Committee On 27 August 2009			
Mr Patrick L Farry			
Mr Richard Buchanan			

## cash flow statement

FOR THE YEAR ENDED 31 MARCH 2009

		2009		2008
	£	£	£	£
<b>NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES (note 15)</b>		<b>383,800</b>		<b>(12,443)</b>
<b>RETURNS ON INVESTMENT AND SERVICING OF FINANCE</b>				
Interest received	6,749		18,508	
Finance lease charges (including projects)	(895)		(749)	
<b>Net cash flows from investments and servicing of finance</b>		<b>5,854</b>		<b>17,759</b>
<b>CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT</b>				
Payments for fixed assets (excluding leased assets)	(25,979)		(31,148)	
Capital grants received	40,222		38,336	
<b>NET CASH (OUTFLOW)/INFLOW BEFORE FINANCING</b>		<b>14,243</b>		<b>7,188</b>
<b>FINANCING</b>				
Finance lease payments	(7,076)		(7,188)	
<b>(DECREASE)/INCREASE IN CASH (note 17)</b>		<b>396,821</b>		<b>5,316</b>

## notes to the accounts

FOR THE YEAR ENDED 31 MARCH 2009

### 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 accounts so as to match them with expenditure towards which they are intended to contribute. Grants which contribute towards specific expenditure on fixed asset 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 payment 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

	2009	2008
	£	£
Accrued Income and Prepayments	336,318	855,983
Educational Trust	—	657
	336,318	856,640

## note 5

### CREDITORS:

#### AMOUNTS FALLING DUE WITHIN ONE YEAR

	2009	2008
	£	£
Trade Creditors	1,471	18,996
Accruals and		
Deferred Income	446,412	640,805
Finance Lease Creditor	5,196	5,644
Other Creditors	30,389	3,626
Vat Payable	1,439	26
Bank Overdraft	62,914	—
Bank Loan repayable in less than 1 year	11,197	11,098
	<u>559,018</u>	<u>680,195</u>

## note 6

### CREDITORS:

#### AMOUNTS FALLING DUE AFTER ONE YEAR

	2009	2008
	£	£
Bank Loan repayable in more than 1 year	449,024	460,320
Finance Lease Creditor	4,299	3,763
	<u>453,323</u>	<u>464,083</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:-

	2009	2008
Administration	19	19
Project Staff	68	61
Others	12	13
	<u>99</u>	<u>93</u>

Their total remuneration for the year was:-

	2009	2008
	£	£
Wages & Salaries	2,268,642	1,948,425
Social Security Costs	206,466	187,022
Pensions	85,923	67,456
	<u>2,561,031</u>	<u>2,202,903</u>

No remuneration was paid to Directors during the year (2008 - Nil).

## note 8

### PENSION COSTS

The company operates a defined contribution pension scheme in respect for employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £ 85,923 (2008: £67,456).

## note 9

### SURPLUS ON ORDINARY ACTIVITIES

	2009	2008
	£	£
BEFORE TAXATION IS STATED		
After charging:		
Depreciation	75,811	79,575
Auditors' remuneration	6,770	8,997
Finance lease interest	895	749
After crediting:		
Bank interest receivable	6,749	18,508
Deferred credit released as income	65,045	66,529

## note 10

### DEFERRED CREDIT

	2009	2008
	£	£
Balance at 1 April 2008	448,628	476,821
Received in year ended 31 March 2009	40,222	38,336
	<u>488,850</u>	<u>515,157</u>
Released as income	(65,045)	(66,529)
Balance at 31 March 2009	<u>423,805</u>	<u>448,628</u>

## note 11

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

## note 12

### REVENUE AND CAPITAL GRANTS RECEIVED DURING YEAR

	2009	2008
	£	£
European Social Fund (EQUAL) - DEL Northern Ireland Office	55,900	280,823
Probation Board for Northern Ireland	514,278	486,535
Northern Ireland Prison Service	353,400	368,675
Belfast City Council	383,917	304,934
European Social Fund (BSP) - DEL	10,000	50,000
Foyle Health & Social Services Trust	808,832	606,054
International Fund for Ireland	9,652	18,278
Southern Education & Library Board	-	2,908
Northern Health & Social Services Board	35,000	-
Southern Health & Social Service Board	43,375	54,080
Southern Trust	378,320	56,064
Eastern Health & Social Services Board	30,172	-
Ulster Community & Hospital Trust	74,781	114,407
Northern Ireland Housing Executive	21,636	21,636
Banbridge Dist CSP	187,854	183,762
Department of Health & Social Services & Public Safety	148	-
Youth Justice Agency of Northern Ireland	231,840	468,624
Other	224,843	258,370
Nationwide Foundation	126,892	110,949
	55,821	61,509
	<u>3,546,661</u>	<u>3,447,608</u>
Canteen Income	82,805	63,158
Investment Income	6,749	18,508
Sundry Income	71,312	39,585
	160,866	121,251
Total	<u>3,707,527</u>	<u>3,568,859</u>

## note 13

### TANGIBLE FIXED ASSETS

	Motor Vehicles	Computers & Office Equipment	Tenant Improvements	Fixtures & Fittings	Headquarters Computers & Office Equipment	Land & Buildings	Total
<b>COST</b>							
Balance at 1/4/08	-	79,986	15,000	2,101	244,739	1,556,053	1,897,879
Additions	-	7,999	-	-	17,980	-	25,979
Disposals	-	-	-	-	-	-	-
Balance at 31/3/09	-	87,985	15,000	2,101	262,719	1,556,053	1,923,858
<b>DEPRECIATION</b>							
Balance at 1/4/08	-	73,783	6,833	985	219,849	177,592	479,042
Charge for year	-	7,637	1,250	175	21,728	45,021	75,811
Disposals	-	-	-	-	-	-	-
Balance at 31/3/09	-	81,420	8,083	1,160	241,577	222,613	554,853
<b>NET BOOK VALUE</b>							
At 31/3/09	-	6,565	6,917	941	21,142	1,333,440	1,369,005
At 31/3/08	-	6,203	8,167	1,116	24,890	1,378,461	1,418,837

## note 14

### LEASED ASSETS

	Motor Vehicles	Equipment	Total
<b>COST</b>			
Balance at 1/4/08	35,240	10,041	45,281
Additions	-	7,164	7,164
Disposals	-	-	-
Balance at 31/3/09	35,240	17,205	52,445
<b>DEPRECIATION</b>			
Balance at 1/4/08	29,606	10,041	39,647
Charge for Year	5,634	2,388	8,022
Disposals	-	-	-
Balance at 31/3/09	35,240	12,429	47,669
<b>NET BOOK VALUE</b>			
At 31 March 2009	-	4,776	4,776
At 31 March 2008	5,634	-	5,634

## note 15

### RECONCILIATION OF (DEFICIT)/SURPLUS TO NET CASH FLOWS FROM OPERATING ACTIVITIES

	2009	2008
	£	£
(Deficit)/Surplus - Administration	(5,111)	(12,266)
Surplus/(Deficit) - Projects	39,396	210,450
	34,285	198,184
Deferred Credit released	(65,045)	(66,529)
Depreciation	83,833	85,208
(Increase)/Decrease in Debtors	520,322	(355,276)
(Decrease)/Increase in Creditors	(183,741)	143,729
	389,654	5,316
Less Returns on Investment & Servicing of Finance	(5,854)	(17,759)
	383,800	(12,443)

## note 16

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

	2009	2008
	£	£
(Decrease)/Increase in Cash	396,821	5,316
Finance Lease Creditor Increase	(7,163)	-
Finance Lease Creditor Payments	7,076	7,188
	396,734	12,504
NET (DEBT)/FUNDS AT START OF YEAR	(37,081)	(49,585)
NET (DEBT)/FUNDS AT END OF YEAR	359,653	(37,081)

## note 17

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

	2008	Cash Flows	2009
	£	£	£
Bank Accounts	443,694	385,624	829,318
Cash in Hand	50	-	50
Bank Loan	(471,418)	11,197	(460,221)
	(27,674)	396,821	369,147
Finance Lease Creditor	(9,407)	(87)	(9,494)
	(37,081)	396,734	359,653

## 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 £ nil (2008: £46,109).

## note 19

### LEASE PURCHASE ASSETS

The cost of fixed assets financed by lease purchase agreements is £ 52,445 (2008:£35,240). The net book value of those assets is £4,776 (2008: £5,634). The depreciation charge for the year in relation to these assets was £ 8,022 (2008: £5,633).

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