



The Northern Ireland Association for the Care and Resettlement of Offenders

ANNUAL REPORT **2010 - 2011**

Justice Dignity
Accountability Non-Violence
Citizenship



Justice Dignity Accountability Non-Violence Citizenship

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Amelia House
4 Amelia Street
Belfast BT2 7GS

T: 028 9032 0157
E: niacro@niacro.co.uk
W: www.niacro.co.uk

Company Registration No NI 018121
Charity Registration No XN 48280

INTRODUCTION

Policing and justice powers were devolved to the NI Assembly on 12 April 2010, making the period covered by this report a landmark for all of us who work in the criminal justice field in Northern Ireland.

The Hillsborough Agreement, signed on 5 February 2010, outlined the circumstances under which these powers were to be devolved. It proposed a series of actions that were of particular interest to NIACRO. These included:

- > a review of the conditions of detention, management and oversight of all prisons;
- > a review of alternatives to custody;
- > adequate provision of diversionary alternatives to prison;
- > a review of how children and young people are processed at all stages of the criminal justice system;
- > a comprehensive strategy for the management of offenders; and

- > the development of a Victims Code of Practice.

In early June the Minister of Justice, David Ford MLA, visited our Amelia Street offices and heard about the work of staff and volunteers. He returned for two further events during the year, most significantly to launch the hate crime project which we are carrying out in partnership with the Northern Ireland Prison Service. The Minister said that he greatly valued the work of NIACRO, which he described as “one of our key partners in the criminal justice system.”

The scrutiny of the new Justice Bill by the Justice Committee at Stormont gave NIACRO several opportunities to comment on aspects of the Bill as well as to raise issues of more general concern.



The Justice Minister (2nd left) with Olwen Lyner, Dave Weir and Pat Conway outside Amelia House

“You can talk to them, they’re down to earth.” (APAC)

To help inform debate on key criminal justice issues we hosted five lunchtime seminars in our Justice Series. These were well attended and were sponsored in turn by the five main parties. Topics included resettlement, prison reform and early intervention.

While we welcomed these opportunities, we continued to face the challenges posed by the increasing economic uncertainty and budgetary pressures in ensuring the maintenance of quality services in the future.

The protection of frontline services remains our priority in the allocation of resources. We continually strive to achieve greater efficiency throughout the organisation but this year we focused particularly on administrative support, and introduced a number of systems to increase efficiency and thereby reduce costs.

Along with other NGOs, NIACRO attended meetings with Permanent Secretaries and other senior civil servants to emphasise the case for protecting funding for the community and voluntary sector in these straitened times. We believe there is an increasing recognition among politicians and civil servants of the importance of the contribution made by the sector, particularly in the areas of service delivery and policy development.

Our key policy concerns in the year have been:

- > the Prison Review;
- > the Youth Justice Review;
- > the reviews of the Vetting and Barring scheme and of criminal records and;
- > consideration of the role of the Security Industry Authority.



Dame Anne Owers and Paul Leighton with staff and Adult Forum members

The first two of these are ongoing and will report in the year 2011/12. Our AGM speaker, Henry McLeish, widened the subject in his presentation, asking bluntly, “What is prison for?” He confirmed our own view that in considering prison reform and reviewing youth justice it is essential to recognise that once an offender – child, young person or adult – is inside the criminal justice system, they face a far harder struggle to remain outside it in future. Focussing only on internal systems will not result in a better way of managing offenders and reducing offending. Taking account of numerous reports from the Prisoner Ombudsman we have major concerns about the lack of good quality health and care services available to prisoners. We believe that the DHSSPS should carry out a review of the Prison Medical Service as a priority.

In last year’s report we welcomed the Coalition Government’s commitment to review the “safeguarding vulnerable groups” legislation and the Vetting and

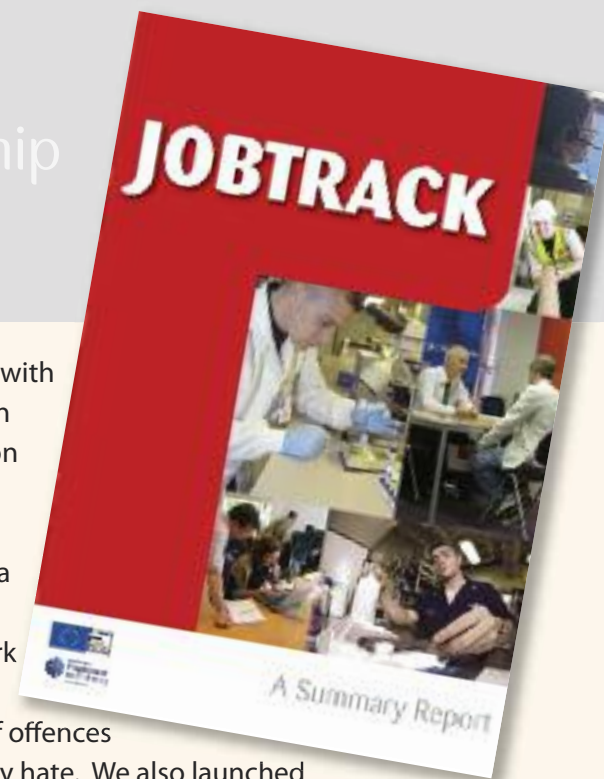
Barring Scheme in particular. During the year we worked hard with others to ensure that flaws in the legislation, especially regarding the specific problems in Northern Ireland, were reflected in the formal responses to the consultation by the Department of Justice and Department of Health. We are pleased to record that all our key points were included in these responses, and that many have been accepted by the review team. It is important now that clear and comprehensive guidance is developed for employers.

We received many complaints from ex-offenders about the Security Industry Authority’s decisions and processes relating to recruitment. We were delighted that one of our clients, who was refused a licence to work in the sector 35 years after his conviction, successfully appealed the decision in the Magistrate’s Court.

We launched “Challenge Hate Crime”, in

partnership with the Northern Ireland Prison Service. The project is developing a programme that will work with people convicted of offences motivated by hate. We also launched RIO (Reintegration of Offenders), a European-funded programme supported by the Northern Ireland Housing Executive and Belfast City Council. RIO supports young offenders coming out of Hydebank after serving short sentences.

Three of our programmes, Jobtrack, Caps (Child and Parent Support) and Youth Employability, were externally evaluated during the year. All the evaluators commented that the high quality of the relationships between staff and service users greatly enhanced the impact of the programmes.



“I was in the probation office on Friday and started with Jobtrack in Armagh the next Tuesday.” (Jobtrack client)

Dignity
Accountability
Citizenship
Non-Violence

NIACRO will continue to seek resources to work with our marginalised client group, offenders and ex-prisoners. Social inclusion and widening participation are key themes of current government thinking. It's our role to raise the problems which our clients face in achieving these goals with those who can resolve them. We will continue to do so, increasingly sure that if society wants to have an impact on reducing crime and the numbers of victims of crime we need to tackle poverty, poor parenting, homelessness and a lack of essential skills.

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 key schemes that engage volunteers continued to operate at full capacity. Young people on the Independent Visitor Scheme regularly comment on the value

they put on their volunteer. One young person said, in an article published in the Belfast Telegraph, “I have got an awful lot from the scheme. My visitor has become a very important person in my life and I wouldn't be without her.”

Last year when we reported on our Youth Employability scheme we called on DEL to produce a strategy for young people who are not in employment, education or training (NEETs). In May the Assembly

Committee for Employment and Learning held an Inquiry on this issue and one of the evidential hearings was held at Amelia Street (and recorded by Hansard). Alongside Include Youth's Give and Take Scheme, young people from Youth Employability gave evidence to the committee and afterwards met informally with MLAs. We await the outcome of DEL's current consideration of the outcome of the Inquiry and the public consultation on the issue.



Dolores Kelly MLA (right) and Pat Ramsey MLA (Left) with Olwen Lyner and Include Youth's Koulla Yiasouma



learning about the Fire Service

Evaluations were produced on both Youth Employability and Caps. In the Caps evaluation, one representative of a Health and Social Care Trust said, "Caps continues to meet a very significant need...excellent working relationships have been developed...feedback from families and children has been very positive...".

WORKING WITH OFFENDERS AND EX-PRISONERS

The evaluations of our work in this area, specifically of Jobtrack but also through the quality assurance processes overseen

by funders, prove the effectiveness of our approach to helping people to re-order their lives. Our APAC services (accommodation, mental health and women) confirmed that the model of practice is robust but we will struggle to sustain and extend the programmes once pilot funding expires. We welcome the exploration with the Housing Executive to extend our accommodation support services across Northern Ireland. However, we remain concerned that following two years of pilot funding for services to young people with mental health problems leaving Hydebank, resources for this programme will cease in 2011. In the context of the recommendations of the Bamford Report

"The Jobtrack staff could not have offered more practical help, and I am just so pleased that I lifted the phone to NIACRO that day." (employer)

and the known links between criminal justice and health, this leaves a clear gap in provision.

Jobtrack's results, with 17% of those who leave the programme moving into work, are impressive in the current climate. They compare well with the published outcomes of DEL's mainstream programmes which have significantly greater resources.



EU visitors to Jobtrack



Having made several attempts to secure continued resourcing for the Educational Trust, its Board, supported by NIACRO, agreed in January 2011 that the administration would move to Dublin. In due course the focus of the Trust will be in the Republic, given that Jobtrack's resources can provide support to many who want to pursue employment and education in Northern Ireland.

WORKING WITH PRISONERS, THEIR FAMILIES AND CHILDREN

Family Links continues to provide a very valuable and necessary service to families. We participated in a European research programme that examined the experience of children of imprisoned parents in Denmark, Italy, Poland and Northern Ireland. While relatively little is known about the consequences of having a parent in prison - except that on the whole they can be detrimental to the children's wellbeing and that boys in this situation are more likely to offend - the

research points to some good practice here in Northern Ireland. It quotes Family Links service users: "NIACRO's a good system, you know, they're very good at explaining even your benefits and that."

We continued to help prisoners and their families access the benefits to which they are entitled, and delivered financial capability training to seven prison officers. We continued to raise concerns about the Assisted Prison Visits scheme where we are working with the Prison Service to increase access to the scheme.

Jobtrack services for prisoners were constrained by continuing restrictions within the prisons, something we believe should be addressed by the Prison Review. However 180 (double last year's figure) did complete the OCN accredited employment programme.

INFLUENCING POLICY AND PRACTICE

Believing that one of the most important roles of an NGO is to use our knowledge and experience to influence criminal justice and other policy-making, we use a range of tools to carry out this role. In 2010/11, examples of these included:

- > continuing to roll out the Justice Series;
- > hosting the DEL Committee for a session related to their Inquiry into NEETs;
- > making 17 radio and TV appearances on a wide range of topics including prison reform, prisoners' right to vote and the treatment of women prisoners;
- > publishing a "Manifesto" of key messages and undertakings which will be updated annually; and
- > producing a new corporate DVD illustrating all aspects of our work.

Following last year's invitation from DEL we continued to play a significant role in the European resettlement project ExOCOP. We and/or colleagues from the DoJ, NIPS, PBNI and DEL, attended 12 events, including one hosted by us on work with employers.

We held two meetings with SACRO and NACRO to identify how we might work together productively.

We invested time in our service user forums, including welcoming a representative of UNLOCK, an ex-offenders NGO based in London, to a meeting of the adult user forum which members found really inspirational. Equally important was a meeting between the Adult User Forum and the Prison Review Team.

We replied to 43 consultations and generated policy papers on social firms and alternatives to prosecution. We participated in eight Community Safety Partnerships and made presentations to several more.

APPLYING RESOURCES EFFECTIVELY

NIACRO services are delivered by highly motivated staff who invest in their personal development with the support of the organisation. We have a low level of staff absenteeism and a low turnover. We spent time reviewing our support services and as a result have identified how we could reduce costs and achieve better value for money. Our use of IT has increased and the system has operated consistently. We have implemented the recommendations of our internal auditors and agreed we need to find more suitable premises for our work in the North West.



ExOCOP workshop in Ljubljana

GOVERNANCE

In the year the Executive Committee:

- > continued to work on its modernisation of the constitution and codified its working practices;
- > agreed new terms of reference for its Finance and Audit Committee and updated a range of policies and procedures flowing from internal audit reports;
- > carefully monitored the risks associated with increased pressure on public finances;
- > oversaw the conversion to e-pension provision and made changes in advance of the legislative requirements of 2014;
- > reviewed and examined the findings of the staff survey;
- > analysed our work in relation to the Department of Justice's PSA targets and;
- > confirmed its commitment to steady state with our key emphasis being on influencing for change.

"I have got an awful lot from the scheme. My visitor is very supportive and easy to get on with. She has become a very important person in my life and I wouldn't be without her. Over the last six and a half years, she has stuck by me through thick and thin."

Justice Dignity Accountability Non-Violence Citizenship 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
1.1 Independent Visitors To provide services which support the personal and social development of vulnerable ('at risk') children and young people from within the care sector.	Belfast Health & Social Care Trust Southern HCST	69 young people used the scheme in this, its 10th year. One young person and her IV, along with a NIACRO staff member, were interviewed for the Belfast Telegraph. A focus group, held as part of an activity day, gave very positive feedback on the scheme.	✓	
1.2 Lakewood Independent Representation To ensure the concerns of children and young people in secure care are appropriately represented at Lakewood.	South Eastern HSCT	Volunteers made 50 visits to the centre and dealt with 161 issues raised by the young people. Issues raised included food, upkeep of the building and equipment, and requests for onsite activities. IRs and young people shared a social evening.	✓	
1.3 Child and Parent Support (Caps) - Southern To provide a programme of diversion that engages young people "at risk" aged 8-13 and their families in exploring positive activities and experiences that contribute to healthy lifestyles.	DHSSPS Southern HSCT	53 families used the service. An external evaluation showed high levels of satisfaction from the young people, their families and referral agents. We produced a "Welcome pack" for new service users including a booklet, "Ben's story", which describes the service to young clients. Support to families included three parenting programmes, support for children moving to secondary school and a summer scheme including fishing and orienteering.	✓	
1.4 Child and Parent Support (Caps) – Belfast To provide a programme of diversion that engages young people "at risk" aged 8-13 and their families in exploring positive activities and experiences that contribute to healthy lifestyles.	DHSSPS Youth Justice Agency (YJA)	77 families used the service. An external evaluation showed high levels of satisfaction from the young people, their families and referral agencies. We produced a "Welcome pack" for new service users including a booklet, "Ben's story", which describes the service to young clients. Support to families included creative arts, educational support, family days, and support with aggressive behaviour and disengagement from school.	✓	

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
1.5 Youth Employability To enhance the employability of young people in the criminal justice system through a range of practical interventions including education, training, personal skills and work placements.	Dept of Justice (DOJ) Probation Board for Northern Ireland (PBNi) YJA	<p>We made 2262 interventions – a considerable rise on last year - with 243 young people, including 193 new referrals. 43% of service users moved on to education, training or employment.</p> <p>We held a presentation ceremony to recognise the achievements of successful trainees, and developed new OCN Level 1& 2 Employability Skills.</p> <p>An external evaluation was very positive about the model of practice used, and about the contribution of staff.</p>	✓	
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.	All funders	<p>We met with the new Chief Executive of YJA, and with the Youth Justice Review team, Following this meeting the Review team commissioned an investigation into the impact of the rehabilitation of offenders legislation on young people.</p> <p>We obtained seats on the Children, Young People and Offending sub-group, and the Western Area outcomes group, of the Children and Young People's Strategic Partnership.</p> <p>The DEL Assembly Committee visited NIACRO as part of its NEETs Inquiry and met young people on the Youth Employability programme.</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
2.1 Jobtrack (Community) To raise levels of employability among ex-prisoners and offenders in the community through the Jobtrack programme and demonstrate the programme's effectiveness.	European Social Fund PBNI DOJ	The Probation Service made 793 referrals to the programme, well above target. 27% of participants moved on to jobs or training. Over 80 Jobtrack graduates received certificates at an awards ceremony, having completed courses in forklift driving, essential skills, civil engineering, and Duke of Edinburgh award. An external evaluation analysed the work of Jobtrack 2008-2010. It showed that it delivered value for money, and that Jobtrack leavers had significantly lower reconviction rates than those who did not undertake the programme.	✓	
2.2 Employer influencing To increase awareness of best practice in recruitment and selection of offenders; to develop capacity to influence employers; to continue to develop and disseminate an understanding of changes in legislation, particularly the safeguarding vulnerable groups legislation and the Security Industry Authority.	ESF DOJ	We delivered training to 737 individuals from 204 organisations, and dealt with 633 enquiries to the advice line both well above target. There was a marked increase in employees seeking advice, including on the safeguarding legislation. We put significant effort into addressing the problems raised for our service users by this legislation and by the operation of the Security Industry Authority. We held 12 successful employer advice events in the community and in the prisons, including the first specifically for women. With our partners Business in the Community we held a seminar where employers heard from companies already following NIACRO's guidelines on fair treatment of applicants and employees.	✓	
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.	NI Housing Executive (NIHE)	We dealt with 913 cases. We met on 78 occasions with key contacts in the community, including taking part in 9 public meetings, and meeting key stakeholders from local communities and statutory agencies.	✓	
2.4 APAC Floating Support To reduce anti-social or offending behaviour and support integration through a case management approach with individuals and their families whose tenancies are under threat. To support Banbridge CSP to address anti-social behaviour.	NIHE Banbridge CSP	We worked with 65 clients, including 11 volunteer mentoring relationships. We brought the service to the attention of social housing providers and produced a new information leaflet on the service. We met with Banbridge CSP 4 times, and accepted 4 referrals and 1 volunteer on the APAC programme.	✓	

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
2.5 RIO (Reintegration of Offenders) To develop an innovative approach to the reintegration of high risk repeat offenders in the community.	NIHE	We established the RIO programme, completed 4 training seminars and worked with 10 clients during the 6 month period to end March 2011. 21 organisations are working with us on the project.	✓	
2.6 APAC Mental Health To provide an integration support service for young adult offenders with mental health or emotional problems and to reduce their risk of re-offending.	DHSSPS	We worked with 41 referrals since the start of the project and developed good working relationships with community mental health teams. We held a seminar to share the interim report of the project with stakeholders.	✓	
2.7 APAC Women To assist women who offend to integrate successfully into their community.	PBNI Lankelly Chase	We worked with 52 women, significantly above target. We continued to support women's centres participating in the project including the development of OCN accredited training on working with women offenders.	✓	
2.8 Representation, advocacy and feedback To contribute to the co-ordination and delivery of relevant reintegration services by the voluntary and community sector; to provide active citizenship opportunities in volunteering. To increase participation by service users.	All funders	We promoted partnership working especially in our more recent projects including RIO, APAC mental health and APAC women. This has helped relevant organisations focus on the needs of our client group. We led a workshop in Germany for our transnational partners HSI, on good practice in engaging employers. We promoted volunteering by ex-offenders especially with our clients on our own projects. The Adult User Forum met quarterly to discuss emerging policy issues, with over 30 regular members drawn from Jobtrack, APAC and Base 2 service users. Housing remains a major source of problems for members. The group met the Prison Review team and the London-based NGO UNLOCK.	✓	

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
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 (NIPS)	212 prisoners took part in job preparation programmes, of whom 179 (85%) completed the programme and 75% continued with Jobtrack in the community. 180 people, twice as many as last year, completed the OCN accredited employment programme. An external evaluation analysed the work of Jobtrack 2008-2010. It showed that it delivered value for money, and that Jobtrack leavers had significantly lower reconviction rates than those who did not undertake the programme.	✓	
3.2 Through the Gate service To provide "Through the Gate" services for prisoners engaged in employability progression.	ESF NIPS	There were 177 referrals to the service, well above target. 89% achieved qualifications at NVQ Level 1 or above. Four of the employer advice events were held in the prisons.	✓	
3.3 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	1008 prisoners used the service and 382 people in the community. They raised 2545 queries. We facilitated a bank accounts programme with the Northern Bank and Magilligan Prison; trained 7 NIPS and NIACRO staff in money management training; and delivered 6 money management programmes to clients in Hydebank and in the community.	✓	
3.4 Family Links To maintain and enhance positive contact between prisoners, their children and families through a range of support services.	Health & Social Care Board DOJ NIPS PBNI Western HSCT	We received 1290 referrals, sent out 1130 information packs, made 1091 phone calls within 24 hours and paid 705 home visits. We held Family Days at a Belfast bowling alley and an outdoor community centre in Newry.	✓	

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
3.5 Transport service To maintain links through the provision of a bus and volunteer driver service to prison establishments.	NIPS	We provided transport for 3906 people, well up on last year, and volunteers made 87 journeys for family members living in rural areas. A user satisfaction survey in September 2010 showed high levels of satisfaction; many users said they could not visit their loved ones at all without the service.	✓	
3.6 Visitors' centre - Magilligan To enhance the quality of visiting arrangements at prisons and promote child centred visits.	NIPS	12244 adults and 2684 children used the centre and 3048 children used the crèche. We dealt with 2048 enquiries and held 147 support sessions.	✓	
3.7 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 24052 adults and children who visited the prison, and 2006 children used the crèche. We dealt with 2138 enquiries and held 1806 support sessions.	✓	
3.8 Hate crime To develop and deliver an evidence-based model of intervention with perpetrators of hate crime.	Peace III	The project was formally launched by the Minister of Justice. All staff were appointed, and we held workshops covering all aspects of the issue for a range of stakeholders. The model of intervention was drafted and will be piloted in the incoming year. We made presentations to conferences in Berlin, Edinburgh and London.	✓	
3.9 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 act as secretariat to the Families & Children of Prisoners Interagency Group which held Practitioners' Days in November 2010 and March 2011. Family Links service users contributed to an EU-wide research project on the children of imprisoned parents.	✓	

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
4.1 Communication To promote NIACRO's work through media engagement, publications and public promotion.	Esmée Fairbairn Foundation All funders	We increased our media coverage with 17 appearances on radio and television as well as print media. We drafted and promoted a "manifesto" of key messages which will be updated each year. We produced a corporate DVD and re-launched the website.	✓	
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 responded to 43 public policy consultations and gave evidence to the Justice Committee on alternatives to prosecution.		
4.4 Evaluation and research To inform NIACRO's work through an agreed evaluation and research strategy.	Esmée Fairbairn Foundation All funders	Positive external evaluations on Caps (see 1.3, 1.4) Jobtrack (see 2.1, 3.1) and Youth Employment (see 1.5) were produced. We carried out internal surveys of the transport and IV services. Annual reports on individual projects continue to inform how we develop our work.	✓	
4.5 Effective networking To develop and strengthen links with relevant stakeholders.	All funders	Following the devolution of criminal justice, we built relationships with the new Department and Assembly Committee. We met with and briefed political parties on issues such as the skills agenda, crime reduction and prison reform. The DEL Assembly Committee visited Amelia St to discuss the NEETs issue. We continued the Justice Series of seminars for politicians and other stakeholders at Stormont. We are represented on 8 Community Safety Partnerships. We hosted visits from the Prison Review Team, the DEL Assembly committee, and colleagues from European and international statutory and voluntary agencies. We served on the Ministerial Forum for Safer Custody and the Criminal Justice Issue Group. We held two meetings with sister organisations Sacro (Scotland) and Nacro (England and Wales) to explore common concerns. We played a full part in the EU's ExOCOP programme exploring best practice in resettlement. We hosted a workshop in Belfast, led a seminar in Rome and contributed to events in Slovenia, Berlin, Bologna, Madrid, and The Hague. See also 1.6, 2.8, 3.9.	✓	

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
5.1 Training plan To deliver the staff, volunteer and Executive training plan.	All funders	90% of the training plan was completed, with, eg, 24 staff completing drug and alcohol awareness training, 14 completing training on domestic violence and 11 gaining NVQ awards.	✓	
5.2 Quality standards liP – To maintain Investors in People standard. PQASSO – To maintain level 3 in all of PQASSO indicators.	All funders	liP continuous assessment was developed and the action plan implemented. Pqasso re-evaluation is on target to maintain level 3 in all indicators.	✓	
5.3 HRM policies To develop and review relevant HRM policies.	All funders	Grievance, harassment, staff safety and child protection policies were reviewed, and a new pension scheme was agreed. The staff survey showed 90%+ ratings for job satisfaction, relations with managers, awareness of NIACRO's values and policies, and equality, 85%+ on internal communications, health and safety, and training.	✓	
5.4 Volunteering To recruit, deploy and retain 100 volunteers.	DOJ	We registered 141 volunteers of whom 100 were active including some former service users. We held Volunteer Forums in December 2010 and April 2011. The annual volunteer satisfaction survey showed high levels of satisfaction with recruitment, induction, and supervision.	✓	

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
5.5 Management of resources, IT and premises To review key agreed commitments to ensure best use of resources.	DOJ	The process of quality-assuring IT continued through the year. The recommendations of an external support provider were implemented. We further embedded the risk management process with reports generated by the Management Group for the Executive Committee.	✓	
5.6 Financial systems and policies To have in place robust financial procedures that meet audit and funders' requirements.	All funders	External audit was completed and audited accounts filed; recommendations of internal audit are being implemented.	✓	
5.7 Financial management and oversight To provide timely and accurate financial information.	DOJ	The Finance Committee and Management Group routinely consider financial information.	✓	
5.8 Flow of funding To maintain positive cash flow.	All funders	We reviewed cash flow each quarter; and maintained a positive cash flow.	✓	
5.9 Financial planning, bidding and tendering To support bidding, tendering and contracting processes.	All funders	New funding included that for RIO and for the delivery of a money management programme. We agreed a new 3-year Jobtrack contract and successfully re-tendered for the Magilligan and Hydebank visitors' centres.	✓	

CONSULTATION RESPONSES

Access NI

Size of the Registered Body Network

Belfast Metropolitan College

Selection and admissions policy

Civil Service Commissioners

Recruitment code

DEL

Success Through Skills 2: the skills strategy for NI

DFP

Draft Budget 2010 (incorporating comments on all departmental budgets)

DHSSPS

Vetting and Barring Scheme - continuing need for controlled activity
EQIA for a new Mental Capacity (Health, Welfare and Finance) Bill
Service framework for mental health and well being
Equality Scheme and Equality Action Plan

DOE

Future of bus operator licensing in Northern Ireland
Local government reform – policy proposals
Taxi operator licensing

DOJ

A future community safety strategy – pre consultation
EQIA on proposals for a Justice Bill (Northern Ireland)
Code of practice for victims of crime
Sentencing guidelines mechanism
[see also Prison Review Team]

DSD

Regional Infrastructure Programme
Ministerial consultation regarding the role of the [voluntary and community] sector
Universal credit: welfare that works
Joint Government/voluntary and community sector reform: draft concordat for relationships with the community and voluntary sector

DWP

(Dept Work and Pensions Westminster) Social Fund
Reform: debt, credit and low income households
21st century welfare
Disability Living Allowance reform

Employment and Learning Committee

Inquiry into Young People not in Employment, Education or Training (NEETs)
Employment inequalities in an economic downturn

Home Office

Drugs strategy
Vetting and Barring Scheme remodelling

Justice Committee

Justice (NI) Bill 2010, written evidence

Law Committee

Bail in criminal proceedings

Ministry of Justice Westminster

Breaking the cycle: effective punishment, rehabilitation and sentencing of offenders

NI Court Service

Provision to allow the PPS to commence proceedings
Proposal to revise the means test for criminal legal aid in Northern Ireland

NI Human Rights Commission

Draft strategic plan

NIO

Local partnership working on policing and community safety
Offender levy and Victims of Crime Fund
Arrangements for notification of sex offenders from jurisdictions outside the UK

OFMdFM

Programme for cohesion sharing and integration
Draft play and leisure implementation plan
Review of the operation of the Commission for Victims and Survivors

Prison Review Team

Prisons Review pursuant to the Agreement at Hillsborough Castle on 5th February 2010: call for evidence

Dawn Purvis MLA

Educational under achievement and the Protestant working class

Sentencing Working Group

Priority list of areas for sentencing guidelines

Social Development Committee

Welfare Reform Bill

EXECUTIVE COMMITTEE



Mr Richard Buchanan



Mr Alan Caskey



Mr Alan Darnbrook

Resigned December 2010



Mrs Dorothy Elliott

Resigned December 2010



Mr Patrick L Farry



Mr Brendan Fulton



Mr Turlough Gorman

Resigned December 2010



Mrs Rosemary Kilpatrick

Appointed November 2010



Mr James McClean

Appointed November 2010



Mr Kieran McEvoy



Mrs Christine McLaughlin



Mr Thomas McLaughlin



Ms Donna Moore

Resigned April 2010



Mr Samuel Pollock



Ms Ricky Rowledge

Appointed August 2010



Ms Brighde Vallely

Resigned December 2010



2010 - 2011

“Their (staff’s) commitment and approach were the main reasons for their successful engagement with the families.”

(Caps evaluators)

DIRECTORATE GROUP



Olwen Lyner
Chief Executive



Pat Conway
Director of Services



David Weir
Director of Services

FAMILY SERVICES



Donnie Sweeney
Service Manager

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

Naomi Davis
Project Worker, Family Links

Ann Donaghy
Service Assistant,
Magilligan Visitors' Centre

Sean Flanagan
Driver (left Jan 11)

John Harkin
Driver

Michael Kelly
Driver

Marie Legge
Service Assistant,
Hydebank Visitors' Centre

Pat McBride
Driver

Bernadette McGuigan
Childcare Worker,
Magilligan Visitors' Centre

Anne McNicholl
Supervisor, Magilligan Visitors' Centre

Maureen Mullan
Childcare Worker,
Magilligan Visitors' Centre

Lauren O'Malley
Project Worker, Family Links

Samantha Williams
Childcare Worker,
Magilligan Visitors' Centre

YOUTH OFFENDING



Tony Martin
Service Manager

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

Katie Brereton
Project Worker, Caps Belfast

Sam Clarke
Project Worker, Caps Belfast

Sinead Doherty
Project Worker, Caps Southern

Ronan Garvey
Project Worker, Caps Southern

Frances McAteer
Project Worker, Caps Southern

Patricia McFalone
Project Worker, Caps Belfast

Paul McGee
Project Worker, Youth Employability

Sinead McGreevy
Project Worker, Independent Visitor

Kitty Maher
Project Worker, Youth Employability
(left April 10)

Emma Milligan
Project Worker, Youth Employability

Kris Morrison
Project Worker, Caps Belfast

Debbie Neish
Project Worker, Youth Employability

Shirley Wells
Project Worker, Caps Southern

Garreth Wright
Project Worker, Caps Belfast

*“Thanks ever soo much for your help...
without yas I wouldn't be anyone
today.” (Youth Employability)*

OFFENDERS IN THE COMMUNITY



Heather Reid
Service Manager

William Armstrong
Senior Practitioner, Employment

Gareth Eannetta
Senior Practitioner, Employment

Claire Humphreys
Senior Practitioner, Employment

Anne Reid
Senior Practitioner, Employment

Oonagh Burns
Employment Officer

Ellie Campbell
Employment Officer

Lorraine Dines
Employment Support Tutor

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

Mary Mulcahy
Employment Officer (left Feb 11)

Dermot Quigley
Employment Officer (left Dec 10)

Liz Smyth
Employment Officer

Robert Sweeney
Employment Support Tutor

Catherine Ward-Gallagher
Employment Support Tutor

Sylvia Watt
Employment Officer (left Feb 11)

YOUTH OFFENDING COMMUNICATIONS AND RESEARCH UNIT



Sile McLean
Service Manager

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

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



Mairaid McMahon
Public Affairs &
Communications Manager
(from April 11)

Corrina Langelaan
Communications Manager
(left December 10)

Graham McMichael
Research and Information Officer

Kerry McMullan
Research and Information Officer

HUMAN RESOURCES MANAGEMENT



Dorothy Boyce
Service Manager

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 Moge
Receptionist/Data Processor

Emerald Neville
Receptionist / Administrator, Armagh

“I am very satisfied with the scheme as my foster son has gained confidence.”



Mary Stewart

Support Manager

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

Roberta Evans

Accounts Clerk

Valerie McGreevy

Office Supervisor

Debbie Mullan

Accounts Assistant

Ian Power

Accounts Officer



ACCOUNTS AND DIRECTORS REPORTS

2010- 2011

NORTHERN IRELAND ASSOCIATION FOR THE CARE AND RESETTLEMENT OF OFFENDERS
(LIMITED BY GUARANTEE)

REPORT OF THE DIRECTORS

year ended 31 March 2011

The directors submit their report and audited accounts of the company for the year ended 31 March 2011. 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 the 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.

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 £121,565. 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.

The following is a summary for the year 2010/11:-

	Balance at 1 April 2010	Surplus / (Deficit) 31 March 2011	Balance at 31 March 2011
	£	£	£
Projects	(5,916)	(86)	(6,002)
Contingency Fund	716,837	122,711	839,548
General reserve	577,220	-	577,220
Project Account Accumulation Fund	1,288,141	122,625	1,410,766
Administration account	10,174	(1,060)	9,114
	1,298,315	121,565	1,419,880

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 directors' report.

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 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 ensure 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 1st June 2005. As at 31st March 2011 free reserve stood at £802K 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 month's total expenditure.

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

Directors

Directors during the year ended 31 March 2011, were as follows:-

- 1 Mrs Dorothy Elliott *Resigned Dec 2010*
- 2 Mr Alan Caskey
- 3 Mr Alan Darnbrook *Resigned Dec 2010*
- 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 *Resigned Dec 2010*
- 11 Ms Donna Moore *Resigned Apr 2010*
- 12 Mr Turlough Gorman *Resigned Dec 2010*
- 13 Mrs Christine McLaughlin
- 14 Mr Brendan Fulton
- 15 Mr James McClean *Appointed Nov 2010*
- 16 Mrs Rosemary Kilpatrick
Appointed Nov 2010

Company registration no:

NI 18121

Charity inland revenue reference:

XN 48280

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

Mary Stewart
Secretary

Date 6 October 2011

Bankers

Northern Bank
Donegall Square West
Belfast
BT1 6JS

Solicitors

Norman Shannon & Co
3-5 Union St
Belfast
BT1 2JF

INDEPENDENT AUDITORS' REPORT

to the members on the accounts for the year ended 31 March 2011

We have audited the financial statements of Northern Ireland Association for the Care and Resettlement of Offenders for the year ended 31 March 2011 which comprise of the fund account, the balance sheet, the cashflow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 directors and auditors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or

error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non financial information in the Director's report and financial statements to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatement or inconsistencies we consider the implications of our report.

Opinion on the financial statements

In our opinion the financial statements:

- > give a true and fair view of the state of the company's affairs as at 31 March 2011 and of its surplus for the year then ended;

- > have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- > have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- > adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- > the financial statements are not in agreement with the accounting records and returns; or
- > certain disclosures of directors' remuneration specified by law are not made; or
- > we have not received all the information and explanations we require for our audit.

W J Miscampbell (Senior Statutory Auditor)
For and on behalf of Miscampbell & Co
Chartered Accountants and Statutory
Auditors 6 October 2011

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

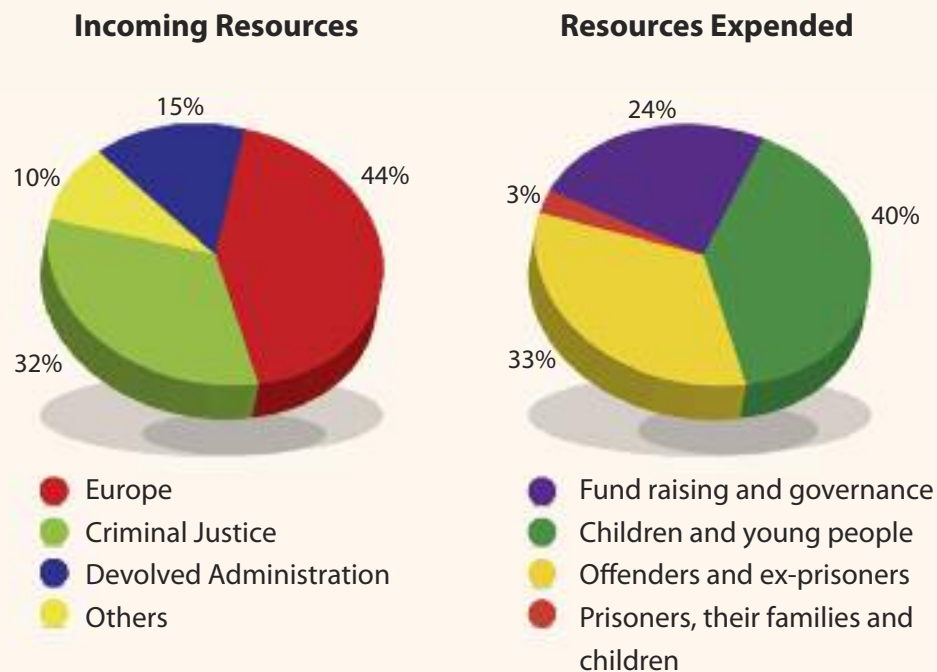
Those support costs which cannot be allocated directly to an area of activity have been allocated on the same basis as expenditure incurred in undertaking an activity. The total of costs so allocated in the year was £439,237.

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 audits and production of the annual report together with an allocation of staff and senior management costs plus overheads.



(Figures do not add up to 100% due to rounding)

STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating income and expenditure account) for the year ended 31 March 2011

	Unrestricted Funds	Restricted Funds	Notes	Total 2011 £	Total 2010 £
INCOMING RESOURCES					
Donations, legacies and similar incoming resources					
Grants from statutory agencies	-	509,000		509,000	496,000
Income from voluntary agencies	143,942	-		143,942	129,844
Investment income	8,962	-		8,962	5,099
INCOMING RESOURCES FROM CHARITABLE ACTIVITIES					
Activities in furtherance of the charity's objectives					
Charitable trusts & foundations	-	56,366		56,366	71,577
Services income	172,350	-		172,350	152,099
Grants from statutory agencies	-	2,965,704		2,965,704	2,803,138
Total incoming resources	<u>325,254</u>	<u>3,531,070</u>	12	<u>3,856,324</u>	<u>3,657,757</u>

	Unrestricted Funds	Restricted Funds	Notes	Total 2011 £	Total 2010 £
RESOURCES EXPENDED					
Fundraising	-	65,913		65,913	64,617
Governance costs	-	26,409		26,409	27,056
CHARITABLE EXPENDITURE					
Cost of activities in furtherance of the charity's objectives					
Children and young people	-	903,598		903,598	810,977
Offenders and ex prisoners	-	1,492,691		1,492,691	1,520,623
Prisoners, their families and children	203,689	1,042,459		1,246,148	1,102,403
Total resources expended	<u>203,689</u>	<u>3,531,070</u>		<u>3,734,759</u>	<u>3,525,676</u>
Net Income/(expenditure) for year	121,565	-		121,565	132,081
Fund balances brought forward at 01/04/10	<u>1,298,315</u>	-		<u>1,298,315</u>	<u>1,166,234</u>
Fund balances carried forward at 31/03/11	<u>1,419,880</u>	-		<u>1,419,880</u>	<u>1,298,315</u>

BALANCE SHEET

for the year ended 31 March 2011

	Notes	Restricted £	2011 £	£	2010 £
FIXED ASSETS					
Tangible	13		1,277,376		1,336,021
Leased	14		<u>5,958</u>		<u>14,303</u>
			1,283,334		1,350,324
CURRENT ASSETS					
Debtors & prepayments	4	465,258		350,050	
Bank deposit account		820,528		1,100,714	
Cash in hand		<u>50</u>		<u>50</u>	
		1,285,836		1,450,814	
Creditors: amounts falling due within one year	5	(474,230)		(725,294)	
NET CURRENT (LIABILITIES)/ASSETS			<u>811,606</u>		<u>725,520</u>
			2,094,940		2,075,844
Creditors: amounts falling due after one year					
PROVISION FOR LIABILITIES AND CHARGES	6		(289,970)		(351,317)
Deferred credit	10		<u>(385,090)</u>		<u>(426,212)</u>
			1,419,880		1,298,315
REPRESENTED BY:					
Share capital	11		-		-
Administration accumulated (deficit)/surplus			9,114		10,174
Projects Accumulated Fund (all projects)			<u>1,410,766</u>		<u>1,288,141</u>
			1,419,880		1,298,315
The financial statements were approved by the Board of the Executive Committee on 6 October 2011 and signed on its behalf by					
Mr Patrick L Farry		Mr Richard Buchanan			

CASH FLOW STATEMENT

for the year ended 31 March 2011

	£	2011 £	£	2010 £
NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES (note 15)		(71,954)		206,414
RETURNS ON INVESTMENT AND SERVICING OF FINANCE				
Interest received	8,962		5,099	
Finance lease charges (including projects)	<u>(1,381)</u>		<u>(999)</u>	
Net cash flows from investments and servicing of finance		7,581		4,100
CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT				
Payments for fixed assets (excluding leased assets)	(10,322)		(44,569)	
Capital grants received	<u>10,322</u>		<u>70,275</u>	
		-		<u>25,706</u>
NET CASH (OUTFLOW)/INFLOW BEFORE FINANCING		(64,373)		236,220
FINANCING				
Finance lease payments	(4,480)		(7,833)	
		<u>(4,480)</u>		<u>(7,833)</u>
(DECREASE)/INCREASE IN CASH (note 17)		<u>(68,853)</u>		<u>228,387</u>

NOTES OF THE ACCOUNTS

for the year ended 31 March 2011

Note 1

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

Note 2

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

Note 3

ACCOUNTING POLICIES

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

(a) Income

Income is derived mainly from government grants but includes some public donations. Government grants are not recognised until they have been received or when the conditions for their receipt have been complied with and there is reasonable assurance that the grants are forthcoming. Grants are recognised in the income and expenditure accounts so as to match them with expenditure towards which they are intended to contribute. Grants which contribute towards specific expenditure on fixed asset are transferred to a deferred credit account and released to the projects accounts over the expected useful lives of the assets.

(b) Expenditure

Expenditure is dealt with on the accruals basis.

(c) Taxation

As a registered charity, the Association

is not liable to either income tax or corporation

(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 and fittings	12 years
Motor vehicles	4 years
Longlife equipment	5 years
Computer and office equipment	3 years
Leased motor vehicles and 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 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 AND PREPAYMENTS

	2011 £	2010 £
Accrued income and prepayments	<u>465,258</u>	<u>350,050</u>
	<u>465,258</u>	<u>350,050</u>

Note 5

CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2011 £	2010 £
Trade creditors	17,155	23,364
Accruals and deferred income	424,916	514,983
Finance lease creditor	4,480	4,480
Other creditors	14,490	14,449
Vat payable	689	1,052
Bank overdraft	-	154,838
Bank loan repayable in less than 1 year	<u>12,500</u>	<u>12,128</u>
	<u>474,230</u>	<u>725,294</u>

Note 6

CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2011 £	2010 £
Bank loan repayable in more than 1 year	279,397	336,264
Finance lease creditor	10,573	15,053
	<u>289,970</u>	<u>351,317</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:-

	2011	2010
Administration	19	18
Project staff	83	78
Others	14	13
	<u>116</u>	<u>109</u>

	2011 £	2010 £
Their total remuneration for the year was:-		
Wages & salaries	2,395,663	2,231,971
Social security costs	199,655	211,711
Pensions	94,407	90,872
	<u>2,689,725</u>	<u>2,534,554</u>

No remuneration was paid to directors during the year (2010 - 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 £94,407 (2010: £90,872).

Note 9

SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION IS STATED

	2011 £	2010 £
After charging		
Depreciation	77,312	85,898
Auditors remuneration - external	8,400	6,250
Auditors remuneration - internal	12,218	5,026
Finance lease interest	1,381	730
After crediting:		
Bank interest receivable	8,962	5,099
Deferred credit released as income	51,444	67,869

Note 10

DEFERRED CREDIT

	2011 £	2010 £
Balance at 1 April 2010	426,212	423,805
Received in year ended 31 March 2011	10,322	70,276
	436,534	494,081
Released as income	(51,444)	(67,869)
Balance at 31 March 2011	385,090	426,212

Note 11

SHARES

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

Note 12

REVENUE AND CAPITAL GRANTS INCOME DURING YEAR

	2011 £	2010 £
Esmée Fairbairn Foundation	24,374	40,230
Northern Ireland Office	-	577,000
Department of Justice	594,000	-
Probation Board for Northern Ireland	391,638	438,002
Northern Ireland Prison Service	550,782	428,581
European Social Fund - DEL	924,211	937,798
Western Health & Social Care Trust	10,111	9,913
Social Security Agency	20,000	20,000
Southern Health & Social Care Trust	72,494	21,975
Health & Social Care Board	482,316	483,683
Lankelly Chase Foundation	13,353	9,098
Advice Northern Ireland	-	8,916
South Eastern Health & Social Care Trust	21,636	21,636
Northern Ireland Housing Executive	207,063	189,854
Northern Ireland Social Care Council	6,565	-
Banbridge District CSP	5,016	6,532
Department of Health & Social Services & Public Safety	43,872	38,748
Youth Justice Agency	145,000	116,500
Voluntary agencies	143,942	129,844
Nationwide Foundation	18,639	22,249
	3,675,012	3,500,559
Services income	172,350	152,099
Investment income	8,962	5,099
	181,312	157,198
Total	3,856,324	3,657,757

Note 13

TANGIBLE FIXED ASSETS

Cost	Motor vehicles	Computers & office equipment	Tenant improvements	Fixtures & fittings	Headquarters computers & office equipment	Land & buildings	Total
Balance at 1/4/10	-	104,915	15,000	2,101	280,858	1,565,553	1,968,427
Additions	-	959	-	-	3,738	5,625	10,322
Disposals	-	-	-	-	-	-	-
Balance at 31/3/11	-	105,874	15,000	2,101	284,596	1,571,178	1,978,749
Depreciation							
Balance at 1/4/10	-	90,956	9,333	1,335	262,768	268,014	632,406
Charge for year	-	8,630	1,250	175	13,286	45,626	68,967
Disposals	-	-	-	-	-	-	-
Balance at 31/3/11	-	99,586	10,583	1,510	276,054	313,640	701,373
Net Book Value							
At 31/3/11	-	6,288	4,417	591	8,542	1,257,538	1,277,376
At 31/3/10	-	13,959	5,667	766	18,090	1,297,539	1,336,021

Note 14

LEASED ASSETS

	Motor Vehicles	Equipment	Total
Cost			
Balance at 1/4/10	53,112	17,205	70,317
Additions	-	-	-
Disposals	16,900	-	16,900
Balance at 31/3/11	36,212	17,205	53,417
Depreciation			
Balance at 1/4/10	41,197	14,817	56,014
Charge for year	5,957	2,388	8,345
Disposals	16,900	-	16,900
Balance at 31/3/11	30,254	17,205	47,459
Net book value			
At 31 March 2011	5,958	-	5,958
At 31 March 2010	11,915	2,388	14,303

Note 15

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

	2011 £	2010 £
(Deficit)/surplus – administration	(1,060)	(8,103)
Surplus/(deficit) - projects	122,625	88,147
	121,565	80,044
Deferred credit released	(51,444)	(67,869)
Depreciation	77,312	85,898
(Increase)/decrease in debtors	(115,208)	(13,733)
(Decrease)/increase in creditors	(96,598)	126,174
	(64,373)	210,514
Less returns on investment & servicing of finance	(7,581)	(4,100)
	(71,954)	206,414

Note 16

RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET DEBT

	2011 £	2010 £
(Decrease)/increase in cash	(68,853)	228,387
Finance lease creditor increase	-	(17,872)
Finance lease creditor payments	4,480	7,833
	(64,373)	218,348
Net (debt)/funds at start of year	578,001	359,653
Net (debt)/funds at end of year	513,628	578,001

Note 17

ANALYSIS OF CHANGES IN NET (DEBT)/FUNDS

	2010 £	Cash Flows £	2011 £
Bank accounts	945,876	(125,348)	820,528
Cash in hand	50	-	50
Bank loan	<u>(348,392)</u>	<u>56,495</u>	<u>(291,897)</u>
	597,534	(68,853)	528,681
Finance lease creditor	<u>(19,533)</u>	<u>4,480</u>	<u>(15,053)</u>
	<u>578,001</u>	<u>(64,373)</u>	<u>513,628</u>

Note 18

RELATED PARTIES

The organisation's relationship with Educational Trust changed during the year and NIACRO no longer provides support.

Note 19

LEASE PURCHASE ASSETS

The cost of fixed assets financed by lease purchase agreements is £53,417, (2010:£70,317). The net book value of those assets is £5,958 (2010: £14,303). The depreciation charge for the year in relation to these assets was £8,345 (2010: £8,345).

SERVICE LOCATIONS

Amelia House
4 Amelia Street
Belfast
BT2 7GS

Tel: 028 9032 0157

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
Newry
BT35 6BB

Tel: 028 3026 3955



The Northern Ireland Association for the Care and Resettlement of Offenders

Amelia House
4 Amelia Street
Belfast BT2 7GS

T: 028 9032 0157
E: niacro@niacro.co.uk
W: www.niacro.co.uk

Company Registration No NI 018121
Charity Registration No XN 48280