



The Northern Ireland Association for the  
Care and Resettlement of Offenders

# Annual Report 2011- 2012





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and Resettlement of Offenders

# Annual Report

## 2011- 2012



*working to reduce crime and its impact on people and communities*



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# INTRODUCTION

*Setting off...  
on Caps summer programme*



Two years after the devolution of justice and policing to the Northern Ireland Assembly, a number of the commitments within the Hillsborough Castle Agreement have now been fulfilled – including the publication of the reports of the Youth Justice Review Team and the Prison Review Team. Whilst the commitment to undertake the reviews was significant in itself, it will be even more important in the period covered in our next Corporate Plan to ensure that their recommendations are implemented.

The Report of the Youth Justice Review Team, published in September 2011, with its call to “do things better”, has much to commend it, but it will require a greater input of community resources in order to ensure that young people can be engaged and supported in the community. It has also re-ignited the debate on the age of criminal responsibility which, at 10, fails to comply with the UN Convention on the Rights of the Child.

The Prison Review Team final report includes 40 cross cutting recommendations, with, in our view, approximately 19 falling to the Northern Ireland Prison Service (NIPS) to lead, 11 to the Department of Justice (DOJ) and 10 to the Department of Health and Social Services and Personal Safety (DHSSPS). Recognising the unique opportunity that the implementation of these recommendations could herald, NIACRO's Executive established an ad hoc

group to monitor the rate and state of progress against the recommendations and is concerned about the lack of visible progress to date. The loss of the recently appointed Director General and the Change Manager within a month of appointment resulted in a faltering start to this reform programme. Its full implementation will be one of the most important responsibilities of the Department of Justice.

It is not clear exactly what progress has been made on alternatives to custody, diversionary options and the development of a comprehensive strategy on the management of offenders. NIACRO continued to raise awareness of the needs of its client group and the important reality that in straitened economic times, effective resettlement and reintegration activities that act to reduce reoffending are prudent. If effective, such activities would generate great savings to the public purse. They could even go so far as to provide for the reinvestment of resources to such areas

as the early intervention and divisionary programmes recommended in the Youth Justice Review – in other words “justice reinvestment”.

The year had many highlights. We secured resources from the Big Lottery to develop the MOVE project to provide volunteer mentoring and befriending support for vulnerable young people aged 13 – 18. This programme will run for five years and complement our existing services. Funding through the confiscation of criminal assets scheme helped us to sustain the Re-Integration of Offenders (RIO) project, which worked with young people leaving Hydebank who were not subject to statutory supervision in the community. That funding stream also provided support for Family Links - a service that is constantly under financial pressure given successive annual reductions by its initial sponsors. The Probation Board for Northern Ireland (PBNI) secured similar funding for NIACRO to support the roll out of work with women offenders in rural areas.

The Supporting People Programme, funded through the Northern Ireland Housing Executive, agreed to double its funding to NIACRO in order to enable us to provide our Assisting People and Communities (APAC) service across Northern Ireland. This programme works with individuals whose tenancies are under threat as a result of their anti-social behaviour. Reflecting on the outcomes for those referred in the year, we are delighted to report that following our intervention:

- no tenancies were terminated;
- 64% of referrals demonstrated no further evidence of anti social behaviour; and
- 13% of referrals exhibited some anti social behaviour but to a lesser degree.

It is important that such work, which targets specific behaviours and issues that are well recognised as early indicators of future difficulties, is resourced in this way. The APAC programme is an excellent



*DEL Minister Stephen Farry at  
Jobtrack awards ceremony*

example of how money spent at an early stage can, in the longer term, save much more significant sums.

The year did, however, see some less positive trends. The numbers held in prison custody continued to rise, putting pressure on the prison estate and undermining the developing policy intention to reduce offending and reoffending. While some politicians were calling for longer prison sentences, and people who defaulted on fines were still finding their way into prison, we lost a number of funding streams. Funding for our Youth Employability programme, working with 16 – 18 year olds, and our APAC Mental Health programme, working with young men leaving Hydebank experiencing mental health issues, both faltered during the year. With 40 years experience in the voluntary and community sector, we know how resources can ebb and flow from specific projects. However it is always more difficult when projects that have

made a real contribution to supporting vulnerable people in the community are merely allowed to slip away.

Central to much of the policy work we do is the need to raise any problems or issues that our service users experience when they try to access mainstream services. In September 2011 we held a strategic meeting with the Department of Employment and Learning (DEL), supported by our partners PBNI, DOJ and Northern Ireland Prison Service (NIPS), to identify the barriers that prevent our service users from accessing DEL programmes and services. We have begun to address this work constructively

and systematically. In February 2012 the Minister for Employment and Learning, Stephen Farry MLA, opened a joint DOJ – DEL event to recognise the progress being made in terms of connectivity between NIACRO's Jobtrack programme and DEL's Local Employment Intermediary Service (LEMIS). In identifying the synergy between the programmes it is clear that many of our service users need additional preparation, support and encouragement to build initial contacts, but that once they establish new supports, their links with us reduce and they start to develop the skills to sustain their growing motivation.



Employment opportunities for those with criminal records are likely to be better in the future, following the publication of Sunita Mason's review of the criminal records regime. We welcomed the proposals published during the year to:-

- increase the accountability of employers and registered bodies through the introduction of sanctions for blatant breaches of data protection legislation and discriminatory practices;
- introduce greater accountability over Access NI to ensure compliance with their Code of Practice and on the PSNI to ensure appropriate disclosure and information sharing;
- remove the requirement to carry out criminal record checks on children under 16 (except in relation to home based settings); and
- introduce portable disclosures and the issuing of a single disclosure certificate.

However, much misinformation on the issue of criminal records goes unchallenged. A local newspaper published a front page article on criminal record checks, stating that 40,000 people who had applied to work with children had been "red flagged". Whatever the reader thought, the term "red flagged" actually meant that those individuals had a conviction or observation recorded on their certificate – there was no indication at all as to whether this observation presented any risk to children or vulnerable adults. Such reporting does little to reduce the fear of crime or encourage the community to be supportive of those who have offended in the past and who are trying to make positive changes in their lives.

There follows a statement of progress on each of the areas of our current corporate plan:-

## WORKING WITH CHILDREN AND YOUNG PEOPLE WHO OFFEND

- The Child and Parent Support (Caps) programme continued to operate at full capacity and supported 136 families in the Belfast and Southern regions.
- The Caps teams in Armagh and Belfast were supported by dedicated education workers in an attempt to support more young people to sustain their engagement in full time education.
- We reviewed the Independent Representation scheme at Lakewood and revised it following significant efforts by staff to ensure that the programme met the needs of young people as effectively as possible.
- The Independent Visitor schemes in Belfast and the Southern region continue to support young people in care and are consistently well referenced in reviews.

- The Youth Employability programme closed in July 2011. In August 2011 Choose2Change became operational and began to gather evidence to influence the strategy to address the needs of young people who are not in education, training or employment.
- The MOVE project secured Big Lottery funding in December 2011 and will become operational in 2012-13.

### WORKING WITH OFFENDERS AND EX-PRISONERS

- Jobtrack continued to attract and hold significant numbers of participants, with just over 1,000 participating and 17% of its leavers moving to jobs, with a further 14% going into education and training.
- The numbers attending employer training have held steady while the advice line calls have continued to increase. There was a welcome increase in calls from, and support offered to, Jobs and Benefits offices.



- Jobtrack extended its engagement with employers through piloting Interview Skills workshops in the North West area. These workshops were led by key employers including Sainsbury's, DuPont and McDonalds. We plan to host workshops in other areas in the incoming year.
- APAC Floating Support's success in stabilising tenancies resulted in a 100% increase in funding and activity.
- APAC Women and Jobtrack Women continued to make a valuable contribution to the NIPS Women's Strategy. An event at Stormont in

February 2012 recognised and celebrated the contribution from the voluntary and community sector and the support from the Pilgrim Trust in working with women who have offended.

### WORKING WITH PRISONERS, THEIR FAMILIES AND CHILDREN

- The report 'Children of Imprisoned Parents', published by the Danish Institute for Human Rights, included research conducted by the University of Ulster and was particularly affirming of our commitment to the children and families of people in prisons.





*Families relax at Corrymeela*

- We contributed to the establishment of a website for children affected by imprisonment. The site, [www.ontheinside.org.uk](http://www.ontheinside.org.uk), aims to answer children's questions about prison, dispel myths and offer support to children across the UK.
- To mark the 22nd Anniversary of the United Nations Convention on the Rights of the Child, Maastricht University held a conference on the rights of children of prisoners. NIACRO delivered a presentation on the experiences of children whose parents were incarcerated during the conflict in Northern Ireland.
- Resources from the Money Advice Trust enabled us to continue to

- support efforts to train NIACRO and NIPS staff to help people in prison to prepare for release.
- Jobtrack's pre-release employability programme was re-designed as a modular programme to ensure that those who are transferred from Maghaberry to Magilligan can more easily complete and receive their certification. The numbers who moved into employment from the Jobtrack prison programme was significant at 21% with a further 7% taking up training or education on release.
- As the numbers in prison increased over the year so did the pressure on the services that support visitors. We were disappointed with the decision to suspend the availability of sandwiches at Hydebank but are working to ensure that alternatives are available, with the aim of providing an appropriate environment for family contact.
- The Challenge Hate Crime project

# Justice

## Dignity

### Accountability anti-violence

moved towards its completion. One element has focussed on researching and evidencing the issues of hate crime, and particularly sectarian hate crime, in Northern Ireland, whilst the other has been on building a model of intervention that engages with individuals who have offended.



## INFLUENCING POLICY AND PRACTICE

- A DVD of interviews about NIACRO's work with a range of stakeholders was presented to the staff conference which was a significant marker in the development of the 2012-2015 Corporate Plan.



Alongside an increased use of social media we have been endeavouring to engage with a broader range of individuals who show an interest in the services that we provide and the issues that they raise.

- We continued to run the Justice Series seminars at Stormont and held events on mental health, youth justice, prison reform and public protection. Each event was sponsored by a different political party, demonstrating the range of support we were able to secure.

- We responded to 50 consultations and developed policy papers to evidence our work in Europe, our engagement with DEL services and our view of progress against the Prison Review Team's recommendations.

We continued to work within the European Ex-Offenders Community of Practice (ExOCOP) and prepared to make a key contribution to the formulation of the Berlin Policy forum's final recommendation. We also completed our

work with HSI, Haftvermeidung durch Soziale Integration (Social Integration for the Prevention of Imprisonment) and became active members of Eurochips, the European Network for the Children of Prisoners.

## APPLYING RESOURCES EFFECTIVELY

- We completed the re-structuring of the Administration and Human Resources services and agreed a way forward for our Finance Unit.



### *Making a point at the staff conference*

- As the year ended, we began preparation for the forthcoming Investors in People and Investors in Volunteers assessment processes. Staff members completed numerous training courses and a celebration of achievement was held as an integral part at our staff conference in October 2011.
- In order to ensure best value we re-tendered for our IT services. Our internal audit programme continued as planned and new efficiencies were achieved with the implementation of BACS payments for all appropriate suppliers. We identified and moved into more suitable accommodation for the delivery of our services in the North West.

## GOVERNANCE

The Executive Committee was responsible for a number of strategic developments during the year.

- In summer 2011 it agreed the process to develop and bring forward the Corporate Plan for 2012-2015. In February 2012 it considered the plan and confirmed its final shape.
- The Committee has been reviewing its practices and agreed a programme of change which is now well under way. The organisation is fortunate to have such a rich resource of members and friends on which it can draw.

- The Committee established an ad-hoc group to monitor the progress of the Prison Review Team's recommendations, considered a range of internal audit reports and the commissioning of two further years' work and agreed to establish a sub group focused on evaluation and research.

**We thank the whole NIACRO team, committee, staff and volunteers, along with our funders and other supporters, for their contribution to another constructive and fruitful year for NIACRO.**







Dignity Justice  
anti-violence Accountability

# 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
<b>1.1 Independent Visitors</b> To provide services which support the personal and social development of vulnerable children and young people from within the care sector.	Health & Social Care Board Southern HCST	61 young people used the scheme. In a focus group discussion the young people described how they valued the independence of the volunteers and how they "felt more sociable" and "enjoyed life more".		
<b>1.2 Lakewood Independent Representation</b> To ensure the concerns of children and young people in secure care are appropriately represented at Lakewood.	South Eastern HSCT	Volunteers made weekly visits to the centre and dealt with 90 issues raised by the young people.  We introduced a new model of practice, with a project worker accompanying a volunteer each week, to promote more consistent communication with both service users and staff.		
<b>1.3 Child and Parent Support (Caps) - Southern</b> To provide a programme of diversion that engages young people "at risk" aged 8-13 and their families in exploring positive activities and experiences that contribute to healthy lifestyles.	Health & Social Care Board Southern HSCT	53 families used the service.  Support to families included a men-only parents group as well as 2 general parenting groups, a 6-week summer activities scheme, a transition workshop for children preparing to move from primary to secondary school and yoga/lifestyle sessions.		
<b>1.4 Child and Parent Support (Caps) - Belfast</b> To provide a programme of diversion that engages young people "at risk" aged 8-13 and their families in exploring positive activities and experiences that contribute to healthy lifestyles.	Health & Social Care Board Youth Justice Agency (YJA)	83 families used the service.  Support to families included a parents group to help parents and carers develop their parenting skills, an awards ceremony for children completing the programme and a visit to the panto at Christmas.		





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IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
<b>1.5 Choose2Change</b> 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>Under the new name of C2C we worked with 125 young people, including 66 new referrals. 49% of service users moved on to education, training or employment, a 6% increase on last year.</p> <p>We introduced an OCN Employability Skills qualification at levels 1 and 2. We made this available to young people referred from PBNI and the Juvenile Justice Centre Woodlands – this group have very limited access to employability training. 12 young people referred from the JJC and 7 from PBNI achieved a Level 1 OCN qualification.</p>		
<b>1.6 Representation, advocacy and feedback</b> To promote the needs of children and young people who offend or are 'at risk' of offending within appropriate fora, and to advocate on their behalf.	All funders	<p>We worked in partnership with others contributing to debate on the Youth Justice Review and the NEET Strategy. We met the Minister of Justice on the Youth Justice Review and lobbied against the introduction of video links for children in secure care.</p> <p>We published an occasional paper 'Making Things Better?' by Prof Barry Goldson assessing the Youth Justice Review. Prof Goldson was also the keynote speaker at one of our Justice Series seminars on the issue.</p> <p>We have contributed throughout the year to the development of an action plan for the Children, Young People and Offending sub-group of the Children and Young People's Strategic partnership.</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
<b>2.1 Jobtrack (Community)</b> <ul style="list-style-type: none"> <li>To raise levels of employability among ex-prisoners and offenders in the community through the Jobtrack programme;</li> <li>to develop capacity to demonstrate the linkages between programme interventions and reduction in offending; and</li> <li>to develop partnership working through its Jobtrack strategic group and implementation of its action plan.</li> </ul>	European Social Fund PBNI DOJ	<p>We received 1004 referrals to the programme, 811 of them from PBNI - well above target. 31% of participants moved on to jobs or training.</p> <p>We took part in a pilot scheme with DEL involving work experience for Jobtrack service users. Twelve of the 15 who began the initiative completed it and all obtained jobs with the employers concerned.</p> <p>At an awards ceremony in September 11 at Queen's University, DEL Minister Stephen Farry presented a wide range of certificates to 39 Jobtrack students.</p>		
<b>2.2 Employer influencing</b> <ul style="list-style-type: none"> <li>To increase awareness of best practice in recruitment and selection of offenders;</li> <li>to continue to develop and disseminate an understanding of changes in legislation, particularly the safeguarding vulnerable groups legislation and the Security Industry Authority;</li> <li>to monitor and review impact of changes; and</li> <li>to develop capacity to influence based on the business case.</li> </ul>	ESF DOJ	<p>We delivered training to 748 individuals from 117 organisations, and dealt with 1,019 enquiries to the advice line – both well above target. 70% of enquiries were on criminal records issues, and we referred 12 for legal advice. Three judicial reviews, involving people who originally approached us, were successful.</p> <p>There was increased demand from job centres, Jobs &amp; Benefits offices and LEMIS providers for training and advice.</p> <p>We held 11 successful employer advice events in the community and in the prisons, and attended 6 external job fairs. The Employer Forum met 4 times.</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
<b>2.3 BASE 2</b> To provide a crisis intervention, clarification and support service for individuals and families who may be at risk of violence in the community.	NI Housing Executive (NIHE)	We dealt with 986 cases. We met on 42 occasions with key contacts in the community, including taking part in 19 public meetings.		
<b>2.4 APAC Floating Support</b> To assist people to maintain their tenancies, prevent homelessness and address anti-social and offending behaviour.	NIHE Supporting People	We worked with 52 clients, none of whom lost their tenancies. We employed 2 extra staff and now take referrals from all over NI.		
<b>2.5 APAC Banbridge</b> To support Banbridge CSP to address anti-social behaviour.	Banbridge CSP	We worked with 4 people identified by Banbridge CSP. The CSP received funding from the criminal confiscation scheme for additional places in 2012/13, working with a group of young people involved in anti-social behaviour.		
<b>2.6 RIO (Reintegration of Offenders)</b> To develop an innovative approach to the reintegration of high risk repeat offenders in the community.	NIHE	The RIO programme ran from July 2010 to July 2011. We delivered 4 training seminars to 29 community organisations and worked with 17 clients. Further funding enabled us to support 6 more clients in the community and liaise with relevant community organisations.  Along with NIHE and Belfast City Council we contributed to a good practice website managed by the European Forum for Urban Safety.		
<b>2.7 APAC Mental Health</b> 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 47 people between July 2009 and March 2012. We completed an evaluation of the project which showed clients felt they and their families had benefitted. They valued the co-ordinating of a range of services ("everybody knows what's going on") and the individual approach ("they help, no matter how quickly or slowly you want to take it").		






# 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
<b>2.8 APAC Women</b> <ul style="list-style-type: none"> <li>To assist women who offend to integrate successfully into their community; and</li> <li>to contribute to an effective model of intervention with women who offend.</li> </ul>	PBNI	<p>We worked with 55 women, significantly above target. We developed and delivered OCN accredited training on working with women who offend. The Inspire project received a Justice in the Community award and a Butler Trust award.</p> <p>We established a post which will expand the work of APAC women to mid-Ulster and the North West.</p>		
<b>2.9 Jobtrack Women</b> To provide effective Jobtrack intervention with women offenders.	ESF	<p>We worked with 88 women referred by the Women's Community Support Project (PBNI, NIPS, Women's Support Network, and NIACRO) in Greater Belfast. We also completed a Lifestyles Training manual for service users.</p>		
<b>2.10 Representation, advocacy and feedback</b> <ul style="list-style-type: none"> <li>To contribute to the co-ordination and delivery of relevant reintegration services by the voluntary and community sector; and</li> <li>to provide active citizenship opportunities in volunteering.</li> </ul>	All funders	<p>We met or otherwise engaged with, inter alia, OFMDFM, HR staff from FE colleges, ECNI, FSB, Proteus, and JobCentres.</p> <p>We welcomed our transnational partners HSI on a study visit to NI and spoke at the final conference of their programme in Potsdam.</p> <p>The Chair of the DEL Assembly Committee, Basil McCrea MLA visited NIACRO. We attended the All Party Group on Children and Young People in the context of NEETs.</p> <p>The Adult User Forum met to discuss emerging policy issues, with members drawn from Jobtrack service users, including for the first time members from Armagh. Members contributed to our response to the DOJ consultation on fine default and met with the Patient &amp; Client Council.</p> <p>After 4 members had seen the prison-based "Mickey B" version of Macbeth, the film was shown to a larger group in Amelia Street, and followed by a discussion with the film-makers.</p>		





# 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
<b>3.1 Jobtrack (Prisons)</b> To raise levels of employability amongst prisoners pre-release and leaving prison.	ESF NI Prison Service (NIPS)	289 prisoners took part in job preparation programmes, of whom 160 continued with Jobtrack in the community.		
<b>3.2 Through the Gate service</b> To contribute to the development of effective resettlement practice in prisons.	ESF NIPS	Of these 160, a figure well above target, 28% moved on to training or employment.		
<b>3.3 Advice services</b> <ul style="list-style-type: none"> <li>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; and</li> <li>to contribute to building the capacity of the criminal justice sector to deal with welfare rights issues.</li> </ul>	ESF PBNI Social Security Agency (SSA) Money Advice Trust	1,251 prisoners, well above target, used the service and 339 people in the community. We dealt with 2,808 queries.  We delivered money management programmes ("Managing Money: building essential skills") to 26 clients in 3 prisons, and to women offenders in the community.  An advisory group (NIACRO, NIPS and SSA) met regularly, and we met also with the Welfare Reform Group and the Law Centre. The CEO and Chair of the Money Advice Trust visited us.		
<b>3.4 Family Links</b> 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 1,395 referrals, sent out 1,133 information packs, made 988 (90%) phone calls within 24 hours and paid 647 home visits.  12 adults and 27 children from 10 families spent a week at Corrymeela in July 11, many of them enjoying a family holiday for the first time. As well as leisure activities, the service users took part in an equality workshop with refugees and asylum seekers who were at Corrymeela at the same time, and input to UU research into the impact of imprisonment on children.		
<b>3.5 Transport service</b> To maintain links through the provision of a bus and volunteer driver service to prison establishments.	NIPS	We provided transport for 4,450 journeys, well up on last year, and volunteers made 161 journeys for family members living in rural areas, almost double the figure for the previous year.		





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IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
<b>3.6 Visitors' centre - Magilligan</b> To enhance the quality of visiting arrangements at prisons and promote child centred visits.	NIPS	The centre was used 10,748 times by adults and 2,609 times by children, and there were 3,400 visits to the crèche.  We dealt with 2,761 enquiries, held 175 support sessions and 155 children were supported in child centred visits.		
<b>3.7 Visitors' centre - Hydebank Wood</b> To enhance the quality of visiting arrangements at prisons and promote family visits.	NIPS	The centre was used 23,750 times by adults and 4,525 times by children, and there were 1,997 visits to the crèche.  We dealt with 2273 enquiries, held 1,815 support sessions and made 200 referrals to NIACRO and other services.		
<b>3.8 Hate crime</b> To develop and deliver an evidence-based model of intervention with perpetrators of hate crime.	Peace III	In partnership with NIPS, we developed and delivered a pilot Challenge to Change programme for 22 participants in Hydebank and Magilligan.  We worked to influence hate crime strategies locally and internationally.  We established a Community Stakeholders Bank of NGOs who agreed to work with the participants on release from custody.  We supported research on the criminal justice system's response to hate crime.		
<b>3.9 Representation, advocacy and feedback</b> To promote the needs of prisoners, their children and families in appropriate fora and ensure that they are adequately represented.	All funders	We contributed to an international conference on the children of imprisoned parents in the Netherlands and joined the European network, Eurochips.  We continue to act as secretariat to the Families & Children of Prisoners Interagency Group.		

# INFLUENCING POLICY AND PRACTICE

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

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
<b>4.1 Communication</b> To promote NIACRO's work through media engagement, publications and public promotion.	Esmée Fairbairn Foundation All funders	We continued to maintain a strong profile in television, radio and print media, including interviews on prison reform, fine default and public protection.  We introduced social media using Facebook and Twitter and produced 3 issues of NIACRO News including the first of an occasional series of supplements looking in-depth at a key topic.		
<b>4.2 Membership</b> To promote membership.	Esmée Fairbairn Foundation All funders	In addition to ongoing work to support and promote membership, we began to develop an organisational Participation Strategy to reconsider what it means to be a "member" of NIACRO.		
<b>4.3 Policy comment</b> To have impacted positively on public policy through responses to consultations and commenting on relevant issues.	Esmée Fairbairn Foundation All funders	We responded to 50 public policy consultations and gave evidence to the Justice, HSSPS and Social Development Assembly Committees.		
<b>4.4 Evaluation and research</b> To inform NIACRO's work through an agreed evaluation and research strategy.	Esmée Fairbairn Foundation All funders	We carried out internal evaluations of RIO and APAC Mental Health, and prepared a report for OFMDFM on the impact of the voluntary guidelines on employers. Annual reports on individual projects continue to inform how we develop our work.		

# 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
<p><b>4.5 Effective engagement</b></p> <p>To develop and strengthen links with relevant stakeholders:</p> <ul style="list-style-type: none"> <li>• criminal justice agencies and policy makers;</li> <li>• non criminal justice agencies;</li> <li>• political parties and staff;</li> <li>• private sector; and</li> <li>• NGOs and community groups.</li> </ul>	All funders	<p>We held 4 seminars in the Justice Series for politicians and other stakeholders at Stormont, and attended party conferences.</p> <p>We are represented on 8 Community Safety Partnerships and several people with connections to NIACRO applied for membership of the new PCSPs.</p> <p>We held a further meeting with sister organisations Sacro (Scotland) and Nacro (England and Wales) to explore common concerns.</p> <p>We played a full part in the final year of the EU's ExOCOP programme exploring best practice in resettlement. This included events in Warsaw (on work with women) Bologna (on Jobtrack) and Bremen (on community links). We undertook significant preparatory work for the closing conference in June 2012.</p> <p>See also 1.6, 2.10, 3.9</p>		








# APPLYING RESOURCES EFFECTIVELY

**STRATEGIC AIM:** 1) To continuously develop staff and volunteers so that we can implement our objectives effectively  
2) To secure adequate resources and manage them efficiently and effectively

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not completed
<b>5.1 Training plan</b> To provide an ongoing training and development programme for Executive, staff and volunteers.	All funders	85% of the training plan was completed, with, eg, 40 staff completing training on mental health and personality disorder issues and 12 gaining NVQ awards.		
<b>5.2 Quality standards</b> To ensure the maintenance of quality standards.	All funders	We completed and implemented the lIP action plan. The Pqasso re-evaluation report showed level 3 maintained in all 12 areas assessed.		
<b>5.3 HRM policies</b> To ensure all Association and HRM policies are kept up to date.	All funders	Grievance, harassment, staff safety and child protection policies were reviewed, and a new pension scheme was agreed. The staff survey showed high (+90%) ratings for job satisfaction, the induction process, NIACRO's upholding of its values, equality, communication with colleagues, and health and safety.		
<b>5.4 Volunteering</b> To provide a range of appropriately trained and supported volunteer opportunities.	DOJ	263 people enquired about volunteering with NIACRO of whom we deployed 112 after training. We held Volunteer Forums in December 2010 and April 2011, with training on the harm caused by substance abuse and on autism. 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
<b>5.5 Management of resources, IT and premises</b> To oversee effective deployment of non staff resources.	DOJ	Staff moved into our new North West offices in December 2011. The IT service was re-tendered and a review of our current systems carried out. We made a range of improvements to Amelia St and are actively searching for premises in the Southern area.		
<b>5.6 Financial systems and policies</b> To have in place robust financial procedures that meet audit and funders' requirements.	All funders	The external audit was completed and audited accounts filed; recommendations of internal audit are being implemented.		
<b>5.7 Financial management and oversight</b> To provide timely and accurate financial information.	DOJ	The Finance Committee and Management Group routinely consider financial information.		
<b>5.8 Flow of funding</b> To maintain positive cash flow.	All funders	We reviewed cash flow each quarter and maintained a positive cash flow.		
<b>5.9 Financial planning, bidding and tendering</b> To support bidding, tendering and contracting processes.	All funders	We received funding for a range of services from the criminal confiscation scheme. We secured a 100% increase in funding for APAC Floating Support. New funding included that for MOVE, our new service for vulnerable young people, and support from the Money Advice Trust for our advice work.		

# CONSULTATION RESPONSES

## Jim Allister MLA

- Proposal for a Special Advisors Bill

## Belfast City Council

- Community Development Strategy and Community Support Plan 2011 – 2014

## Children and Young People's Partnership

- Northern Ireland Children and Young People's Plan 2011 – 2014

## CITB Construction Skills

- Revised Equality Scheme and Action Plan

## CJINI

- Equality Scheme and Action Plan 2011 – 2015

## Commission on a Bill of Rights

- Do we need a Bill of Rights?

## Commission for Victims & Survivors

- Equality Scheme
- Work Plan 2011 – 2012
- Corporate Plan 2011-2014

## Community Relations Council

- Equality Scheme

## Craigavon BC

- Equality Scheme, revised draft

## DEL

- New higher education strategy
- Widening participation in higher education
- Pathways to Success – a strategy for those not in education, employment or training (NEETs)
- Qualifications required to deliver Essential Skills

## DHSSPS

- New strategic direction for drugs and alcohol
- Mental Health (Private Hospitals) Regulations
- Developing advocacy services, draft policy

## DOE

- Fixed penalty guidance and regulations

## DOJ

- Access to justice
- Review of youth justice system in NI
- Part One of the Review of the Criminal Records Regime survey (May 11)
- Part One of the Review of the Criminal Records Regime in NI (March 12)
- Future administration and structure of Tribunals in Northern Ireland
- Provision of Victim Impact Statements and Victim Impact Reports
- Development of long- term objectives for policing
- A new community safety strategy for NI
- Review of community sentences
- Equality Scheme and Action Plan, draft
- Policing and Community Safety Partnerships, implementation of
- Sex Offender Notification and Violent Offender Orders
- Fine default in Northern Ireland

#### **DSD**

- Passported benefits, review by SSA Committee
- Welfare Reform Bill (Northern Ireland) 2011 EQIA

#### **DWP**

- Housing Benefit Reform – supported housing (via DSD)
- Support for mortgage interest (via DSD)

#### **HSCB and PHA**

- Community development strategy

#### **NIHE**

- Homelessness strategy 2011-2016, draft
- Housing selection scheme
- Belfast City Centre waiting list

#### **NI Policing Board**

- Revised Equality Scheme

#### **NW Regional College**

- Revised Equality Scheme and Action Plan

#### **OFMDFM**

- Social Investment Fund, proposed operation
- Equality Scheme
- Programme for Government 2011 - 2015

#### **PBNI**

- Northern Ireland Standards (2006), review and revision of
- Equality Scheme and Action Plan, draft

#### **PHA**

- see HSCB

#### **PPS**

- Equality Scheme, revised draft

#### **PSNI**

- Equality, Diversity & Good Relations strategy 2011.16

#### **SSAC**

- DWP's proposals for the Housing Benefit (Amendment) Regulations 2011, call for evidence

#### **University of Ulster**

- Audit of Equality Effectiveness, draft Equality Scheme, Action Plan

# EXECUTIVE COMMITTEE



Mr Richard Buchanan

resigned November 2011

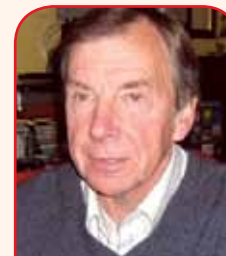


Mr Alan Caskey

resigned November 2011



Mr Patrick Farry



Mr Brendan Fulton



Mrs Rosemary Kilpatrick



Mr James McClean



Mr Sid McDowell

appointed November 2011



Mr Kieran McEvoy



Ms Sara McKinty



Mrs Christine McLaughlin



Mr Thomas McLaughlin

resigned November 2011



Mr Samuel Pollock



Mrs Jill Quinn

resigned November 2011



Ms Ricky Rowledge

appointed November 2011

# STAFFING 2011 - 2012

Justice  
Accountability  
Dignity  
anti-violence

## DIRECTORATE GROUP



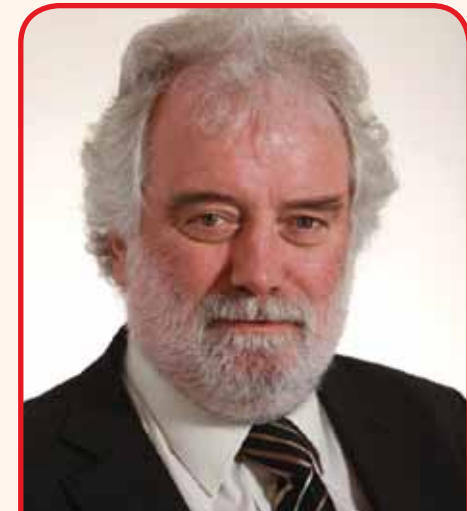
Olwen Lyner

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

**Eileen Findlay**

Service Assistant, Magilligan Visitors' Centre

**John Harkin**

Driver

**Michael Kelly**

Driver (left Aug 11)

**Marie Legge**

Service Assistant, Hydebank Visitors' Centre

**Pat McBride**

Driver

**Bernadette McGuigan**

Childcare Worker, Magilligan Visitors' Centre

**Anne McNicholl**

Supervisor, Magilligan Visitors' Centre

**Jackie Mullan**

Service Assistant, Magilligan Visitors' Centre

**Maureen Mullan**

Service Assistant, 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

**Katie Brereton**

Project Worker, Caps Belfast

**Sam Clarke**

Project Worker, Caps Belfast (left Sept 11)

**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  
(left Dec 11)

**Sinead McGreevy**

Project Worker, Independent Visitor  
(left May 11)

**Emma Milligan**

Project Worker, Youth Employability

**Kris Morrison**

Project Worker, Caps Belfast

**Shirley Wells**

Project Worker, Caps Southern

**Garreth Wright**

Project Worker, Caps Belfast



# 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*

**Jeanine Beck**

*Employment Officer*

**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*

**Liz Smyth**

*Employment Officer (left Apr 11)*

**Robert Sweeney**

*Employment Support Tutor*

**Catherine Ward-Gallagher**

*Employment Support Tutor*

# RESETTLEMENT SERVICES

# COMMUNICATIONS AND RESEARCH UNIT



**Sile McLean**

Service Manager

**Barry McMullan**

Senior Practitioner, Advice

**Jeff Maxwell**

Senior Practitioner, BASE 2

**Marie Corrigan**

Benefits Advice Officer

**Paul Fleming**

Project Worker, Mental Health

**Denise Hall**

Project Worker, APAC Women

**Debbie Neish**

Employment Officer, Jobtrack Women

**Eileen Havern**

Employment Officer, Women (left Dec 11)

**Fiona Kelly**

Project Worker, RIO (left Sept 11)

**Claire McGonagle**

Project Worker, Advice

**Geraldine McGuigan**

Project Worker, APAC

**Kerry Maria**

Project Worker, BASE 2

**Clare Morrison**

Project Worker, APAC

**Rebecca Reid**

Project Worker, APAC (left Oct 11)



**Mairaid McMahan**

Public Affairs &  
Communications Manager

**Graham McMichael**

Research and Information Officer

**Kerry McMullan**

Research and Information Officer

# HUMAN RESOURCES MANAGEMENT

# FINANCE



**Dorothy Boyce**

HR Support Manager

**Vivienne Courtney**

HR Officer

**Cheryl Cowden**

Administrator/Receptionist

**Fiona Jamison**

Administrator/Receptionist

**Jackie Junk**

Personal Assistant (left Dec 11)

**Eithne McClean**

Receptionist (left Jun 11)

**Joyce McDowell**

Office Supervisor, Derry

**Arlene McFerran**

Clerical Officer (left Jun 11)

**Angie Moge**

Receptionist/Data Processor (left Apr 11)

**Emerald Neville**

Receptionist/Administrator, Armagh  
(left Jun 11)

**Tracy Okoro**

Administrator/Receptionist

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



**Mary Stewart**

Finance Support Manager

**Roberta Evans**

Accounts Clerk

**Valerie McGreevy**

Office Supervisor

**Debbie Mullan**

Accounts Assistant

**Ian Power**

Accounts Officer



Justice  
Accountability Dignity  
anti-violence

# FINANCIAL REPORT AND ACCOUNTS

## 2011 - 2012

NORTHERN IRELAND ASSOCIATION FOR THE CARE  
AND RESETTLEMENT OF OFFENDERS

(A COMPANY LIMITED BY GUARANTEE)

# REPORT OF THE DIRECTORS

for the year ended 31 March 2012

The directors submit their report and audited accounts of the company for the year ended 31 March 2012. 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; and

- 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 of 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 £90,407. During the year the Association has continued to expand its work and positive developments have taken place in a number of projects. Work across the full range of the provision of practical services has continued and the Association has continued to develop its research and policy activities.

The directors consider the company's financial position at the date of the balance sheet to be satisfactory.

## Future developments

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

The following is a summary for the year 2011/12:-

	Balance 1 Apr 2011 £	Surplus /(Deficit) £	Balance 31 Mar 2012 £
Projects	(6,002)	59,664	53,662
Contingency Fund	839,548	38,605	878,153
General reserve	577,220	-	577,220
Project Account Accumulation Fund	1,410,766	98,269	1,509,035
	9,114	(7,862)	1,252
Administration account	1,419,880	90,407	1,510,287

## Results

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

## Insurance for directors of the company

The company has purchased insurance costing £1,590 to indemnify its directors against potential legal actions which they may face in the course of carrying out their duties.

## Risk review

The Executive Committee has conducted its own review of the major risks to which the charity is exposed and systems have been established to mitigate those risks. Significant external risks to funding have led to the development of an ongoing Strategic Plan which will allow for the identification of appropriate funding streams and planned expenditure. Internal risks are minimised by the implementation of procedures for authorisation of all

transactions and projects and to ensure consistent quality of delivery for all operational aspects of the charitable company. These procedures are regularly reviewed to ensure that they still meet the needs of the charity. NIACRO has in place an Internal Audit Service to deliver on-going independent assurance on the effectiveness of the systems of internal control, risk management and governance. 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 1 June 2005. As at 31 March 2012 free reserves stood at £864K which is less than needed for long term working capital requirements. The Executive Committee has agreed a target of free reserves of £1,300K (approx) which would allow immediate loan repayment plus three 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 2012 were as follows:-

- 1 **Mr Alan Caskey** *Resigned Nov 2011*
- 2 **Mr Patrick L Farry**
- 3 **Mr Richard Buchanan**  
*Resigned Nov 2011*
- 4 **Mrs Jill Quinn** *Resigned Nov 2011*
- 5 **Mr Thomas McLaughlin**  
*Resigned Nov 2011*
- 6 **Mr Kieran McEvoy**
- 7 **Mr Samuel Pollock**
- 8 **Mrs Christine McLaughlin**
- 9 **Mr Brendan Fulton**
- 10 **Mr James McClean**
- 11 **Mrs Rosemary Kilpatrick**
- 12 **Ms Ricky Rowledge** *Appointed Aug 2011*
- 13 **Mr Sidney McDowell**  
*Appointed Nov 2011*

### 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

Mrs Mary Stewart  
Secretary

*Date 25 October 2012*

### 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 2012

We have audited the financial statements of Northern Ireland Association for the Care and Resettlement of Offenders for the year ended 31 March 2012 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 auditors' 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 directors' 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 2012 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 Annadale Avenue  
Belfast  
BT7 3JH  
25 October 2012

### 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

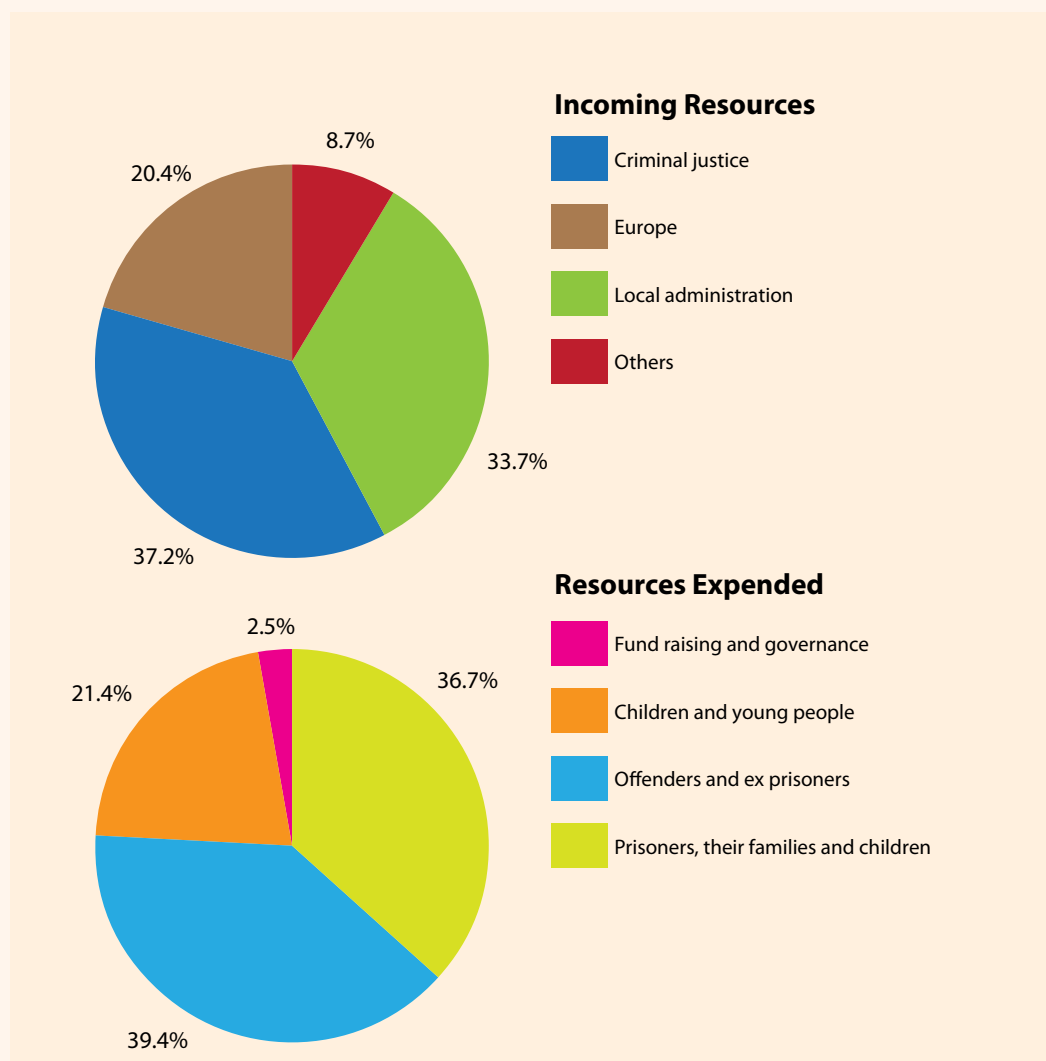
Those support costs which cannot be allocated directly to an area of activity have been allocated on the same basis as expenditure incurred in undertaking an activity. The total of costs so allocated in the year was £431,604.

### 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.



# STATEMENT OF FINANCIAL ACTIVITIES

(INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2012

	Unrestricted Funds	Restricted Funds	Notes	Total 2012 £	Total 2011 £
<b>INCOMING RESOURCES</b>					
<b>Donations, legacies and similar incoming resources</b>					
Grants from statutory agencies	-	501,000		501,000	509,000
Income from voluntary agencies	88,570	-		88,570	143,942
Investment income	7,853	-		7,853	8,962
<b>INCOMING RESOURCES FROM CHARITABLE ACTIVITIES</b>					
<b>Activities in furtherance of the charity's objectives</b>					
Charitable trusts & foundations	-	47,223		47,223	56,366
Services income	172,708	-		172,708	172,350
Grants from statutory agencies	-	2,986,703		2,986,703	2,965,704
Total incoming resources	269,131	3,534,926	12	3,804,057	3,856,324
<b>RESOURCES EXPENDED</b>					
Fundraising	-	67,098		67,098	65,913
Governance costs	-	26,975		26,975	26,409
<b>CHARITABLE EXPENDITURE</b>					
<b>Cost of delivering the charity's objectives</b>					
Children and young people	-	795,691		795,691	903,598
Offenders and ex prisoners	5,471	1,456,720		1,462,191	1,492,691
Prisoners, their families and children	226,915	1,134,780		1,361,695	1,246,148
Total resources expended	232,386	3,481,264		3,713,650	3,734,759
<b>Net income/ (expenditure) for year</b>	36,745	53,662		90,407	121,565
Fund balances brought forward at 01/04/11	1,419,880	-		1,419,880	1,298,315
Fund balances carried forward at 31/03/12	1,456,625	53,662	20	1,510,287	1,419,880

# BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2012

	Notes	2012 £	2011 £
<b>FIXED ASSETS</b>			
Tangible	13	1,277,578	1,277,376
Leased	14	-	5,958
		1,277,578	1,283,334
<b>CURRENT ASSETS</b>			
Debtors & prepayments	4	397,275	465,258
Bank deposit account		1,366,155	820,528
Cash in hand		50	50
		1,763,480	1,285,836
Creditors: amounts falling due within one year	5	(897,981)	(474,230)
<b>NET CURRENT (LIABILITIES)/ASSETS</b>		865,499	811,606
		2,143,077	2,094,940
Creditors: amounts falling due after one year	6	(227,591)	(289,970)
<b>PROVISION FOR LIABILITIES AND CHARGES</b>			
Deferred credit	10	(405,199)	(385,090)
		1,510,287	1,419,880
<b>REPRESENTED BY:</b>			
Share capital	11	-	-
Administration accumulated (deficit)/surplus		1,252	9,114
Projects Accumulated Fund (all projects)		1,509,035	1,410,766
	20	1,510,287	1,419,880

The financial statements were approved by the Board of the Executive Committee on 25 October 2012 and signed on its behalf by  
Mr Patrick L Farry Mr Sid McDowell

# CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2012

	Notes	2012 £	2011 £
<b>NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES (note 15)</b>		587,490	(71,954)
<b>RETURNS ON INVESTMENT AND SERVICING OF FINANCE</b>			
Interest received		7,845	8,962
Finance lease charges (including projects)		(1,381)	(1,381)
Net cash flows from investments and servicing of finance		6,464	7,581
<b>CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT</b>			
Payments for fixed assets (excluding leased assets)		(84,067)	(10,322)
Capital grants received		84,067	10,322
		-	-
<b>NET CASH (OUTFLOW)/INFLOW BEFORE FINANCING</b>		593,954	(64,373)
<b>FINANCING</b>			
Finance lease payments		(4,479)	(4,480)
		(4,479)	(4,480)
<b>INCREASE/(DECREASE) IN CASH</b>	17	589,475	(68,853)

# NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2012

## 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 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 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**

	2012 £	2011 £
Accrued income and prepayments	397,275	465,258
	<u>397,275</u>	<u>465,258</u>

**Note 5**

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

	2012 £	2011 £
Trade creditors	168,516	17,155
Accruals and deferred income	660,714	424,916
Finance lease creditor	4,480	4,480
Other creditors	36,369	14,490
Vat payable	1,350	689
Bank overdraft	13,352	-
Bank loan repayable in less than 1 year	13,200	12,500
	<u>897,981</u>	<u>474,230</u>



## Note 6

### CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2012 £	2011 £
Bank loan repayable in more than 1 year	221,497	279,397
Finance lease creditor	6,094	10,573
	<u>227,591</u>	<u>289,970</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:

	2012	2011
Administration	17	19
Project staff	75	83
Others	12	14
	<u>104</u>	<u>116</u>

	2012 £	2011 £
Their total remuneration for the year was:		
Wages & salaries	2,255,463	2,395,663
Social security costs	203,551	199,655
Pensions	120,300	94,407
	<u>2,579,314</u>	<u>2,689,725</u>

No remuneration was paid to directors during the year (2011 - nil).

## Note 8

### PENSION COSTS

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £120,300 (2011: £94,407).

## Note 9

### SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION IS STATED

	2012 £	2011 £
After charging:		
Depreciation	89,823	77,312
Auditors remuneration - external	9,600	8,400
Auditors remuneration - internal	3,652	12,218
Finance lease interest	1,381	1,381
After crediting:		
Bank interest receivable	7,845	8,962
Deferred credit released as income	63,958	51,444

## Note 10

### DEFERRED CREDIT

	2012 £	2011 £
Balance at 1 April 2011	385,090	426,212
Received in year ended 31 March 2012	84,067	10,322
	469,157	436,534
Released as income	(63,958)	(51,444)
Balance at 31 March 2012	405,199	385,090

## Note 11

### SHARES

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

## Note 12

### REVENUE AND CAPITAL GRANTS INCOME DURING YEAR

	2012 £	2011 £
Department of Employment and Learning	20,270	-
Money Advice Trust	15,786	-
Belfast City Council	29,993	-
Esmée Fairbairn Foundation	47,223	24,374
Department of Justice	586,000	594,000
Probation Board for Northern Ireland	342,743	391,638
Northern Ireland Prison Service	439,761	422,388
European Social Fund - DEL	872,023	924,211
Western Health & Social Care Trust	10,111	10,111
Social Security Agency	20,000	20,000
Southern Health & Social Care Trust	77,398	72,494
Health & Social Care Board	493,796	482,316
Lankelly Chase Foundation	-	13,353
South Eastern Health & Social Care Trust	21,636	21,636
Northern Ireland Housing Executive	228,600	207,063
Northern Ireland Social Care Council	358	6,565
Banbridge District CSP	17,000	5,016
Department of Health, Social Services & Public Safety	27,754	43,872
Youth Justice Agency	45,020	145,000
Voluntary agencies	88,570	143,942
Nationwide Foundation	-	18,639
Peace III	239,454	128,394
Services income	172,708	172,350
Investment income	7,853	8,962
Total	3,804,057	3,856,324

## Note 13

### TANGIBLE FIXED ASSETS

	Motor Vehicles	Computers & office equipment	Tenant Improvements	Fistures & Fittings	Headquarters Computers & Off ice Equipment	Land & Buildings	Total £
<b>Cost</b>							
Balance at 1/4/11	-	105,874	15,000	2,101	284,596	1,571,178	1,978,749
Additions	-	3,990	12,000	11,309	49,211	7,557	84,067
Disposals	-	-	(15,000)	(2,101)	-	-	(17,101)
Balance at 31/3/12	-	109,864	12,000	11,309	333,807	1,578,735	2,045,715
<b>Depreciation</b>							
Balance at 1/4/11	-	99,586	10,583	1,510	276,054	313,640	701,373
Charge for year	-	7,294	5,417	1,533	23,693	45,928	83,865
Disposals	-	-	(15,000)	(2,101)	-	-	(17,101)
Balance at 31/3/12	-	106,880	1,000	942	299,747	359,568	768,137
<b>Net Book Value</b>							
At 31/3/12	-	2,984	11,000	10,367	34,060	1,219,167	1,277,578
At 31/3/11	-	6,288	4,417	591	8,542	1,257,538	1,277,376

## Note 14

### LEASED ASSETS

	Motor Vehicles	Equipment	Total £
<b>Cost</b>			
Balance at 1/4/11	36,212	17,205	53,417
Additions	-	-	-
Disposals	-	-	-
Balance at 31/3/12	36,212	17,205	53,417
<b>Depreciation</b>			
Balance at 1/4/11	30,254	17,205	47,459
Charge for year	5,958	-	5,958
Disposals	-	-	-
Balance at 31/3/12	36,212	17,205	53,417
<b>Net book value</b>			
At 31 March 2012	-	-	-
At 31 March 2011	5,958	-	5,958

## Note 15

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

	2012 £	2011 £
(Deficit)/surplus – administration	(7,862)	(1,060)
Surplus/ (deficit) - projects	98,269	122,625
	90,407	121,565
Deferred credit released	(63,958)	(51,444)
Depreciation	89,823	77,312
Decrease/(increase) in debtors	67,983	(115,208)
Increase (decrease) in creditors	409,699	(96,598)
	593,954	(64,373)
Less returns on investment & servicing of finance	(6,464)	(7,581)
	587,490	(71,954)

## Note 16

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

	2012 £	2011 £
Increase/(decrease) in cash	589,475	(68,853)
Finance lease creditor increase	-	-
Finance lease creditor payments	4,479	4,480
	593,954	(64,373)
Net (debt)/funds at start of year	513,628	578,001
Net (debt)/funds at end of year	1,107,582	513,628

## Note 17

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

	2011 £	Cash Flows £	2012 £
Bank accounts	820,528	532,275	1,352,803
Cash in hand	50	-	50
Bank loan	(291,897)	57,200	(234,697)
	528,681	589,475	1,118,156
Finance lease creditor	(15,053)	4,479	(10,574)
	513,628	593,954	1,107,582

## 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, (2011: £53,417). The net book value of those assets is £nil (2011: £5,958). The depreciation charge for the year in relation to these assets was £5,958 (2011: £8,345).

## Note 20

### ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted Funds	Unrestricted Funds	Total £
Tangible Fixed Assets	-	1,277,578	1,277,578
Current Assets	71,573	1,691,907	1,763,480
Current Liabilities	(17,911)	(880,070)	(897,981)
Long Term Liabilities	-	(632,790)	(632,790)
Reserves	53,662	1,456,625	1,510,287



Justice  
Accountability  
Dignity  
anti-violence

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HMP Magilligan  
Limavady  
BT49 0LD

**Tel:** 028 7776 3311 **ex** 65415

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Hospital Road  
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**Tel:** 028 9025 3849

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23 Railway Street  
Armagh  
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**Tel:** 028 3751 0050

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1A Russell Street  
Armagh  
BT61 9AA

**Tel:** 028 3751 1433

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Probation Board for Northern Ireland  
1D Monaghan Street  
Newry  
BT35 6BB

**Tel:** 028 3026 3955



The logo consists of the word "niacro" in a white, lowercase, sans-serif font, centered within a dark red circle. The background of the entire slide is a dark red color with a pattern of lighter red circles of varying sizes, creating a bokeh effect.

niacro

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