The Northern Ireland Association for the Care and Resettlement of Offenders

2009 - 2010

Annual Report

works to reduce crime and its impact on people and communities
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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
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 IIIP award in February 2010 demonstrates our commitment both 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 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.
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”

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.”
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.

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.

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

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

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.
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.
strategic aims
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

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<tr>
<td><strong>1.1 Independent Visitors and care referral programmes</strong>&lt;br&gt;To provide services which support the personal and social development of vulnerable (‘at risk’) children and young people from within the care sector.</td>
<td>Health &amp; Social Care Board&lt;br&gt;Southern Health &amp; Social Care Trust</td>
<td>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.</td>
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<td><strong>1.2 Lakewood Independent Representation</strong>&lt;br&gt;To ensure the concerns of children and young people in secure care are appropriately represented at Lakewood.</td>
<td>South Eastern HSCT</td>
<td>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.</td>
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<td><strong>1.3 Child and Parent Support (Caps) - Southern</strong>&lt;br&gt;To provide intensive support services to families whose children aged 8 to 13 years are at risk of engaging in anti-social/offending behaviour.</td>
<td>Health &amp; Social Care Board&lt;br&gt;Youth Justice Agency</td>
<td>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.</td>
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<tr>
<td><strong>1.4 Child and Parent Support (Caps) – Belfast</strong>&lt;br&gt;To provide intensive support services to families whose children aged 8 to 13 years are at risk of engaging in anti-social/offending behaviour.</td>
<td>Health &amp; Social Care Board</td>
<td>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.</td>
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### 1.5 Youth Employability

**To enhance the employability of young people in the criminal justice system through opportunities for skills development.**

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<td>Northern Ireland Office Probation Board for Northern Ireland YJA</td>
<td>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. We made a presentation on the programme at an ExOCoP seminar in Milan in February 2010. We developed a pilot project to support young people in the JJC and the Juvenile Landing in Hydebank both pre- and post-release.</td>
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### 1.6 Representation, advocacy and feedback

**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.**

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<td>All funders</td>
<td>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]. 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.</td>
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**Completed** |  ✔  |  ✔  |
STRATEGIC AIM  To deliver services which help individuals access relevant services and make informed choices as to their lifestyles

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| **2.1 Jobtrack (Community)**  
   To raise levels of employability amongst ex-prisoners and offenders in the community through the new Jobtrack programme and demonstrate the programme’s effectiveness. | 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. | ✔ | |
| **2.2 Employer influencing**  
   To increase awareness of best practice in, and understanding of the business case for, recruitment and selection of offenders including changes in legislation. | 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/BiTTC Strategic Employer Forum and worked with the Equality Commission on employer training. | ✔ | |
| **2.3 BASE 2**  
   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. | 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. | ✔ | |
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| **2.4 APAC**      | Belfast and Banbridge CSPs | We responded to 42 new referrals for accommodation support. We established new posts:  
  - 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  
  - and with people with mental health problems, in partnership with MindWise, responding to 19 referrals from August 09. | ✔ |   |
| **2.5 Representation, advocacy and feedback** | All funders | 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.  
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.  
We met with the head of the ISA and the SIA’s legal and policy team to raise such issues as:  
  - The barriers which both pieces of legislation present for our service users  
  - The SIA’s inflexible approach to applications  
  - The ISA’s unclear guidance on the impact of the legislation for anyone with a criminal record. | ✔ |   |
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

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| **3.1 Jobtrack (Prisons)**  
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 | 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.  
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. | ✔ | |
| **3.2 Advice services**  
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. | ESF  
PBNI  
Social Security Agency  
Advice NI (DETI) | 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.  
We also:  
· developed a money advice booklet for our service users and NIPs staff;  
· carried out a fixed-term project targeting debt advice services to women;  
· began work on a financial capability programme;  
· worked to help people leaving prison set up bank accounts. | ✔ | |
| **3.3 Family Links**  
To maintain and enhance positive contact between prisoners their children and families through a range of support services. | Health & Social Care Board  
Nationwide Foundation  
NIO  
NIPS  
PBNI  
Western HSCT | 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.  
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. | ✔ | |
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| **3.4 Transport service**  
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. | ✔ | |
| **3.5 Visitors’ centre - Magilligan**  
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. | ✔ | |
| **3.6 Visitors’ centre - Hydebank Wood**  
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. | ✔ | |
| **3.7 Representation, advocacy and feedback**  
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. | ✔ | |
### STRATEGIC AIM
To have influenced the making of policy, our other stakeholders and the wider public

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| **4.1 Communication**  
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. | ✔ |  |
| **4.2 Membership**  
To promote membership. | Esmée Fairbairn Foundation  
All funders | Membership continues to be promoted, and to grow. | ✔ |  |
| **4.3 Policy comment**  
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. | ✔ |  |
| **4.4 Evaluation and research**  
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. | ✔ |  |
| **4.5 Effective networking**  
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

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<td><strong>5.1 Training plan</strong></td>
<td>All funders</td>
<td>We completed over 90% of the plan. 16 staff completed diversity training, 15 completed mental health awareness training, and 5 completed training in supervision.</td>
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<td><strong>5.2 Quality standards</strong></td>
<td>All funders</td>
<td>We achieved the IIP Silver Award. All PQASSO indicators are at level 3.</td>
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<td><strong>5.3 HRM policies</strong></td>
<td>All funders</td>
<td>We updated a range of volunteer-related policies for the IV process (see 5.4) and updated staffing policies as part of the achievement of the IIP award (5.2).</td>
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<td><strong>5.4 Volunteering</strong></td>
<td>NIO</td>
<td>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.</td>
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<td><strong>5.5 Management of resources, IT and premises</strong></td>
<td>NIO</td>
<td>We completed the review of all databases, reviewed our IT processes and made some changes in Amelia House to use the space most effectively.</td>
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<td><strong>5.6 Financial systems</strong></td>
<td>All funders</td>
<td>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.</td>
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<td><strong>5.7 Financial management and oversight</strong></td>
<td>NIO</td>
<td>The Finance Committee and Management Group routinely consider financial information.</td>
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<td><strong>5.8 Financial planning/bidding/tendering</strong></td>
<td>All funders</td>
<td>We achieved new funding for: · Family Links (3.3) · the hate crime project (4.5) · the financial capability project (3.2) · APAC Women (2.4) · Caps Southern (1.3)</td>
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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

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

PPS
Policy on prosecuting cases of rape
executive committee

Mr Richard Buchanan, Chair

Mr Alan Caskey, Vice Chair

Mr Patrick Farry, Treasurer

Mr Alan Darnbrook

Mrs Dorothy Elliott

Mr Brendan Fulton

Mr Turlough Gorman

Mr Kieran McEvoy

Mr Thomas McLaughlin

Mrs Christine McLaughlin

Ms Donna Moore

Mr Samuel Pollock

Mrs Jill Quinn

Ms Brighde Vallely
DIRECTORATE GROUP

Olwen Lyner  
Chief Executive

Pat Conway  
Director of Services

David Weir  
Director of Services
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
# YOUTH OFFENDING

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billy Clarke</td>
<td>Senior Practitioner</td>
<td>Youth Employability</td>
</tr>
<tr>
<td>Kelly Cochrane</td>
<td>Senior Practitioner</td>
<td>Caps Belfast</td>
</tr>
<tr>
<td>Lisa Grant</td>
<td>Senior Practitioner</td>
<td>Volunteering</td>
</tr>
<tr>
<td>Rachel Long</td>
<td>Senior Practitioner</td>
<td>Caps Southern</td>
</tr>
<tr>
<td>Jeanine Beck</td>
<td>Project Worker</td>
<td>Caps Belfast</td>
</tr>
<tr>
<td>Sam Clarke</td>
<td>Project Worker</td>
<td>Caps Belfast</td>
</tr>
<tr>
<td>Sinead Devine</td>
<td>Project Worker</td>
<td>Caps Southern</td>
</tr>
<tr>
<td>Ronan Garvey</td>
<td>Project Worker</td>
<td>Caps Southern</td>
</tr>
<tr>
<td>Michael Hayes</td>
<td>Project Worker</td>
<td>Caps Southern</td>
</tr>
<tr>
<td>Frances McAteer</td>
<td>Project Worker</td>
<td>Caps Southern</td>
</tr>
<tr>
<td>Patricia McFalone</td>
<td>Project Worker</td>
<td>Caps Belfast</td>
</tr>
<tr>
<td>Sinead McGreevy</td>
<td>Project Worker</td>
<td>Independent Visitor</td>
</tr>
<tr>
<td>Kitty Maher</td>
<td>Project Worker</td>
<td>Youth Employability</td>
</tr>
<tr>
<td>Emma Milligan</td>
<td>Project Worker</td>
<td>Youth Employability</td>
</tr>
<tr>
<td>Darren Strawbridge</td>
<td>Project Worker</td>
<td>Youth Employability</td>
</tr>
<tr>
<td>Shirley Wells</td>
<td>Project Worker</td>
<td>Caps Southern</td>
</tr>
<tr>
<td>Garreth Wright</td>
<td>Project Worker</td>
<td>Caps Belfast</td>
</tr>
</tbody>
</table>
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

Annmare 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
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 Haverm  
Employment Officer, Women

Claire McGonagle  
Project Worker, Advice

Geraldine McGuigan  
Project Worker, APAC

Clare Morrison  
Project Worker, APAC

Rebecca Reid  
Project Worker, APAC
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
FINANCE

Roberta Evans
Accounts Clerk

Debbie Mullan
Accounts Assistant

Valerie McGreevy
Office Supervisor

Ian Power
Accounts Officer

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

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

### 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.

### 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.

### future developments

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

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.

### 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 monitored and reviewed.
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.

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

company registration no: NI 18121
charity inland revenue reference: XN 48280
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.

**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.

**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.
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 2010

<table>
<thead>
<tr>
<th>Funds</th>
<th>Funds Notes</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>INCOMING RESOURCES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations, legacies and similar incoming resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants from statutory agencies</td>
<td>-</td>
<td>496,000</td>
<td>496,000</td>
</tr>
<tr>
<td>Income from voluntary agencies</td>
<td>129,844</td>
<td>-</td>
<td>129,844</td>
</tr>
<tr>
<td>Investment income</td>
<td>5,099</td>
<td>-</td>
<td>5,099</td>
</tr>
<tr>
<td><strong>INCOMING RESOURCES FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities in furtherance of the charity’s objectives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charitable trusts and foundations</td>
<td>-</td>
<td>71,577</td>
<td>71,577</td>
</tr>
<tr>
<td>Services income</td>
<td>152,099</td>
<td>-</td>
<td>152,099</td>
</tr>
<tr>
<td>Grants from statutory agencies</td>
<td>-</td>
<td>2,803,138</td>
<td>2,803,138</td>
</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
<td>287,042</td>
<td>3,370,715</td>
<td>12</td>
</tr>
</tbody>
</table>
### STATEMENT OF FINANCIAL ACTIVITIES

#### RESOURCES EXPENDED

<table>
<thead>
<tr>
<th></th>
<th>Funds</th>
<th>Funds Notes</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising</td>
<td>-</td>
<td>64,617</td>
<td>64,617</td>
<td>65,893</td>
</tr>
<tr>
<td>Governance costs</td>
<td>-</td>
<td>27,056</td>
<td>27,056</td>
<td>24,132</td>
</tr>
</tbody>
</table>

#### CHARITABLE EXPENDITURE

**Cost of activities in furtherance of the charity’s objectives**

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children and young people</td>
<td>810,977</td>
<td>933,657</td>
</tr>
<tr>
<td>Offenders and ex-prisoners</td>
<td>1,517,834</td>
<td>1,401,680</td>
</tr>
<tr>
<td>Prisoners, their families and children</td>
<td>950,231</td>
<td>1,247,880</td>
</tr>
<tr>
<td>Total resources expended</td>
<td>3,525,676</td>
<td>3,673,242</td>
</tr>
</tbody>
</table>

#### Net Income/(Expenditure) For Year

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund balances brought forward at 01/04/09</td>
<td>1,166,234</td>
<td>1,131,949</td>
</tr>
<tr>
<td>Fund balances carried forward at 31/03/10</td>
<td>1,298,315</td>
<td>1,166,234</td>
</tr>
<tr>
<td>Notes</td>
<td>2010</td>
<td>2009</td>
</tr>
<tr>
<td>-------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td><strong>FIXED ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tangible</strong></td>
<td>13</td>
<td>£1,336,021</td>
</tr>
<tr>
<td><strong>Leased</strong></td>
<td>14</td>
<td>£14,303</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>1,350,324</strong></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Debtors &amp; prepayments</strong></td>
<td>4</td>
<td>£350,050</td>
</tr>
<tr>
<td><strong>Bank deposit account</strong></td>
<td></td>
<td>£1,100,714</td>
</tr>
<tr>
<td><strong>Cash in hand</strong></td>
<td>50</td>
<td>£50</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>1,450,814</strong></td>
</tr>
<tr>
<td><strong>Creditors: Amounts falling due within one year</strong></td>
<td>5</td>
<td>(£725,294)</td>
</tr>
<tr>
<td><strong>NET CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>725,520</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>2,075,844</strong></td>
</tr>
<tr>
<td><strong>Creditors: Amounts falling due after one year</strong></td>
<td>6</td>
<td>(£351,317)</td>
</tr>
<tr>
<td><strong>PROVISION FOR LIABILITIES AND CHARGES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Deferred credit</strong></td>
<td>10</td>
<td>(£426,212)</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>1,298,315</strong></td>
</tr>
</tbody>
</table>
## BALANCE SHEET

<table>
<thead>
<tr>
<th>Notes</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Share capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration accumulated surplus</td>
<td>10,174</td>
<td>18,277</td>
</tr>
<tr>
<td>Projects accumulated fund (all projects)</td>
<td>1,288,141</td>
<td>1,147,957</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,298,315</td>
<td>1,166,234</td>
</tr>
</tbody>
</table>

Approved by the Executive Committee on 26 August 2010

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

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued income and prepayments</td>
<td>350,050</td>
<td>336,318</td>
</tr>
<tr>
<td></td>
<td>350,050</td>
<td>336,318</td>
</tr>
</tbody>
</table>

note 5

CREDITORS:

AMOUNTS FALLING DUE WITHIN ONE YEAR

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

note 6

CREDITORS:

AMOUNTS FALLING DUE AFTER ONE YEAR

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank loan repayable in more than 1 year</td>
<td>336,264</td>
<td>449,024</td>
</tr>
<tr>
<td>Finance lease creditor</td>
<td>15,053</td>
<td>4,299</td>
</tr>
<tr>
<td></td>
<td>351,317</td>
<td>453,323</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>18</td>
<td>19</td>
</tr>
<tr>
<td>Project staff</td>
<td>78</td>
<td>68</td>
</tr>
<tr>
<td>Others</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>109</td>
<td>99</td>
</tr>
</tbody>
</table>

Their total remuneration for the year was:

<table>
<thead>
<tr>
<th></th>
<th>£</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages &amp; salaries</td>
<td>2,231,971</td>
<td>2,175,601</td>
</tr>
<tr>
<td>Social Security costs</td>
<td>211,711</td>
<td>206,466</td>
</tr>
<tr>
<td>Pensions</td>
<td>90,872</td>
<td>85,923</td>
</tr>
<tr>
<td></td>
<td>2,534,554</td>
<td>2,467,990</td>
</tr>
</tbody>
</table>

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 2010 2009
BEFORE TAXATION IS STATED £ £
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 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

Services income 152,099 153,873
Investment income 5,099 6,749

Total 3,500,559 3,546,905

3,657,757 3,707,527
### Tangible Fixed Assets

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 1/4/09</td>
<td>-</td>
<td>87,985</td>
<td>15,000</td>
<td>2,101</td>
<td>262,719</td>
<td>1,556,053</td>
<td>1,923,858</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>16,930</td>
<td>-</td>
<td>-</td>
<td>18,139</td>
<td>9,500</td>
<td>44,569</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance at 31/3/10</td>
<td>-</td>
<td>104,915</td>
<td>15,000</td>
<td>2,101</td>
<td>280,858</td>
<td>1,565,553</td>
<td>1,968,427</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 1/4/09</td>
<td>-</td>
<td>81,420</td>
<td>8,083</td>
<td>1,160</td>
<td>241,577</td>
<td>222,613</td>
<td>554,853</td>
</tr>
<tr>
<td>Charge for year</td>
<td>-</td>
<td>9,536</td>
<td>1,250</td>
<td>175</td>
<td>21,191</td>
<td>45,401</td>
<td>77,553</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance at 31/3/10</td>
<td>-</td>
<td>90,956</td>
<td>9,333</td>
<td>1,335</td>
<td>262,768</td>
<td>268,014</td>
<td>632,406</td>
</tr>
<tr>
<td><strong>Net Book Value</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31/3/10</td>
<td>-</td>
<td>13,959</td>
<td>5,667</td>
<td>766</td>
<td>18,090</td>
<td>1,297,539</td>
<td>1,336,021</td>
</tr>
<tr>
<td>At 31/3/09</td>
<td>-</td>
<td>6,565</td>
<td>6,917</td>
<td>941</td>
<td>21,142</td>
<td>1,333,440</td>
<td>1,369,005</td>
</tr>
</tbody>
</table>
note 14

LEASED ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Motor Vehicles</th>
<th>Equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 1/4/09</td>
<td>35,240</td>
<td>17,205</td>
<td>52,445</td>
</tr>
<tr>
<td>Additions</td>
<td>17,872</td>
<td>-</td>
<td>17,872</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Balance at 31/3/10</strong></td>
<td><strong>53,112</strong></td>
<td><strong>17,205</strong></td>
<td><strong>70,317</strong></td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Deficit)/surplus - administration</td>
<td>(8,103)</td>
<td>(5,111)</td>
</tr>
<tr>
<td>Surplus/(deficit) - project</td>
<td>88,147</td>
<td>39,396</td>
</tr>
<tr>
<td>Deferred credit released</td>
<td>(67,869)</td>
<td>(65,045)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>85,898</td>
<td>83,833</td>
</tr>
<tr>
<td>(Increase)/decrease in debtors</td>
<td>(13,733)</td>
<td>520,322</td>
</tr>
<tr>
<td>(Decrease)/increase in creditors</td>
<td>126,174</td>
<td>(183,741)</td>
</tr>
<tr>
<td></td>
<td>210,514</td>
<td>389,654</td>
</tr>
</tbody>
</table>

Less returns on investment & servicing of finance

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(4,100)</td>
<td></td>
<td>(5,854)</td>
</tr>
<tr>
<td><strong>206,414</strong></td>
<td></td>
<td><strong>383,800</strong></td>
</tr>
</tbody>
</table>

note 16

RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET DEBT

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in cash</td>
<td>228,387</td>
<td>396,821</td>
</tr>
<tr>
<td>Finance lease creditor increase</td>
<td>(17,872)</td>
<td>(7,163)</td>
</tr>
<tr>
<td>Finance lease creditor payments</td>
<td>7,833</td>
<td>7,076</td>
</tr>
<tr>
<td><strong>218,348</strong></td>
<td>396,734</td>
<td></td>
</tr>
</tbody>
</table>

NET (DEBT)/FUNDS AT START OF YEAR

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>359,653</strong></td>
<td></td>
<td>(37,081)</td>
</tr>
</tbody>
</table>

NET (DEBT)/FUNDS AT END OF YEAR

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>578,001</strong></td>
<td></td>
<td><strong>359,653</strong></td>
</tr>
</tbody>
</table>
note 17

ANALYSIS OF CHANGES IN NET (DEBT)/FUNDS

<table>
<thead>
<tr>
<th>Cash Flows</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>£</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank accounts</td>
<td>829,318</td>
<td>116,558</td>
</tr>
<tr>
<td>Cash in hand</td>
<td>50</td>
<td>-</td>
</tr>
<tr>
<td>Bank loan</td>
<td>(460,221)</td>
<td>111,829</td>
</tr>
<tr>
<td>Finance lease creditor</td>
<td>(9,494)</td>
<td>(10,039)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>359,653</strong></td>
<td><strong>218,348</strong></td>
</tr>
</tbody>
</table>

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).
SERVICE LOCATIONS

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

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

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

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

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