



The Northern Ireland Association  
for the Care and Resettlement  
of Offenders

2009 - 2010

# Annual Report





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works to reduce crime  
and its impact on people  
and communities



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for the Care and Resettlement of Offenders

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# introduction

The period covered by this Annual Report has been a year characterised by change and challenge. Change, in the context of the long-awaited transfer of responsibility for policing and justice to the devolved administration; and challenge arising from the recession and its impact on society in general and public expenditure in particular. It is against this backdrop that NIACRO is pleased to be able to record a year of significant achievement across all its services, reaching all but one of the targets we set ourselves in the business plan. This report follows the normal format of outlining those achievements by each individual service area, but as usual we highlight some particularly noteworthy points in this introduction.

The June launch of our new Corporate Plan (2009-2012) confirmed our commitment to delivering a wide range of strategically important services. In that context we were especially pleased to see the development of two new

services, APAC (Assisting People and Communities) Women and APAC Mental Health. Both are linked to broader strategic initiatives: the Northern Ireland Strategy for Working with Women Offenders and the 2006 Bamford Review of mental health services. These schemes are tailored to help people deal with problems that may have led to difficulties with neighbours and the community in which they live. We also began a partnership with the NI Prison

Service to develop a programme that will work with individuals who have committed sectarian or other hate crime.

In the context of our role in seeking to influence policy and practice, we were delighted that the concerns we expressed about the major flaws in the implementation of the Safeguarding Vulnerable Groups legislation have been echoed by others. This led to a commitment by the new UK Government to carry out a review of the scheme - one example of where our lobbying activity helped to achieve the impact we sought. On a broader scale, such activity tends to be resource intensive and we have to be very selective in prioritising the issues we seek to influence. To that end our new Communications and Research facility has allowed us not only to better articulate our arguments but also to monitor our impact on policy proposals.

At our AGM in November 2009 Professor Bill Whyte from the University of Edinburgh addressed the topic of early intervention. This was especially relevant as



*Director of Services Dave Weir (left) and Executive Committee member Alan Darnbrook at the launch of the Corporate Plan, June 2009*

Northern Ireland's early intervention programme, to which we are a key contributor through our Caps (Child and Parent Support) project, had been formally celebrated in October 2009. Also at the AGM, members passed resolutions to modernise our constitution. As part of that process the role of President was removed and our President, Lord Hylton, stood down after 22 years of dedicated service. Lord Hylton has been a key supporter of NIACRO on many critical issues including the transfer of prisoners, early release, services for people under threat and rehabilitation of offenders legislation. The Executive Committee and the staff thank him for his tireless championing of the rights of prisoners and his great interest in NIACRO's work.

The achievement of our Investing in Volunteering award in July 2009 and the Silver IIP award in February 2010 demonstrates our commitment both



Lord Hylton

to engaging the wider public in the work of reducing offending and to investing in our own staff to ensure that we are fit for the challenges ahead. NIACRO will continue to deliver new

and innovative models of service which are easily accessible to our service users, and visible and transparent to our funders and the public. We will continue to raise concerns where we see them about flawed legislation such as the Safeguarding Vulnerable Groups Order and to challenge it, as we have in a test case under the Security Industry Authority legislation. We will continue to raise concerns about the inability of NIPS to deliver routine programmes for prisoners to help them prepare for resettlement into the community.

Below is a brief update on progress in each of the strategic areas of our Corporate Plan.

## working with children and young people who offend

The volunteer based schemes, Independent Visitors and Independent Representation, worked well. Independent Visitors operate in the Belfast and South Eastern Trust and the Southern Trust and we linked up with the providers of the service in other areas, Extern and the NSPCC, to ensure the scheme is delivered consistently. The Independent Representation Scheme at Lakewood strove to maintain its volunteer group given the frustrations that arise when it is not always possible to ensure that the young people's concerns are resolved.

Our Youth Employability scheme expanded to include Banbridge, Newry, Armagh and Dungannon

and developed links with the Priority Youth Offender Project (PYOP), an initiative run jointly by the Youth Justice Agency and the Probation Board for Northern Ireland. The needs of the young people who come to us through PYOP are more complex and they tend to spend longer with us. This increased level of interaction means that Youth Employability provides a key source of evidence for the DEL sponsored



Caps Activity Day, 2010

enquiry into NEETs (an unfortunate term used to describe young people aged between 16 and 24 who are not in employment, education or training). England, Wales and Scotland all have NEETs strategies and NIACRO is calling on DEL to produce a strategy for Northern Ireland.



“Looks like I got there in the end!! Thanks ever so much for your help and for getting me so far in life. I’ve got the experience/skills now to use them with employers, without you I wouldn’t be anyone today,

Thanks Again Niacro”

Our Caps programme is part of a wider early intervention programme, elements of which are delivered by Extern and Action for Children, with support from Include Youth. Its achievements were celebrated in October 2009. Subsequently, the organisations involved were asked to make a presentation to the Assembly’s All-Party Committee on Children about our early intervention work. We know that 38% of the young people on the programme last year had a parent or sibling with a history of offending. This clearly makes Caps very relevant to NIACRO’s core purpose of reducing offending, especially by young people.

In all of our work with children we aim to increase their levels of meaningful participation in the programmes we are offering.

## working with offenders and ex-prisoners

Our adult programme expanded in the year. Jobtrack, the key adult employability programme, received additional resources which have enabled us to increase our work with employers and to support

women offenders in the PBNI’s new Inspire Centre for women in Belfast.

Jobtrack will be measured on two outcomes – the extent to which it supports and trains offenders to move them into work and the impact it has on reducing their offending. The target we set on gaining employment at 30% has not been reached, largely due to the recession. As to the impact on reoffending, we were able, with the support of NISRA, to track leavers of the programme in 2007/2008. We found that 76% of those who completed the programme did not re-offend. This is very pleasing and clearly demonstrates the value of NIACRO’s work. Jobtrack clients are significantly less likely to re-offend than those who do not come on the programme. This obviously has the potential to save the criminal justice system resources in the longer term. That is why we want to see more funding spent on engaging offenders and empowering them to stop offending, rather than maintaining or increasing funding used for security and containment.

“I know I can give NIACRO a ring and they will help me”

“No-one else could help until I went to NIACRO”

The APAC programme deals with people under threat and at risk of having the NIHE terminate their tenancies. We expanded the programme to give particular support to women and to people with mental health problems. In both these programmes it was crucial to link with other third sector organisations to maximise their value. In the case of mental health, we formed a relationship with MindWise. In the case of women offenders the independent funder Lankelly Chase helped us professionally and financially to develop a partnership with the Women’s Support Network. We are helping staff from a number of WSN’s community-based women’s centres to ensure that women offenders and ex-prisoners are welcomed and accepted in the centres.

This type of work is well fitted to NIACRO’s goals and values. It is a model of work for the future where we as a regional organisation work with dedicated local community organisations to engage and support offenders in their own neighbourhoods.

“I’m happy with the support I get with trying to adjust to life outside, if I am ever feeling down.”

**“I owe a great lot to the work and dedication of the staff at NIACRO.”**

We established a service user forum so that we could consult directly with our clients about the issues that matter most to them. We are grateful especially for their contribution to our response to the NIPS consultation on proposed amendments to prison rules.

The impact of two pieces of legislation, the extension of the work of the Security Industry Authority (SIA) to Northern Ireland and the Safeguarding Vulnerable Groups Order (SVG), was a major concern in the year. We have fully explained the issues to officials and ministers and we welcome the fundamental review of SVG announced by the Home Secretary. The review needs to start by recognising that people with a criminal record have poor legislative protection, and that we need legislation that encourages and supports offenders to reintegrate into the labour market. For the vast majority of offenders who pose a low risk to society and who are unlikely to offend (even less likely if they are in employment) this would be a real benefit, and also a benefit to society in general. Research tells us that offenders who enter and complete training are three times less likely to re-offend and if they get and keep a job, the likelihood of re-offending reduces still further.

The SVG legislation was brought in to address concerns about public protection. But we do not need a blunderbuss approach to the issue. We need appropriate legislation linked to the high level interagency group that monitors high-risk offenders in Northern Ireland, the Strategic Management Board for Public Protection Arrangements for Northern Ireland. Our concerns about the legislation are also being raised by our Strategic Employer Forum, a group supported by Business in the Community as part of the Jobtrack programme. This work makes it clear that this type of legislation creates a hostile and unwelcoming environment for offenders, which increases rather than reduces their risk of re-offending.

## **working with prisoners, their families and children**

The early part of the year saw the remodelling of Family Links to reflect the reduced resources available to it. An early highlight was the two weeks of support offered to families by the Corrymeela Community which was very well received. The programme allowed the partners (mostly women) to connect with others in the same situation as themselves and to share the stresses and concerns that they have in common.

**“NIACRO has been a great help especially for someone like me, where it was the first time to have a family member in prison.”**

Hydebank Wood Visitors' Centre began to offer refreshments and snacks made in-house. This brings it into line with the services available in other visitors' centres – at Magilligan, which NIACRO runs, and at Maghaberry where the Ulster Quaker Service Committee runs the service. Visitors and prisoners value the service and we are pleased to provide it. At Magilligan the physical state of the visitors' centre is a concern and we are working to ensure that our building is among the first to be replaced if and when a new prison is built at Magilligan.

The Welfare Rights Service to prisoners has been very busy throughout the year. The general move in society to higher tech banking has obscured the fact that it has often been difficult for those with a criminal record to open a bank account. Along with NIPS we have been working with the Northern Bank and the Ulster Bank to resolve the issue. We developed and ran an Open College Network accredited course to train NIPS staff to provide prisoners with benefits advice.

“The staff are fantastic and I would be lost without them... their advice and support has been invaluable.”

In this context, difficulties within the prison estate have affected our ability to deliver services to prisoners as it has meant that some prisoners have been unable to get to class or attend interviews.

NIPS and NIACRO were funded to develop a new programme which will work with prisoners whose offences indicate a crime of hate. This is a model of how we want to work into the future – effective

joint working among relevant organisations both within and outside the criminal justice system. It also means we can bring to Northern Ireland new ways of working, some learned from partners in other EU Member States, which we can then adapt for our unique circumstances.

## influencing policy & practice

We revised our corporate branding and redesigned the website to make it more accessible. We made 32 consultation responses and established a mechanism for tracking the extent to which

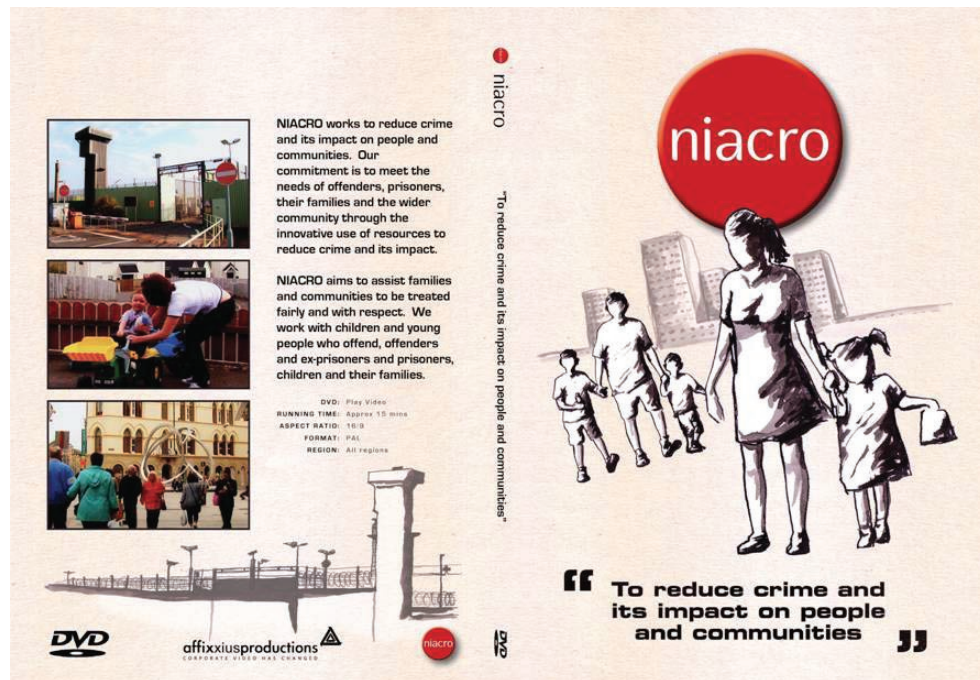
policy makers accept our recommendations. We began the process of updating the organisational DVD to modernise its message, and staff, volunteers and service users all played their part in developing NIACRO’s Manifesto for Justice.



Farah Chowdhury of North City Business Centre with a Jobtrack client

We hosted visitors from Turkey, and a group from NIACRO, NIPS and PBNI paid a return visit to our colleagues from the HSI resettlement network in Germany. We represented DEL on the European Commission-sponsored ExOCop programme working across 13 Member States to identify good practice in working with offenders.

We established the Justice Series at Stormont to give MLAs and others the opportunity to discuss key issues for the justice system through a programme of lunchtime seminars. This builds on meetings we held with almost all of the political parties, the fringe meeting we held at the Alliance Party conference exploring what a devolved criminal justice system could and should look like, and attendance at the other party conferences.



## applying resources effectively

Key in the year was the achievement of the Investing in Volunteers (IIV) award gained in July 2009 and the award of Investing in People (IiP) at the Silver level in February 2010.

The Staff Conference in October 2009 was a high point for staff and we completed significant work on developing our own quality standards. The event was a celebration of staff achievements. Twenty staff members were honoured for their personal development achievements over the past two years, along with four who have completed 20 years' service with NIACRO.

Our funding in the year was maintained at £3.7 million. We record our support and thanks to all who supported us in the year and who have made commitments to fund us into the next period.

## governance

The Executive Committee met six times and oversaw such matters as –

- Our contribution to the NIO's PSA targets.
- The modernisation of the constitution.
- The programme of internal audit and the management responses.

The Executive is a vital element of the organisation's good governance arrangements. In a process of continual improvement and review to which this organisation is committed it is important to recognise the contribution made by Executive Committee members in a purely voluntary capacity alongside the recognition we give to our funders, members, supporters, our staff and volunteers.



*Olwen Lyner, Vivienne Courtney and Denise Hayward of Volunteer Now at the presentation of the IIV award*

# strategic aims

# working with children and young people who offend

**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
<p><b>1.1 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>Health &amp; Social Care Board Southern Health &amp; Social Care Trust</p>	<p>64 young people used the service, benefitting from one-to-one relationships with volunteers. The programme includes both one-to-one and group activity sessions.</p>	✓	
<p><b>1.2 Lakewood Independent Representation</b> To ensure the concerns of children and young people in secure care are appropriately represented at Lakewood.</p>	<p>South Eastern HSCT</p>	<p>Volunteers made 48 visits to the centre and dealt with 150 issues raised by the young people. Issues raised included food, day to day living and the use of rewards and sanctions.</p>	✓	
<p><b>1.3 Child and Parent Support (Caps) - Southern</b> To provide intensive support services to families whose children aged 8 to 13 years are at risk of engaging in anti-social/offending behaviour.</p>	<p>Health &amp; Social Care Board Youth Justice Agency</p>	<p>58 families used the service. An external evaluation which began during the year will draw on new and robust measures of achievement. Provisional figures suggest an average 85% improvement in each of the five factor categories. Activities included focus groups and workshops with young people and parents, a parents support group and the recruitment of volunteer befrienders.</p>	✓	
<p><b>1.4 Child and Parent Support (Caps) – Belfast</b> To provide intensive support services to families whose children aged 8 to 13 years are at risk of engaging in anti-social/offending behaviour.</p>	<p>Health &amp; Social Care Board</p>	<p>63 families used the service. An external evaluation which began during the year will draw on new and robust measures of achievement. Provisional figures suggest an average 85% improvement in each of the five factor categories. Activities included family days out, a parents support group and a celebration day for young people completing their time with Caps.</p>	✓	



IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
<p><b>1.5 Youth Employability</b> To enhance the employability of young people in the criminal justice system through opportunities for skills development.</p>	Northern Ireland Office Probation Board for Northern Ireland YJA	<p>The programme effectively doubled in size. We expanded the service into the rural South and began to receive referrals from the YJA/PBNI Priority Youth Offender Project, designed to help the most habitual of young offenders. We made 1193 interventions with 226 young people. This included 188 new referrals, 110 (55%) of whom moved on to education, training or employment.</p> <p>We made a presentation on the programme at an ExOCOP seminar in Milan in February 2010.</p> <p>We developed a pilot project to support young people in the JJC and the Juvenile Landing in Hydebank both pre- and post- release.</p>	✓	
<p><b>1.6 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>	All funders	<p>Staff are engaged with the Children and Young People's Committees. We are part of a consortium of agencies working to identify areas of common interest in youth justice for the NIO [now Dept of Justice].</p> <p>We made a presentation to the All-Party Committee on Children in December 09, and developed a Memorandum of Understanding with the PSNI on working with young people at risk.</p>	✓	

# working with offenders and ex-prisoners

**STRATEGIC AIM** To deliver services which help individuals access relevant services and make informed choices as to their lifestyles

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
<p><b>2.1 Jobtrack (Community)</b> To raise levels of employability amongst ex-prisoners and offenders in the community through the new Jobtrack programme and demonstrate the programme's effectiveness.</p>	European Social Fund PBNI	The Probation Service made 799 referrals to the programme, well above target. 30% moved on to jobs or training. Training was wide-ranging, from basic IT and literacy to HGV and fitness training, and tailored to individual service users.	✓	
<p><b>2.2 Employer influencing</b> To increase awareness of best practice in, and understanding of the business case for, recruitment and selection of offenders including changes in legislation.</p>	ESF NIO	We delivered training to 630 individuals from 202 organisations, and dealt with 652 enquiries to the advice line – both well above target. There was a significant increase in employees seeking advice, including on the safeguarding legislation. We held 7 successful employer advice events including one in each of the prisons. We further developed the relationship with Business in the Community who facilitate the development of the joint Jobtrack/BitC Strategic Employer Forum and worked with the Equality Commission on employer training.	✓	
<p><b>2.3 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, and support communities in addressing offending behaviour.</p>	NIHE	We dealt with 939 cases, of which 116 concerned hate crime, an increase on last year. We took part in 18 meetings with communities and statutory agencies. An increasing proportion of the cases required re-location outside Northern Ireland.	✓	



IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
<p><b>2.4 APAC</b> To reduce anti-social or offending behaviour and support integration through a case management approach with individuals and their families. To develop new approaches to working with people with specific needs.</p>	<p>Belfast and Banbridge CSPs DHSSPS Lankelly Chase NIHE PBNI</p>	<p>We responded to 42 new referrals for accommodation support. We established new posts:</p> <ul style="list-style-type: none"> <li>· to work with women, based in the PBNI's Inspire project and developing close links and training with women's centres, responding to 26 referrals from July 09</li> <li>· and with people with mental health problems, in partnership with MindWise, responding to 19 referrals from August 09.</li> </ul>		
<p><b>2.5 Representation, advocacy and feedback</b> To contribute to the co-ordination and delivery of relevant reintegration services by the voluntary and community sector.</p>	<p>All funders</p>	<p>We are represented on the Housing Rights Committee, Advice NI Board, Drug/Alcohol Independent Sector Forum, StopItNow Committee and Belfast CSP Hate Crime Forum. The adult forum members, drawn from a range of our services, contributed to our response to the NIPS consultation on prison rules and met with Housing Rights Service to discuss housing issues.</p> <p>We played a full part in the EU-wide ExOCOP project, participating in events in Milan (see 1.5), Budapest and Brussels, and hosting a workshop in Belfast.</p> <p>We met with the head of the ISA and the SIA's legal and policy team to raise such issues as:</p> <ul style="list-style-type: none"> <li>· The barriers which both pieces of legislation present for our service users</li> <li>· The SIA's inflexible approach to applications</li> <li>· The ISA's unclear guidance on the impact of the legislation for anyone with a criminal record.</li> </ul>		

# working with prisoners, their families and children

**STRATEGIC AIM** To provide and promote access to services which support prisoners, their families and children during and after imprisonment

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
<p><b>3.1 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.</p>	ESF NI Prison Service	<p>414 prisoners took part in job preparation programmes, of whom 91% completed the programme and 60% continued with Jobtrack in the community. A further 160 prisoners were referred (pre-release) to sources of support outside the prison. Of these, 20% moved into employment.</p> <p>86 people completed the OCN accredited employment programme. While these figures were below target, we are working with NIPS to reframe them for future years.</p>		✓
<p><b>3.2 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. To contribute to building the capacity of the criminal justice sector to deal with welfare rights issues.</p>	ESF PBNI Social Security Agency Advice NI (DETI)	<p>909 prisoners used the service and 380 people in the community, 104 of them families of prisoners. They raised 2556 queries. We trained 18 staff (NIPS and NIACRO) in OCN accredited benefits advice work.</p> <p>We also:</p> <ul style="list-style-type: none"> <li>· developed a money advice booklet for our service users and NIPS staff;</li> <li>· carried out a fixed-term project targeting debt advice services to women;</li> <li>· began work on a financial capability programme;</li> <li>· worked to help people leaving prison set up bank accounts.</li> </ul>	✓	
<p><b>3.3 Family Links</b> To maintain and enhance positive contact between prisoners their children and families through a range of support services.</p>	Health & Social Care Board Nationwide Foundation NIO NIPS PBNI Western HSCT	<p>We received 1359 referrals, sent out 1268 information packs, made 1201 phone calls within 24 hours and made 664 home visits. At year end we were supporting 455 families.</p> <p>Nineteen families spent a week at Corrymeela and took part in a feedback session showing high rates of satisfaction with the service. Families also came together for a Family Day, met with the (then Shadow) Secretary of State, visited the NI Assembly and took part in a focus group with the Nationwide Foundation.</p>	✓	

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
<b>3.4 Transport service</b> To maintain links through the provision of a bus and volunteer driver service to prison establishments.	NIPS	We provided transport for 3854 people, a significant increase on last year, and volunteers made 80 journeys for family members living in rural areas.	✓	
<b>3.5 Visitors' centre - Magilligan</b> To enhance the quality of visiting arrangements at prisons and promote child centred and family visits.	NIPS	13844 adults and 2346 older children used the centre and 2893 children used the crèche. We dealt with 1742 enquiries and held 129 support sessions.	✓	
<b>3.6 Visitors' centre - Hydebank Wood</b> To enhance the quality of visiting arrangements at prisons and promote family visits.	NIPS	We made our services available to the 1199 adults and the significant number of older children who visited the prison and 2235 children used the crèche. We dealt with 2203 enquiries and held 1778 support sessions. We began to offer sandwiches and snacks made in-house.	✓	
<b>3.7 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 met with the Governors of Magilligan and Hydebank to discuss visiting arrangements. We began discussions with QUB and UUJ on research on the needs of children of prisoners. Together with colleagues in the Families and Children of Prisoners inter-agency group we hosted a seminar on the needs of the children of prisoners, and contributed to raising awareness of the issue with education service providers.	✓	

# influencing policy and practice

**STRATEGIC AIM** To have influenced the making of policy, our other stakeholders and the wider public

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
<b>4.1 Communication</b> To promote NIACRO's work through media engagement, publications and public promotion.	Esmée Fairbairn Foundation All funders	We agreed a communications strategy and carried out a review of corporate branding and website, increased our media coverage and drafted a "manifesto" of key messages. We began circulating an internal e-News bulletin.	✓	
<b>4.2 Membership</b> To promote membership.	Esmée Fairbairn Foundation All funders	Membership continues to be promoted, and to grow.	✓	
<b>4.3 Policy comment</b> To have impacted positively on public policy through responses to consultations and commenting on relevant issues.	Esmée Fairbairn Foundation All funders	We streamlined the consultation protocol, improving the tracking system, and placed policy responses on the website. We responded to 32 public policy consultations and gave evidence to the Ad Hoc Committee on the Private Security Industry Order and the DSD Committee's Inquiry on housing reform.	✓	
<b>4.4 Evaluation and research</b> To inform NIACRO's work through an agreed evaluation and research strategy.	Esmée Fairbairn Foundation All funders	Evaluations on Caps and Jobtrack were commissioned, and we carried out a comprehensive user survey.	✓	
<b>4.5 Effective networking</b> To develop and strengthen links with relevant stakeholders.	Esmée Fairbairn Foundation ESF Peace III	We met with political parties and began the Justice Series of seminars for politicians and other stakeholders at Stormont. We are represented on 8 CSPs. We formed a partnership with NIPS to bid for Peace III funding for a project on hate crime. We hosted visits from the (then Shadow) Secretary of State, the Lib Dem NI spokesperson, and colleagues from European statutory and voluntary agencies. We served on the Ministerial Forum for Safer Custody and the Criminal Justice Issue Group. See also 1.6, 2.5 and 3.7.	✓	

# 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 and manage them efficiently and effectively

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
<b>5.1 Training plan</b> To deliver the staff, volunteer and Executive Training Plan.	All funders	We completed over 90% of the plan. 16 staff completed diversity training, 15 completed mental health awareness training, and 5 completed training in supervision.	✓	
<b>5.2 Quality standards</b> IIP – To maintain Investors in People standard. PQASSO – To maintain level 3 in all of PQASSO indicator.	All funders	We achieved the IIP Silver Award. All PQASSO indicators are at level 3.	✓	
<b>5.3 HRM policies</b> To develop and review relevant HRM policies.	All funders	We updated a range of volunteer-related policies for the IIV process (see 5.4) and updated staffing policies as part of the achievement of the IIP award (5.2).	✓	
<b>5.4 Volunteering</b> To recruit, deploy and retain 100 volunteers.	NIO	179 volunteers were active in the year. We achieved the Investors in Volunteering award, held 2 Volunteer Forums and carried out a volunteer satisfaction survey.	✓	
<b>5.5 Management of resources, IT and premises</b> To review key agreed commitments to ensure best use of resources.	NIO	We completed the review of all databases, reviewed our IT processes and made some changes in Amelia House to use the space most effectively.	✓	
<b>5.6 Financial systems</b> To have in place robust financial procedures that meet audit and funders' requirements.	All funders	We reviewed our financial processes. The appointment of an internal auditor at the end of last year set 2009/10's work programme. We are reviewing and updating our financial procedures manual.	✓	
<b>5.7 Financial management and oversight</b> To provide timely and accurate financial information.	NIO	The Finance Committee and Management Group routinely consider financial information.	✓	
<b>5.8 Financial planning/bidding/tendering</b> To support bidding, tendering and contracting processes.	All funders	We achieved new funding for: <ul style="list-style-type: none"> <li>· Family Links (3.3)</li> <li>· the hate crime project (4.5)</li> <li>· the financial capability project (3.2)</li> <li>· APAC Women (2.4)</li> <li>· Caps Southern (1.3)</li> </ul>	✓	

# consultation responses

## CHARITY COMMISSION

Meeting the charity test – demonstrating public benefit

## DEL

Amendment to The Conduct of Employment Agencies ...Regulations (Northern Ireland) 2005

## DETI

Proposed new debt relief scheme

## DOE

Graduated, fixed penalties, financial penalty deposit and immobilisation schemes

## DFP

Dormant accounts scheme

## DHSSPS

Guidance [on] Criminal Justice and Immigration Act 2008 provisions to deal with nuisance and disturbance behaviour on HSC premises in NI

## DHSSPS

Regional review of residential childcare services

## DOE

Graduated fixed penalties, financial penalty deposit and immobilisation schemes

## DSD ASSEMBLY COMMITTEE

Housing (Amendment) Bill 2009

## DSD

“Join in, get involved” (volunteering strategy for NI)

## DSD

Housing Bill (Northern Ireland)

## DSD

Building Sound Foundations: a strategy for the private rented sector

## DSD

Supporting People into work: the next stage of Housing Benefit reform

## MINISTRY OF JUSTICE [Westminster]

Knowing or reckless misuse of personal data – introducing custodial sentences

## NI ASSEMBLY

Evidence to the Ad Hoc Committee on the security industry legislation

## NIHRC

Strategic plan 2009 - 2011

## NIO

A Bill of Rights for NI: next steps

## NIO

Developing a Memorandum of Understanding for... services to the children and families of prisoners

## NIO

Improving electoral registration procedures

## NIO

Strategy for the management of women offenders

## NIPS

Amendments to prison rules

## NIPS

Child protection policy & procedures

## NIPS

Family strategy 2009-2014

## NIPS

Interim offender management practice manual and standards

## NIPS

Learning and Skills strategic plan 2010 – 2013

## NIPS

Gender specific standards for working with women prisoners

## PPS

Policy on prosecuting cases of rape

## PSNI

Equality screening of proposals to implement alcohol test purchasing

## RQIA

Corporate plan

## OFFICE OF SIR ROGER SINGLETON

Children's provisions in the new vetting and barring scheme

## SKILLS FOR JUSTICE

Mentoring and befriending: reviewing the draft National Occupational Standards

## SSA

Equality impact assessment on the implementation arrangements for the Strategic Business Review

# executive committee



Mr Richard Buchanan, Chair



Mr Brendan Fulton



Ms Donna Moore



Mr Alan Caskey, Vice Chair



Mr Turlough Gorman



Mr Samuel Pollock



Mr Patrick Farry, Treasurer



Mr Kieran McEvoy



Mrs Jill Quinn



Mr Alan Darnbrook



Mr Thomas McLaughlin



Ms Brighde Vallely



Mrs Dorothy Elliott



Mrs Christine McLaughlin



# staffing

2009-2010

## DIRECTORATE GROUP



Olwen Lyner  
Chief Executive



Pat Conway  
Director of Services



David Weir  
Director of Services



Donnie Sweeney  
Service Manager

## FAMILY SERVICES

Mary Cunningham  
Senior Practitioner, Family Links

Ann Simpson  
Senior Practitioner, Family Links

Angela Adair  
Childcare Worker, Hydebank Visitors' Centre

Jennifer Agnew  
Project Worker, Family Links

Sandra Birnie  
Childcare Worker, Hydebank Visitors' Centre

Phillipa Bole  
Supervisor, Hydebank Visitors' Centre

Betsy Cameron  
Service Assistant, Hydebank Visitors' Centre

Sarah Connor  
Project Worker, Hydebank Visitors' Centre (left  
September 09)

Naomi Davis  
Project Worker, Family Links

Ann Donaghy  
Service Assistant, Magilligan Visitors' Centre

Sean Flanagan  
Driver

John Harkin  
Driver

Michael Kelly  
Driver

Marie Legge  
Service Assistant, Hydebank Visitors' Centre

Bernadette McGuigan  
Childcare Worker, Magilligan Visitors' Centre

Anne McNicholl  
Supervisor, Magilligan Visitors' Centre

Maureen Mullan  
Childcare Worker, Magilligan Visitors' Centre

Gerry O'Donnell  
Driver/Supervisor (left July 09)

Lauren O'Malley  
Project Worker, Family Links

Samantha Williams  
Childcare Worker, Magilligan Visitors' Centre



Tony Martin  
Service Manager

## YOUTH OFFENDING

Billy Clarke  
Senior Practitioner, Youth Employability

Kelly Cochrane  
Senior Practitioner, Caps Belfast

Lisa Grant  
Senior Practitioner, Volunteering

Rachel Long  
Senior Practitioner, Caps Southern

Jeanine Beck  
Project Worker, Caps Belfast

Sam Clarke  
Project Worker, Caps Belfast

Sinead Devine  
Project Worker, Caps Southern

Ronan Garvey  
Project Worker, Caps Southern

Michael Hayes  
Project Worker, Caps Southern (left April 09)

Frances McAteer  
Project Worker, Caps Southern

Patricia McFalone  
Project Worker, Caps Belfast

Sinead McGreevy  
Project Worker, Independent Visitor

Kitty Maher  
Project Worker, Youth Employability

Emma Milligan  
Project Worker, Youth Employability

Darren Strawbridge  
Project Worker, Youth Employability (left February 10)

Shirley Wells  
Project Worker, Caps Southern

Garreth Wright  
Project Worker, Caps Belfast



Heather Reid  
Service Manager

## OFFENDERS IN THE COMMUNITY

William Armstrong  
Senior Practitioner, Employment

Gareth Eaneatta  
Senior Practitioner, Employment

Anne Reid  
Senior Practitioner, Employment Liaison

Claire Humphreys  
Senior Practitioner, Employment

Oonagh Burns  
Employment Officer

Ellie Campbell  
Employment Officer

Jean Fleming  
Employment Officer

Donna Johnson  
Employment Support Tutor

Mairead Kelly  
Employment Officer

Geraldine Kelly  
Employment Officer

Peter McConvey  
Employment Officer

Louise McIvor  
Employment Officer

Declan McKee  
Employment Officer

Jackie McMaster  
Employment Liaison Officer

Annmarie McNamara  
Employment Support Tutor

Diane Millar  
Employment Support Tutor (left January 10)

Mary Mulcahy  
Employment Officer

Dermot Quigley  
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

Jeff Maxwell  
Senior Practitioner, BASE 2

Magdalena Chudzikiewicz  
Project Worker, Money and Debt

Marie Corrigan  
Benefits Advice Officer

Paul Fleming  
Project Worker, Mental Health

Garrett Gorman  
Project Worker, BASE 2 (left September 09)

Denise Hall  
Project Worker, Women

Eileen Havern  
Employment Officer, Women

Claire McGonagle  
Project Worker, Advice

Geraldine McGuigan  
Project Worker, APAC

Clare Morrison  
Project Worker, APAC

Rebecca Reid  
Project Worker, APAC



Corrina Langelaan  
Communications Manager



Dorothy Boyce  
Support Manager

## COMMUNICATION AND RESEARCH UNIT

Graham McMichael  
Research and Information Officer

Kerry McMullan  
Research and Information Officer

## HUMAN RESOURCES MANAGEMENT

Vivienne Courtney  
Volunteer Development Worker

Cheryl Cowden  
Receptionist/Data Processor

Jackie Junk  
Personal Assistant

Eithne McClean  
Receptionist

Joyce McDowell  
Office Supervisor, Derry

Arlene McFerran  
Clerical Officer

Angie Mogey  
Receptionist/Data Processor

Emerald Neville  
Receptionist/Administrator, Armagh



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.



# financial report and accounts

2009-2010

# REPORT OF THE DIRECTORS

YEAR ENDED 31 MARCH 2010

The directors submit their Report and Audited Accounts of the company for the year ended 31 March 2010. 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 Act 2006. 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 are asked on an ongoing basis to nominate 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

The following is a summary of the results for the year 2009/10:-

	Balance at 1 April 2009	Surplus/(Deficit) 31 March 2010	Balance at 31 March 2010
	£	£	£
Projects	38,398	(44,314)	(5,916)
Contingency Fund	532,339	184,498	716,837
General Reserve	577,220	-	577,220
Project Account Accumulation Fund	1,147,957	140,184	1,288,141
Administration Account	18,277	(8,103)	10,174
	<b>1,166,234</b>	<b>132,081</b>	<b>1,298,315</b>

## 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 £132,081. 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.

## 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 £1,575 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 regularly

## REPORT OF THE DIRECTORS

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. NIACRO has in place conflict of interest procedures that ensures good governance.

## reserves policy

The cost of premises in Amelia Street, Belfast was partly funded by a bank loan of £500K repayable over 25 years, from 1 June 2005. As at 31 March 2010 free reserves stood at £715K which is less than needed for long term working capital requirements. The Executive Committee has agreed a target of free reserves of £1300K (approx) which would allow immediate loan repayment plus three months' 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 2010, 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
- 14 Mr Brendan Fulton  
(Appointed 26 November 2009)

## auditors

Miscampbell & Co offer themselves for re-appointment in accordance with an elective resolution made under Section 386(1) of the Companies Act 2006

BY ORDER OF THE BOARD

James Bamford

Secretary

26 August 2010

## bankers

Northern Bank  
Donegall Square West  
BELFAST  
BT1 6JS

## solicitors

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

# INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS ON THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2010

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 chapter 3 of part 16 of the Companies Act 2006. 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 Act 2006. 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 2010 and of its surplus for the year then ended and have been properly prepared in accordance with the Companies Act 2006.

Miscampbell & Co  
Chartered Accountants & Registered Auditor  
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 £436,116.

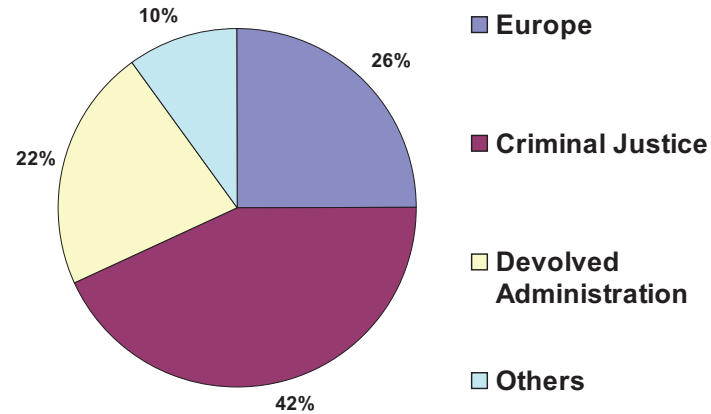
## fundraising costs

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

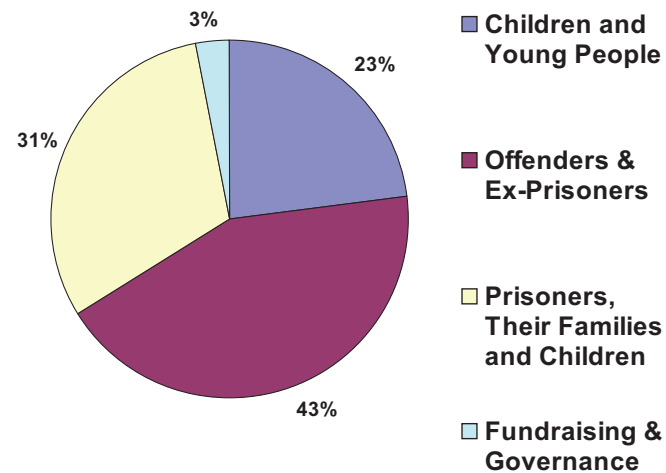
## governance costs

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.

### INCOMING RESOURCES



### RESOURCES EXPENDED



# statement of financial activities

(INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2010

	Funds	Funds	Notes	2010	2009
				£	£
<b>INCOMING RESOURCES</b>					
Donations, legacies and similar incoming resources					
Grants from statutory agencies	-	496,000		496,000	483,000
Income from voluntary agencies	129,844	-		129,844	127,136
Investment income	5,099	-		5,099	6,749
<b>INCOMING RESOURCES FROM OPERATING ACTIVITIES</b>					
Activities in furtherance of the charity's objectives					
Charitable trusts and foundations	-	71,577		71,577	55,821
Services income	152,099	-		152,099	153,873
Grants from statutory agencies	-	2,803,138		2,803,138	2,880,948
<b>Total incoming resources</b>	<b>287,042</b>	<b>3,370,715</b>	<b>12</b>	<b>3,657,757</b>	<b>3,707,527</b>



## STATEMENT OF FINANCIAL ACTIVITIES

	Funds	Funds	Notes	2010	2009
				£	£
<b>RESOURCES EXPENDED</b>					
Fundraising	-	64,617		64,617	65,893
Governance costs	-	27,056		27,056	24,132
<b>CHARITABLE EXPENDITURE</b>					
<b>Cost of activities in furtherance of the charity's objectives</b>					
Children and young people	-	810,977		810,977	933,657
Offenders and ex-prisoners	2,789	1,517,834		1,520,623	1,401,680
Prisoners, their families and children	152,172	950,231		1,102,403	1,247,880
<b>Total resources expended</b>	<b>154,961</b>	<b>3,370,715</b>		<b>3,525,676</b>	<b>3,673,242</b>
<b>Net Income/(Expenditure) For Year</b>	<b>132,081</b>	<b>-</b>		<b>132,081</b>	<b>34,285</b>
Transfer from capital reserve	-	-		-	-
Fund balances brought forward at 01/04/09	1,166,234	-		1,166,234	1,131,949
Fund balances carried forward at 31/03/10	1,298,315	-		1,298,315	1,166,234

# balance sheet

FOR THE YEAR ENDED 31 MARCH 2010

	Notes	2010	2009
		£	£
<b>FIXED ASSETS</b>			
Tangible	13	1,336,021	1,369,005
Leased	14	14,303	4,776
		<b>1,350,324</b>	<b>1,373,781</b>
<b>CURRENT ASSETS</b>			
Debtors & prepayments	4	350,050	336,318
Bank deposit account		1,100,714	892,231
Cash in hand		50	50
		<b>1,450,814</b>	<b>1,228,599</b>
Creditors: Amounts falling due within one year	5	(725,294)	(559,018)
<b>NET CURRENT ASSETS</b>		<b>725,520</b>	<b>669,581</b>
		<b>2,075,844</b>	<b>2,043,362</b>
Creditors: Amounts falling due after one year	6	(351,317)	(453,323)
<b>PROVISION FOR LIABILITIES AND CHARGES</b>			
Deferred credit	10	(426,212)	(423,805)
		<b>1,298,315</b>	<b>1,166,234</b>

## BALANCE SHEET

	Notes	2010		2009	
		£	£	£	£
<b>REPRESENTED BY:</b>					
Share capital	11		-		-
Administration accumulated surplus			10,174		18,277
Projects accumulated fund (all projects)			1,288,141		1,147,957
			<b>1,298,315</b>		<b>1,166,234</b>
Approved by the Executive Committee on 26 August 2010					
Mr Patrick L Farry					
Mr Richard Buchanan					

# cash flow statement

FOR THE YEAR ENDED 31 MARCH 2010

		<b>2010</b>		<b>2009</b>
	£	£	£	£
<b>NET CASH INFLOW FROM OPERATING ACTIVITIES (note 15)</b>		206,414		383,800
<b>RETURNS ON INVESTMENT AND SERVICING OF FINANCE</b>				
Interest received	5,099		6,749	
Finance lease charges (including projects)	(999)		(895)	
Net cash flows from investments and servicing of finance		4,100		5,854
<b>CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT</b>				
Payments for fixed assets (excluding leased assets)	(44,569)		(25,979)	
Capital grants received	70,275		40,222	
		25,706		14,243
<b>NET CASH INFLOW BEFORE FINANCING</b>		236,220		403,897
<b>FINANCING</b>				
Finance lease payments	(7,833)		(7,076)	
		(7,833)		(7,076)
<b>INCREASE IN CASH (note 17)</b>		228,387		396,821

# notes to the accounts

FOR THE YEAR ENDED 31 MARCH 2010

## 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 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: 12 years

Fixtures & Fittings: 12 years

Motor Vehicles: 4 years

Longlife Equipment: 5 years

Computer & Office Equipment: 3 years

Leased Motor Vehicles & Equipment: 3 years

Premises at Amelia Street: 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

	2010	2009
	£	£
Accrued income and prepayments	350,050	336,318
	<u>350,050</u>	<u>336,318</u>

## note 5

### CREDITORS:

#### AMOUNTS FALLING DUE WITHIN ONE YEAR

	2010	2009
	£	£
Trade creditors	23,364	1,471
Accruals and deferred income	514,983	446,412
Finance lease creditor	4,480	5,196
Other creditors	14,449	30,389
Vat payable	1,052	1,439
Bank overdraft	154,838	62,914
Bank loan repayable in less than 1 year	12,128	11,197
	<u>725,294</u>	<u>559,018</u>

## note 6

### CREDITORS:

#### AMOUNTS FALLING DUE AFTER ONE YEAR

	2010	2009
	£	£
Bank loan repayable in more than 1 year	336,264	449,024
Finance lease creditor	15,053	4,299
	<u>351,317</u>	<u>453,323</u>

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

NIACRO has a released collateral limit with the bank of £100,000.

## note 7

### EMPLOYEES

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

	2010	2009
Administration	18	19
Project staff	78	68
Others	13	12
	<u>109</u>	<u>99</u>

Their total remuneration for the year was:-

	£	£
Wages & salaries	2,231,971	2,175,601
Social Security costs	211,711	206,466
Pensions	90,872	85,923
	<u>2,534,554</u>	<u>2,467,990</u>

No remuneration was paid to Directors during the year (2009 - 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 £ 90,872 (2009: £85,923).

## note 9

SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION IS STATED	2010 £	2009 £
After charging:		
Depreciation	85,898	75,811
Auditors' remuneration - external	6,250	5,774
Auditors' remuneration - internal	5,026	996
Finance lease interest	730	895
After crediting:		
Bank interest receivable	5,099	6,749
Deferred credit released as income	67,869	65,045

## note 10

DEFERRED CREDIT	2010 £	2009 £
Balance at 1 April 2009	423,805	448,628
Received in year ended 31 March 2010	70,276	40,222
	494,081	488,850
Released as income	(67,869)	(65,045)
Balance at 31 March 2010	426,212	423,805

## note 11

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

## note 12

### REVENUE AND CAPITAL GRANTS RECEIVED DURING YEAR

	2010 £	2009 £
European Social Fund (EQUAL) - DEL	-	55,900
Esmée Fairbairn Foundation	40,230	-
Northern Ireland Office	577,000	514,278
Probation Board for Northern Ireland	438,002	370,934
Northern Ireland Prison Service	428,581	366,383
Belfast City Council	-	10,000
European Social Fund - DEL	937,798	808,832
Foyle Health & Social Services Trust	-	9,652
Southern Education & Library Board	-	35,000
Northern Health & Social Services Board	-	43,375
South Eastern Health & Social Care Trust	21,636	-
Southern Health & Social Services Board	-	378,320
Southern Trust	-	30,172
Southern Health & Social Care Trust	21,975	-
Western Health & Social Care Trust	9,913	-
Eastern Health & Social Services Board	-	74,781
Health & Social Care Board	483,683	-
Social Services Agency	20,000	-
Ulster Community & Hospital Trust	-	21,636
Northern Ireland Housing Executive	189,854	187,854
Banbridge Dist CSP	6,532	148
Department of Health & Social Services & Public Safety	38,748	231,840
Youth Justice Agency	116,500	224,843
Lankelly Chase Foundation	9,098	-
Nationwide Foundation	22,249	55,821
Advice NI	8,916	-
Voluntary agencies	129,844	127,136
	3,500,559	3,546,905
Services income	152,099	153,873
Investment income	5,099	6,749
Total	3,657,757	3,707,527

# 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 1/4/09	-	87,985	15,000	2,101	262,719	1,556,053	1,923,858
Additions	-	16,930	-	-	18,139	9,500	44,569
Disposals	-	-	-	-	-	-	-
Balance at 31/3/10	-	104,915	15,000	2,101	280,858	1,565,553	1,968,427
<b>Depreciation</b>							
Balance at 1/4/09	-	81,420	8,083	1,160	241,577	222,613	554,853
Charge for year	-	9,536	1,250	175	21,191	45,401	77,553
Disposals	-	-	-	-	-	-	-
Balance at 31/3/10	-	90,956	9,333	1,335	262,768	268,014	632,406
<b>Net Book Value</b>							
At 31/3/10	-	13,959	5,667	766	18,090	1,297,539	1,336,021
At 31/3/09	-	6,565	6,917	941	21,142	1,333,440	1,369,005



## note 14

### LEASED ASSETS

	Motor Vehicles	Equipment	Total
COST			
Balance at 1/4/09	35,240	17,205	52,445
Additions	17,872	-	17,872
Disposals	-	-	-
Balance at 31/3/10	53,112	17,205	70,317
DEPRECIATION			
Balance at 1/4/09	35,240	12,429	47,669
Charge for Year	5,957	2,388	8,345
Disposals	-	-	-
Balance at 31/3/10	41,197	14,817	56,014
NET BOOK VALUE			
At 31 March 2010	11,915	2,388	14,303
At 31 March 2009	-	4,776	4,776

## note 15

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

	2010 £	2009 £
(Deficit)/surplus - administration	(8,103)	(5,111)
Surplus/(deficit) - project	88,147	39,396
	80,044	34,285
Deferred credit released	(67,869)	(65,045)
Depreciation	85,898	83,833
(Increase)/decrease in debtors	(13,733)	520,322
(Decrease)/increase in creditors	126,174	(183,741)
	210,514	389,654
Less returns on investment & servicing of finance	(4,100)	(5,854)
	206,414	383,800

## note 16

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

	2009 £	2008 £
Increase in cash	228,387	396,821
Finance lease creditor increase	(17,872)	(7,163)
Finance lease creditor payments	7,833	7,076
	218,348	396,734
NET (DEBT)/FUNDS AT START OF YEAR	359,653	(37,081)
NET (DEBT)/FUNDS AT END OF YEAR	578,001	359,653

## note 17

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

	2009	Cash Flows	2010
	£	£	£
Bank accounts	829,318	116,558	945,876
Cash in hand	50	-	50
Bank loan	(460,221)	111,829	(348,392)
	<hr/> 369,147	<hr/> 228,387	<hr/> 597,534
Finance lease creditor	(9,494)	(10,039)	(19,533)
	<hr/> 359,653	<hr/> 218,348	<hr/> 578,001

## 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 £ 122 (2009: £ nil).

## note 19

### LEASE PURCHASE ASSETS

The cost of fixed assets financed by lease purchase agreements is £70,317 (2009: £52,445). The net book value of those assets is £14,303 (2009: £4776). The depreciation charge for the year in relation to these assets was £8,345 (2009: £8,022).

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Tel: 028 7776 3311 ex 65415

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

23 Railway Street, Armagh BT61 7HP  
Tel: 028 3751 0050

1A Russell Street, Armagh BT61 9AA  
Tel: 028 3751 1433

Probation Board for Northern Ireland  
1D Monaghan Street



The Northern Ireland Association  
for the Care and Resettlement of Offenders

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