

niacro

Working to reduce crime and its impact on people and communities

ANNUAL REPORT 2013-2014



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Addressing the audience at the Prison Reform Events in October.



Justice Series seminar on children affected by parental imprisonment.



Fun at the Voice Box youth forum.

It has been a busy year for criminal justice, and one where we strove to make sure our voice – and the voice of the people we represent – was heard clearly.

Partnership in Prison Reform

October 2013 marked the second anniversary of the publication of the Review of the Northern Ireland Prison Service. Concerned at the lack of tangible progress and effective communication, we worked with sector colleagues to host a series of events to mark the two years and to ensure our collective voice is represented in the reform. The programme consisted of three breakfast seminars, each focusing on a different policy area of the reform agenda: healthcare in prisons; young people in the criminal justice system; and women and children affected by imprisonment. The fourth

and final event was a half-day conference outlining our key concerns and highlighting the valuable role the voluntary and community sector can play in implementing and sustaining reform. The events were well attended by representatives from the sector, as well as politicians and statutory officials from across criminal justice, health, equality and further education. They served to reignite discussion about this critical issue and provided an opportunity for meaningful engagement with stakeholders.

Since these events, there has been an increase in communication with the Northern Ireland Prison Service (NIPS). We have further developed our strong links with the Prison Reform Oversight Group, and good relations with the NIPS Change Management team mean that progress updates are now received more regularly. As a result of the events, NIACRO was

invited to participate in the Joint Health Care and Criminal Justice Strategy working group, and we have secured a secondment for one of our staff to work with NIPS on integrating the sector's expertise in relation to employment into the ongoing process of prison reform. This is a key indication of how NIPS views the sector and we will continue to pursue better quality engagement to foster real and effective partnerships between NIACRO and our sector colleagues, as well as with political and statutory stakeholders, with the possibility of revisiting the programme of events in the future.

“The staff were understanding of my situation and went the extra mile to help.”
Jobtrack Service User



Bob Ashford addresses our AGM.

Promoting Our Policies

The past year also marked two years since the publication of the Review of the Youth Justice System. We have been disappointed at the lack of political support for Recommendation 21 of the Review, which states that young people should be allowed to apply for a clean slate at the age of 18. In response, we have stepped up our advocacy on this issue and we are working in close partnership with former Police and Crime Commissioner candidate and founder of the 'Wipe the Slate Clean' campaign Bob Ashford to promote our joint message that a criminal record should not be a life sentence. To make sure this is heard by as many key stakeholders as possible, we have facilitated discussion



Justice Minister David Ford opens our Southern Area office.

on the issue a number of times, including hosting Bob Ashford as a keynote speaker at both our AGM and our Justice Series event on this issue, as well as hosting a policy fringe event at the Alliance Party conference and promoting the argument in the media. We continue

to advocate on behalf of our service users of all ages on the impact of criminal records in securing sustainable employment, training or education opportunities; in this context, we have developed our relationships with both AccessNI and the further education sector to ensure our messages are heard and we are respected as a critical friend.

We have developed our policy capacity and identified areas of concern as well as more opportunities to promote our messages. A scoping exercise conducted last summer illustrated just how much our work complements the Northern Ireland Executive's Programme for Government and highlighted how we link to almost every department's commitments, not just in relation to criminal justice but in education, employment, poverty, welfare, social care and young people, amongst others. A key policy influencing programme we delivered in the year focused on how our Family Links project supports

the children and families affected by imprisonment, drawing on the educational, health, social and financial benefits for both the family and community, in addition to the primary outcome of reducing reoffending. We welcomed the opportunity to engage with the Department of Finance and Personnel in the context of public sector reform and presented to the newly appointed Minister, Simon Hamilton, on transforming criminal justice, emphasising the economic case for funding effective early interventions



Working in partnership with sector colleagues at the Prison Reform events.

and how NIACRO and others in the sector can deliver efficient and effective services to some of the most marginalised people in Northern Ireland. It is certainly encouraging when our

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“I love the IV Scheme.”
Young person on the
IV Scheme

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expertise is recognised, and we intend to further develop links to ensure our voice, the voice of our service users and the voice of the sector is heard across government.

Partnership in Europe

It has been a year of working in partnership for NIACRO, with increased engagement with the Department of Justice, NIPS, and local representatives, including the Lord Mayor of Belfast, Deputy Mayor of Derry, and other local representatives – particularly the Deputy Mayor of Craigavon and several of his party colleagues in the context of the official opening of our new southern area office in Portadown.

We've also strengthened our ties in Europe, particularly with Children of Prisoners Europe (COPE, formerly Eurochips): COPE president Lucy Gampell OBE spoke at our Justice Series event on the impact of imprisonment on children, and we have worked closely with COPE and colleagues across the UK to help host their annual international conference, taking place in Edinburgh in the first quarter of 2014/15. We've maintained



The policy panel at the staff conference.

our strong links with Germany, attending the European Network of Deradicalisation (ENoD) in Berlin, which aims to develop and exchange practice around hate crime and deradicalisation. In addition, we have developed and shared our expertise in hate crime through our involvement in the radicalisation awareness network RAN

DeRad, which met in Slovenia in July 2013 and seeks to gather the experiences of frontline practitioners in Europe.

NIACRO was delighted to host the first meeting of the new Active Inclusion European Community of Practice

network in June 2013. We have been chosen to lead on the 'marginalised in the community' strand of work in

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“I was kept informed
and my voice was
valued.”

Referrer to the Caps
Project

”

the network, and hope that the network will provide a platform for promoting our voice on an international level and a valuable opportunity to share our experience, learn from others and be recognised for our good practice.

Always keen to make new links, during the year we accepted a request to host a delegation of Red Cross and Ministry of Internal Affairs officials from Belarus. The focus of their visit was to learn about best practice in resettlement and reintegration, and to discover more about criminal justice in Northern Ireland. We organised a programme of events for their short trip designed to introduce them to the various aspects of criminal justice here, including meetings with a range of NIACRO staff and service users as well as with COPE president Lucy Gampell, a visit to Maghaberry prison, and a roundtable discussion with representatives from the Probation Board for Northern Ireland, the Youth Justice Agency and NIPS. Their visit was interesting for both them and us, and we look forward to engaging with more European colleagues in this way in the future.

Promoting Our People

We have always recognised that our people are our best assets. We were therefore delighted to be re-awarded the Investors in People (IIP) Standard at Silver level during the year, with a score just a handful of marks below Gold level. Meeting the IIP Standard was made even better by our achievement of the Investing in Volunteers (IIV) Standard, demonstrating the value we put on all those delivering our services and our

“It’s good to have staff that believe in you and help you to achieve your goals.”

Jobtrack Service User

commitment to developing both staff and volunteers. As the profile of our volunteering opportunities within the organisation adapts to changes in the environment around us, we are now keen to develop more peer mentoring

opportunities across our services, offering opportunities for service users to share their experiences too.

As well as during the IIP assessment, staff across the organisation had the opportunity to voice their opinions and feedback at our biennial staff conference in October. The achievements of our staff from the previous year were celebrated at a short awards ceremony, while everyone was encouraged to participate in discussions throughout the conference, including engaging with politicians and journalists during a particularly lively policy session. The past year has also seen a marked move towards encouraging more staff to represent the organisation in the media, with some members of staff participating in broadcast interviews on their areas of expertise.

Everything our staff and volunteers do is focused on our service users, and it was fantastic to recognise the achievements of many in relation to employment and training at a Celebration of Success in January. The event, held at Queen’s University Belfast, celebrated the achievements of 65 individuals engaged in our Jobtrack programme. Many of those receiving

certificates addressed the impressive audience of family, friends, employers, civil servants and other key stakeholders, sharing their personal experiences



Christopher Stacey (Unlock) and Richard Good (DOJ) at the Justice Series seminar on criminal records.

“If you have a problem, you can lift the phone and Family Links is there.”

Family Links Service User

and delivering a list of ‘key asks’ needed to change the criminal justice system and make resettlement more effective. It was a very proud day for all those involved, and showed how important it is for our service users to be given the opportunity to be heard and tell their stories. This was further emphasised in two films we commissioned for our MOVE project, where young people aged 13-18

shared their experiences of the project in both a moving and articulate way. We are continuing to explore opportunities for service users to engage with the

media more often on issues that are important to them: we have had several successful interviews broadcast in the past year where service users have spoken out about their experiences, and we are developing platforms for their voices to be heard more regularly, for example in NIACRO News. This report is also peppered with quotes from service users, showing how they really are at the centre of everything we do.

Service Areas

Here are some other key updates on our areas of work:

Working with Children and Young People

- After 13 years, the Independent Visitor (IV) Scheme in the Southern Trust area came to an end in September due to funding constraints. The scheme provided support and positive relationships for looked after young people, and our thanks go to all the staff, volunteers and young people who made it work so well for so long. The IV Scheme continues in the Belfast and South Eastern Trust areas.
- Since January, Caps Southern has been the interim host of the Craigavon and Banbridge Family Support Hub. A typical Hub meeting consists of a broad range of both locally based statutory and voluntary partner organisations across the community who have a concern in the provision of early intervention and preventative family support services. The work of the Hub is aimed at families who do not require intervention from statutory social services and is an opportunity for relevant agencies to meet to discuss the support needs of a family and to propose a

“I feel that I am doing something worthwhile and hopefully making a positive difference in a young person's life.”
Volunteer

comprehensive support package.

- We have been working closely with the Department for Employment and Learning (DEL) and have been granted funding to work with young people who are not in education, employment or training. We plan to launch a new project in the next year in partnership with The Bytes Project, which will complement the work of our Choose2Change project.

Working with Adults in the Community

- Once again, there has been an increase in the number of referrals to Jobtrack, with a total of 1,214 referrals in 2013-14 – representing an overall increase of 145 people. We received a further year's funding to continue the project until March 2015, and are now preparing to bid for European funding again in the next year.
- After launching the Challenge Hate Crime materials following the successful project and conference in 2012, we continue to work to influence policy and practice in this area. To further this work, we are developing plans to launch a new APAC project in the coming year, focusing on providing support to those who are experiencing hostility and incidents of hate in the local community.
- The APAC Mental Health project has experienced frustrations in the past year in terms of attracting and retaining both funding and staff. We continue to engage with partners to seek a sustainable solution to allow us to deliver this important work.

“Things feel better”
Young Person on
MOVE project

- The Pilgrim Trust funding secured last year has benefited APAC Women significantly, with a Senior Practitioner appointed during the year to co-ordinate the various types of support we offer to women. Following the re-designation of the security levels for women in prison, the number of women on the day release programme working with us has increased significantly.

Working with People in Prison and Their Families

- Family Links continues to face funding uncertainties, however the combination of the Prison Reform Events and a concentrated and integrated programme of influence regarding the issue of families affected by imprisonment has raised awareness of the issue with policy makers, the media and the sector. We will continue to engage on this critical issue to sustain service delivery to this vulnerable and often forgotten group.
- A pilot project to increase referrals took place in Maghaberry prison during the year and was hugely successful, with referrals to the project significantly increasing since we established ourselves on site. Family Links staff now maintain a regular presence in the prison. We have now secured funding for another pilot project to take place in the first quarter of 2014/15, which will raise awareness amongst teachers of the impact of parental imprisonment on children.
- We worked with the Social Security Agency (SSA) to map the various stages when people affected by the criminal justice system need welfare advice most;

we will continue to pursue this exercise with the SSA to ensure effective and appropriate welfare advice is accessible to people in prison and their families.

Influencing Others

- Following the review of the Communication and Research Unit last year, 2013/14 saw the establishment of our Public Affairs and Communications Team. As a result, we have enhanced our capacity for and delivery of policy, research, marketing, media and political engagement, and communication and participation across the organisation.
- We hosted four Justice Series events at Stormont during the year, including seminars focusing on: the Wipe The Slate Clean campaign with Bob Ashford; Human Trafficking with Diane Kelly (Immigrant Council of Ireland) and Les Allamby (Law Centre NI); the lasting impact of criminal records with Christopher Stacey (Unlock); and the needs of children affected by parental imprisonment with Lucy Gampell OBE (COPE).
- Our service user forums continue to provide platforms for feedback and direction on policy, communications

“I never imagined I could gain so much from NIACRO.”
Jobtrack Service User

and service delivery, with the Adult User Forum, Forum for Families of People in Prison and young person's forum Voice Box offering strong voices to both inform and share our work.

- We submitted responses to 31 policy consultations in the year, including responding in partnership with other organisations, to influence others and share our messages.

Applying Resources Effectively

- A year after we opened our new north west premises, the southern area office was officially opened in December. The office in Portadown consolidates all our services in the area and we look forward

to developing our links with the local community. We now have a range of high quality locations from which to offer services across Northern Ireland.

- Following the agreement made last year, we rolled out the new IT and communications infrastructure across the organisation.
- During the year, we achieved both the Investors in Volunteers and Investors in People Standards, maintaining our Silver level award in the latter.

Governance

- Senior management and the Executive prepared for a meeting with the Minister of Justice, to be held in early 2014-15, on a range of key issues including support for the families of people in prison and the need for people to be allowed to apply for old and minor convictions to be wiped from their criminal records, in line with the Youth Justice Review recommendation.
- The Executive reviewed its own performance and operating procedures.
- During the year, we reviewed our banking arrangements, received an external health and safety report and oversaw regular risk register reporting.







Rock climbing at the Voice Box activity day.

We would like to thank everyone involved in the work of NIACRO – including our staff, volunteers, service users, Executive, membership, funders and supporters – for their support over the past year in helping us to work to reduce crime and its impact on people and communities.





*Signed by Sid McDowell (Chair)
and Olwen Lyner (Chief Executive)*

Working with Children and Young People

STRATEGIC AIM		<i>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</i>	
IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS
1.1 Independent Visitors and care referral programme <ul style="list-style-type: none"> To provide services which support the personal and social development of vulnerable children and young people in the care sector. 	Health and Social Care Board (HSCB) Southern Health and Social Care Trust (HSCT)		<p>A total of 44 young people were engaged in the scheme during the year; each received support from a dedicated volunteer from the local community.</p> <p>In the course of the year, the scheme ceased to operate in the Southern Health and Social Care Trust area: six cases were referred to our MOVE project, and the others closed appropriately.</p>
1.2 Lakewood Independent Representation <ul style="list-style-type: none"> To ensure the concerns of children and young people in secure care are appropriately represented at Lakewood. 	South Eastern HSCT		<p>The Project Worker, supported by four trained volunteers, visited the Centre on a weekly basis, dealing with the 71 issues raised – an increase from 44 issues last year. More efficient methods of resolving issues have been developed in consultation with Centre management. The NIACRO youth forum, Voice Box, held its first subgroup meeting at Lakewood Centre, providing a platform for young people to voice their opinions.</p>
1.3 Child and Parent Support (Caps) - Southern <ul style="list-style-type: none"> 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. 	HSCB Southern HSCT		<p>A total of 56 families were engaged in the service during the year. Of the 35 families which left the project, 30 completed the programme successfully. The Project has also been the interim host of the Craigavon and Banbridge Family Support Hub, which provides an opportunity for various statutory and voluntary agencies to discuss how best to address the needs of children, young people and their families.</p>
1.4 Child and Parent Support (Caps) – Belfast <ul style="list-style-type: none"> 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. 	HSCB		<p>A total of 75 families were engaged in the service during the year. In total, 31 of the 40 families which left the project completed it successfully. The project is represented on a number of the Family Support Hubs currently being established throughout the Belfast Health and Social Care Trust area.</p>

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IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS
1.5 Choose 2 Change <ul style="list-style-type: none"> 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. 	Department of Justice (DOJ) European Social Fund (ESF) Probation Board for Northern Ireland (PBNI)	✓	We worked with 67 young people, including 54 new cases, and supported 36% of our service users to transition into education, training or employment. The development of a new partnership with The Bytes Project, New Directions, will provide additional support for young people impacted by the criminal and youth justice systems, including working with young people in Woodlands Juvenile Justice Centre.
1.6 MOVE <ul style="list-style-type: none"> To provide enhanced opportunities for young people (13 – 18 years) at risk of offending. The project targets and prioritises existing NIACRO service users; and To develop an organisational youth forum. 	Big Lottery Fund	✓	There were 35 volunteers recruited in the year, with 33 matches between volunteers and young people occurring. We also held three meetings of the youth forum, Voice Box, where the young people and their volunteers had the opportunity to give feedback and voice their views on service delivery and development
1.7 Representation, advocacy and feedback <ul style="list-style-type: none"> To promote the needs of children and young people who offend or are at risk of offending within appropriate fora, and to advocate on their behalf. 	All funders	✓	We continue to engage with statutory and voluntary stakeholders, including participating in the Children and Young People's Strategic Partnership (CYPSP) Offending sub group. The Solid Basis programme, developed alongside our European partners to develop social responsibility through working with young people in custody, is to be piloted in the Juvenile Justice Centre. We also continue to advocate for the implementation of Recommendation 21 of the Youth Justice Review to overhaul policy relating to rehabilitation, particularly to introduce the ability to apply for a 'clean slate'.





Working with Adults in the Community

STRATEGIC AIM	To reduce re-offending through effective support for people and communities		
IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS
2.1 Jobtrack (Community) <ul style="list-style-type: none"> To provide one-to-one intensive employability support to adults who have offended; to develop capacity to demonstrate the linkages between programme interventions and reduction in offending; to begin external evaluation in support of future planning; and to develop partnership working through the Jobtrack strategic group and implementation of the action plan. 	Department for Employment and Learning (DEL) DOJ ESF PBNi		We have exceeded targets again this year, receiving 996 referrals to Jobtrack, including 973 from PBNi. More than a fifth (21%) of leavers gained employment, and 12% entered other training. Our Celebration of Success event in January acknowledged the achievements of our service users, with 65 receiving certificates at the ceremony. An external evaluation of the project has been commissioned and will be available in 2014/15.
2.2 Employer connection and influencing <ul style="list-style-type: none"> To increase awareness of best practice in recruitment and selection of people with convictions; to continue to develop and disseminate an understanding of changes in legislation, particularly the safeguarding vulnerable groups legislation and the Security Industry Authority; and to develop capacity to influence employers. 	DEL DOJ ESF		Training was delivered to 815 individuals from 189 organisations and we supported 1,578 calls to the advice line, significantly exceeding the target for both. A total of 17 legal cases were supported during the year: these included cases of employers or organisations failing to comply with the Access NI Code of Practice and AccessNI and the PSNI releasing non-conviction information without due consideration for the individual's Article 8 Rights under the European Convention on Human Rights.
2.3 BASE 2 <ul style="list-style-type: none"> To provide a crisis intervention, clarification and support service for individuals and families who may be at risk of violence in the community. 	Northern Ireland Housing Executive (NIHE)		We received 1,041 referrals to the service, surpassing the target, and noted an increase in referrals in both North and East Belfast during the final quarter of the year.
2.4 APAC Floating Support <ul style="list-style-type: none"> To assist people to maintain their tenancies, prevent homelessness and address anti-social and offending behaviour. 	NIHE (Supporting People)		We worked with 139 individuals, including 83 new referrals, exceeding the target. Of these, only one person lost their tenancy.

STRATEGIC AIM		To reduce re-offending through effective support for people and communities	
IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS
2.5 APAC Banbridge <ul style="list-style-type: none"> To support Banbridge PCSP to address anti-social behaviour. 	Banbridge PCSP	✓	We worked with three new individual referrals and continued to engage with Banbridge PCSP.
2.6 APAC Mental Health <ul style="list-style-type: none"> To reduce the risk of re-offending by providing APAC support to people with poor mental health. 	PBNI	✓	A project worker delivered this service between August 2013 and March 2014, meeting the target of 15 referrals from PBNI.
2.7 APAC Women <ul style="list-style-type: none"> To assist women who offend to integrate successfully into their community; to work in partnership with other organisations in providing support to women who offend; to develop APAC women's services in Mid-Ulster and the North West; and to contribute to an effective model of intervention with women who offend. 	DOJ ESF PBNI	✓	We worked with 62 women through PBNI's Inspire project, and 39 women through our services in Mid-Ulster and the North West. We continue to engage with a range of community and voluntary sector services to complement the project.
2.8 Jobtrack Women <ul style="list-style-type: none"> To provide an employability service to women who offend. 	DEL ESF	✓	The project supported 127 women in the community during the year, including 69 referrals from Inspire. We delivered 12 courses to clients in NIACRO and provided access to seven external education and training opportunities.
2.9 Representation, advocacy and feedback <ul style="list-style-type: none"> To promote the needs of people who have offended in appropriate fora and ensure that they are adequately represented. 	All funders	✓	In addition to the Jobtrack Celebration of Success, APAC Women held a celebration in the North West area, which the Deputy Mayor of Derry attended. There were 27 attendees at a User Forum in December focusing on Welfare Reform. We continue to advocate and influence on the issue of criminal records, including the removal of old and minor convictions from criminal records.

Working with People in Prison and Their Families

STRATEGIC AIM		To ensure the criminal justice system meets its obligations to those in prison and their families during and after imprisonment through providing and securing access to services		
IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS	
3.1 Jobtrack (Prisons) <ul style="list-style-type: none"> To raise levels of employability amongst people in prison pre-release and leaving prison. 	DEL ESF NI Prison Service (NIPS)	✓	We exceeded the target by almost 100, with a total of 447 people in prison participating in job preparation programmes.	
3.2 Through the Gate service <ul style="list-style-type: none"> To contribute to the development of effective resettlement practice in prisons. 	DEL ESF NIPS	✓	We received 218 referrals to the service; of those, we will continue to support 189 people expected to leave prison and return to the community. Of those who completed the programme in the year, 29% gained employment and 11% progressed to training.	
3.3 Advice services <ul style="list-style-type: none"> To support effective reintegration through the provision of a specialist welfare rights advice and advocacy service to people who offend and their families and vulnerable people in the community; and to contribute to building the capacity of the criminal justice sector to deal with welfare rights issues. 	DEL ESF NIPS Social Security Agency	✓	We provided welfare advice to 1,140 people in prison, surpassing our target, as well as 44 families and 281 individuals in the community. We also delivered five Managing Money Matters programmes in prison and the community, with the audience including NIPS and NIACRO staff.	
3.4 Family Links <ul style="list-style-type: none"> To maintain and enhance positive contact between people in prison, their children and families through a range of support services. 	Criminal Confiscation Scheme (via NIPS) DOJ HSCB NIPS PBNI Western HSCT	✓	We received 1,864 referrals, issued 1,618 information packs and made contact with the family within 24 hours 1,403 times. During the year, we made 588 home visits and 386 referrals to other NIACRO services.	

STRATEGIC AIM		To ensure the criminal justice system meets its obligations to those in prison and their families during and after imprisonment through providing and securing access to services	
IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS
3.5 Transport service <ul style="list-style-type: none"> To maintain links through the provision of a bus and volunteer driver service to prison establishments. 	NIPS		We provided bus transport for 4,127 journeys to prisons, while our volunteer drivers gave 84 journeys to families living in rural areas – surpassing targets for both.
3.6 Visitors' centre - Magilligan <ul style="list-style-type: none"> To enhance the quality of visiting arrangements at prisons and promote child centred visits; and to support visiting arrangements at Magilligan 	NIPS		The centre's services were used 15,508 times by adults and children, with children using the crèche 3,361 times. We received 4,128 enquiries, held 399 support sessions and made 63 referrals to either NIACRO or external services.
3.7 Visitors' centre - Hydebank Wood <ul style="list-style-type: none"> To enhance the quality of visiting arrangements at prisons and promote family visits. 	NIPS		The centre was used 20,312 times by adults and children, with the crèche providing its service 2,452 times. There were 1,961 enquiries, 1,468 support sessions provided, and 157 referrals made to either internal or external services.
3.8 Representation, advocacy and feedback <ul style="list-style-type: none"> To promote the needs of people in prison, their children and families in appropriate fora and ensure that they are adequately represented. 	All funders		A feedback survey was conducted at the family residential indicating a high level of satisfaction with our family services. We engaged with the Patient Client Council and the Western Health and Social Care Trust, particularly on issues relating to children and young people, and supported the Eurochips campaign 'Not My Crime, Still My Sentence' on our website and social media channels.

Influencing Others

STRATEGIC AIM		To engage with the political, statutory, voluntary and community sectors, and with the wider public, in order to have an impact on policy and practice		
IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS	
4.1 Public affairs <ul style="list-style-type: none"> To manage and promote NIACRO's message across statutory, political, voluntary and community sectors; public engagement; and membership. 	Northern Ireland Development Fund (NIDF) All funders	✓	We marked the second anniversary of the publication of the Prison Review by co-hosting a series of events, engaging colleagues across the statutory and voluntary sectors. We continued the Justice Series, with four seminars held in the year with good engagement from politicians and policy makers. A membership survey was distributed to all members to gauge satisfaction and involvement.	
4.2 Communication <ul style="list-style-type: none"> To manage media engagement, publications, staff engagement and participation. 	NIDF All funders	✓	Three editions of NIACRO News were produced; a review of the publication was also carried out and a new design and content style was introduced. We continued to engage actively with the media, providing articles and interviews on a range of key policy issues, with a particular emphasis on the families of people in prison. New printers were appointed and we began to roll out new branding and literature across the various projects, and internal communication was improved with the introduction of the intranet and a revised internal e-bulletin 'The Niacron'.	
4.3 Policy activities <ul style="list-style-type: none"> To manage the consultation process and policy formulation, and to manage data protection. 	NIDF All funders	✓	We responded to 31 consultations in the year. The consultation process was reviewed and improved through the new intranet. Policy briefings were provided for staff ahead of events and media interviews, and policy positions communicated through the introduction of briefing papers on the intranet.	
4.4 Reporting activities <ul style="list-style-type: none"> To produce and disseminate the annual report; and to develop and maintain databases, and produce quarterly and annual reports, for each project. 	NIDF All funders	✓	The Annual Report was launched at the AGM. The implementation of the database review continued, and quarterly and annual reports for projects were produced as required.	
4.5 Research activities <ul style="list-style-type: none"> To undertake appropriate research, surveys and evaluations. 	All funders	✓	Surveys and evaluations were carried out as required, including focus group research for family services and policy research into the impact of imprisonment on families.	

Applying Resources Effectively

STRATEGIC AIM		1) To continuously develop our staff and volunteers 2) To secure, develop and manage resources that effectively achieve our objectives	
IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS
5.1 Training plan • To provide an ongoing training and development programme for Executive, staff and volunteers.	All funders	✓	We completed 75% of the training plan in the year, with the remainder to be completed in quarter one of the next year.
5.2 Quality standards • To ensure the maintenance of quality standards.	All funders	✓	We achieved both the IIV Standard and IIP Silver Award during the year.
5.3 HRM policies • To ensure all Association and HRM policies are kept up to date.	All funders	✓	The schedule of policies was revised and the updated policies implemented, with the documents shared on the intranet. A staff handbook was also compiled and published on the intranet.
5.4 Volunteering • To provide a range of appropriately trained and supported volunteer opportunities.	DOJ	✓	We received 311 enquiries about volunteering during the year. We maintained a pool of 140 trained volunteers, including 38 new volunteers. Throughout the year, we held a volunteer forum, IIV celebration and a youth forum for volunteers, as well as a trip to the Christmas pantomime for both volunteers and young people.
5.5 Management of corporate resources • To oversee effective deployment of corporate resources.	DOJ	✓	We changed pension and life assurance brokers, and also completed the valuation of our premises. Our new Southern Area office was officially opened in December 2013. Microsoft 2010 was implemented across the organisation.
5.6 Financial controls • To ensure resources are used effectively and efficiently and meet requirements for good financial controls verified by external, internal and funder audits.	All funders	✓	We produced a financial procedures guide and published it on the intranet for all staff. We also successfully completed an internal audit on payroll and expenses: the Annual Internal Audit Assurance Report rated our payroll system as 'substantial', the highest rating, and our travel expenses system as 'satisfactory'.

STRATEGIC AIM		1) To continuously develop our staff and volunteers 2) To secure, develop and manage resources that effectively achieve our objectives	
IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS
5.7 Financial management <ul style="list-style-type: none"> To ensure timely and accurate reporting of financial information; and to support financial planning, budgeting, tendering and bidding for resources. 	DOJ	✓	The Finance and Audit Committee and the Management Group met regularly to consider financial information and planning.
5.8 Cash flow <ul style="list-style-type: none"> To ensure maximisation of cash flow. 	All funders	✓	Cash flow was managed and remained positive.
5.9 Securing resources <ul style="list-style-type: none"> To bid for renewal of resources; and to support the bids for new work. 	All funders	✓	We received notice of funding from DEL, through the Collaboration and Innovation Fund, for a new programme to be delivered by NIACRO in partnership with The Bytes Project. We also received funding from NIHE'S Supporting People programme for two additional staff members.

We responded to 31 policy consultations during the year.

Department of Justice

- Revised Custodial Arrangements for Children in Northern Ireland
- Speeding Up Justice: Time Limits in the Youth Courts
- Tribunal Reform: Future Administration and Structure of Tribunals in Northern Ireland
- Proposals for the Reform of Financial Eligibility for Civil and Criminal Legal Aid
- Proposed Amendments to the Legal Aid (Assessment of Resources) Regulations (NI) 1981
- Review of the Legal Aid for Crown Court Proceedings (Costs) Rules (Northern Ireland) 2005, as amended
- Northern Ireland Law Commission's Report on Bail in Criminal Proceedings
- Extension of unduly lenient sentencing provisions to fraudulent excise evasion for fuel and tobacco
- Civil Legal Aid Remuneration

Probation Board for Northern Ireland

- Corporate Plan 2014-17

Department for Employment and Learning

- Review of Youth Training - call for submissions
- Call for Submissions on the Review of Apprenticeships
- Northern Ireland 2014 - 2020 ESF Investment for Growth and Jobs Programme

Department for Social Development

- Research to inform a fundamental review of social housing allocations policy
- Proposed Housing (Anti-Social Behaviour) Bill (Northern Ireland)
- Provision of Discretionary Support 2013 - consultation on service design
- Volunteering Strategy for Northern Ireland
- Personal Independence Payment assessment - Moving around activity

Northern Ireland Housing Executive

- Housing Related Support Strategy 2012-2015

Department of Health, Social Services and Public Safety

- Tobacco Retailers Bill
- Minimum Standards in Children's Homes

Health and Social Care Board

- Proposed Reconfiguration of Inpatient Based Addiction Treatment Services
- Future Arrangements for Language Interpreting and Translation Services for Health and Social Care in Northern Ireland

Northern Ireland Fire and Rescue Service

- Recruitment of Ex- Offenders Policy and Security of Disclosures Policy and Procedures

Office of the First Minister and deputy First Minister

- Delivering Social Change for Children and Young People Strategy
- Good Relations Indicators Review 2013/14

- Design of Together: Building a United Community - United Youth Programme

Department of the Environment

- Mutual Recognition of Penalty Points between Northern Ireland and Ireland

Department of Enterprise, Trade and Investment

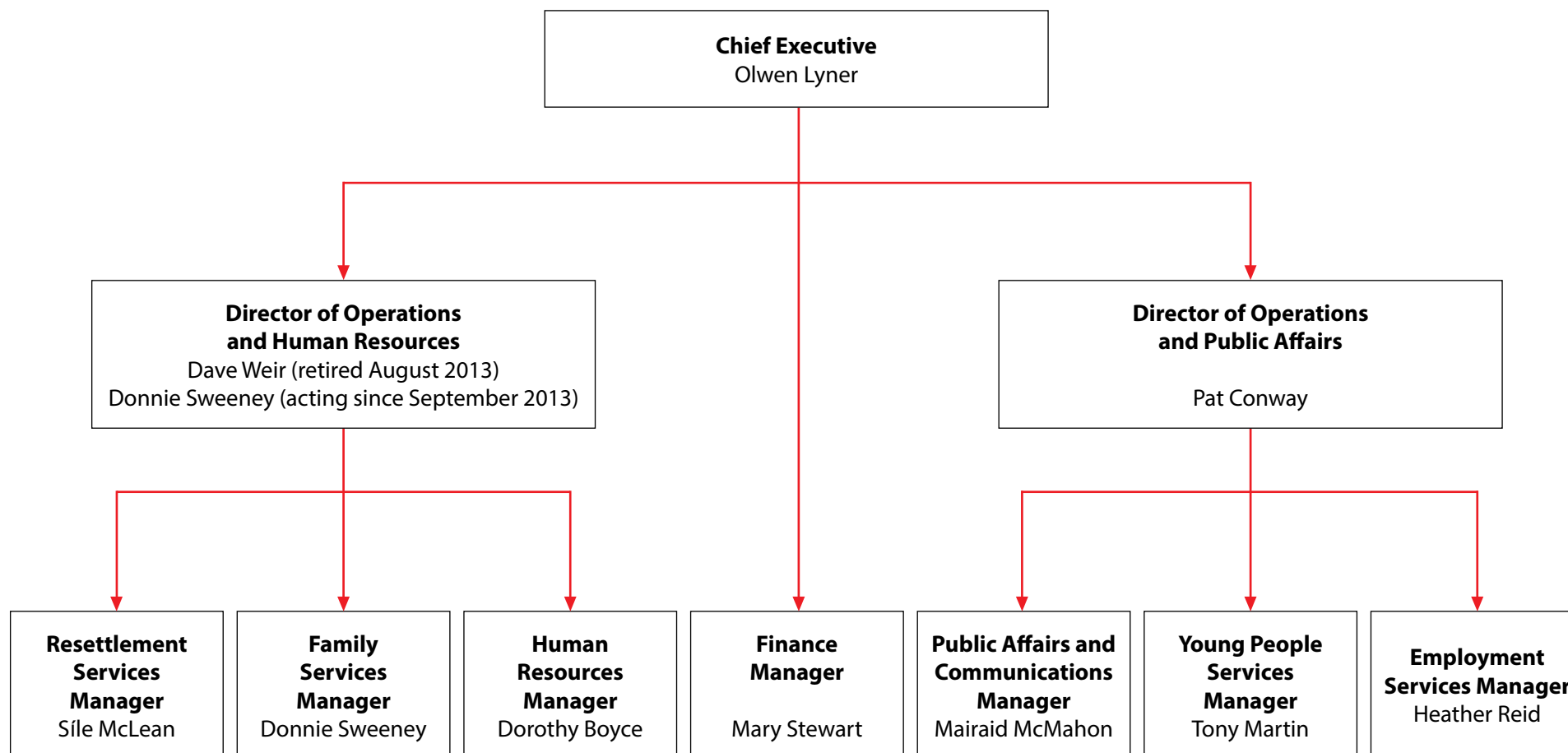
- Taking Control – A Financial Capability Strategy for Northern Ireland

Department of Finance and Personnel

- Rate Rebate Replacement Arrangements: The Way Forward

Charity Commission for Northern Ireland

- Interim reporting requirements for registered charities



Income

We are grateful to the following funders who supported our work in 2012-2013:

Funder	£
Banbridge PCSP	7,000
Big Lottery Fund	91,856
Daphne Programme	1,531
Department for Employment and Learning (DEL)	17,346
Department of Justice	624,400
Esmée Fairbairn Foundation (NIDP)	22,057
European Social Fund - DEL	1,182,920
Health and Social Care Board	522,560
Northern Ireland Housing Executive	284,503
Northern Ireland Prison Service	455,297
Office of the First Minister and deputy First Minister	4,431
Pilgrim Trust	32,845
Probation Board for Northern Ireland	312,000
Social Security Agency	20,000
South Eastern Health and Social Care Trust	21,636
Southern Health and Social Care Trust	60,445
Voluntary Agencies	34,328
Western Health and Social Care Trust	10,212
Services Income	166,527
Investment Income	5,445
Total	3,877,339

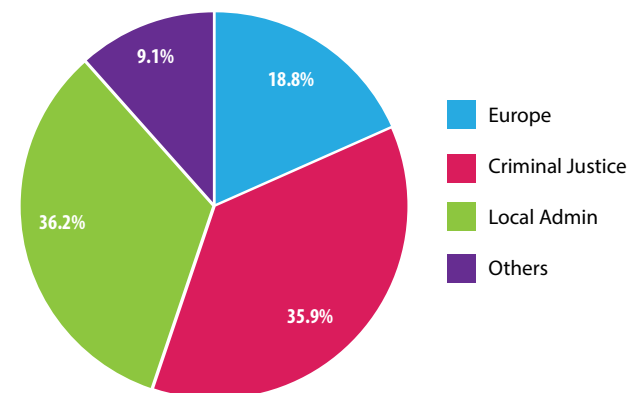
If you would like a copy of the full financial report and accounts, please email:

niacro@niacro.co.uk

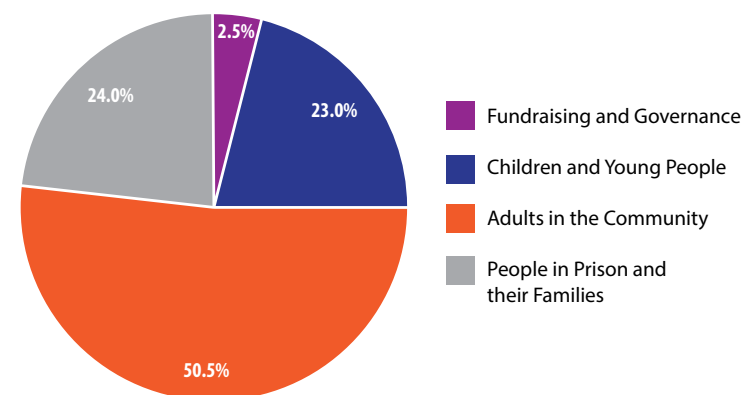
or write to us at:

**Amelia House
4 Amelia Street
Belfast
BT2 7GS.**

Incoming Resources



Resources Expended



Summary of financial activities for year ending 31st March 2014

	Unrestricted Funds	Restricted Funds	Total £
Incoming Resources			
Grants from Statutory Agencies	-	3,524,282	3,524,282
Income from Voluntary Agencies	34,328	-	34,328
Investment Income	5,445	-	5,445
Charitable Trusts and Foundations	-	146,758	146,758
Services Income	166,526	-	166,526
Total Incoming Resources	206,299	3,671,040	3,877,339
Resources Expended			
Fundraising Costs	-	67,739	67,739
Governance Costs	-	27,784	27,784
Children and Young People	3,213	876,876	880,089
Adults in the Community	15,776	1,915,066	1,930,842
People in Prison and their Families	109,588	808,061	917,649
Total Resources Expended	128,577	3,695,526	3,824,103
Net Income For Year			
	77,722	(24,486)	53,236
Fund Balances Brought Forward at 01/04/13	1,534,456	82,904	1,617,360
Fund Balances Carried Forward at 31/03/14	1,612,178	58,418	1,670,596

Summary of Balance Sheet year ending 31st March 2014

Fixed Assets	
Tangible	1,222,439
Leased	7,400
	1,229,839

Current Assets / Liabilities	
Debtors and Prepayments	437,193
Bank Deposit Account	1,363,609
Cash in Hand	578
Creditors: Amounts falling due within one year	(839,250)

Net Current (Liabilities) / Assets	
Creditors: Amounts falling due after one year	(112,179)
Deferred Credit	(409,194)
TOTAL	1,670,596

Represented by	
Administration Accumulated (Deficit) / Surplus	(7,737)
Projects Accumulated Fund (All Projects)	1,678,333
TOTAL	1,670,596

Risk Management

NIACRO has in place a risk register which is assessed and reviewed both quarterly and annually.

Reserves Policy

NIACRO has a robust reserves policy which reflects current commitments. It is reviewed annually in line with our risk management strategy.



Recruitment and appointment of directors

NIACRO is a charitable company limited by guarantee. Directors are known as members of the Executive Committee.

We seek to recruit Executive Committee members from a variety of backgrounds; existing members are asked to nominate people who they feel would have the experience, knowledge and sympathy with NIACRO's objectives to benefit the Executive. New members receive an induction pack with information on the various areas of work we do, and also material on governance and finance.

Committee members are encouraged to attend internal and external events and courses so they may gain a greater depth of knowledge of the areas in which we provide services.



Local representatives join us for the official opening of our new office in Portadown.

Members of the Executive Committee 2013-14

Chair: Sid McDowell
Vice Chair: Brendan Fulton
Treasurer: Patrick Farry

- Sam Pollock
- Christine McLaughlin
- Jimmy McClean
- Ricky Rowledge
- Sara McKinty
- Rosemary Kilpatrick (resigned November 2013)
- Gillian McNaul* (appointed January 2014)
- Frank Mulhern*
- Shadd Maruna*

* Gillian McNaul is the only member of Executive who is not a Director. Frank Mulhern and Shadd Maruna were appointed as Directors in November 2013.



Employers receive the Employment Equity Award at our Celebration of Success event.



The Justice Series addresses human trafficking with the Immigrant Council of Ireland.

Belfast

Amelia House
4 Amelia Street
Belfast
BT2 7GS

☎ 028 9032 0157

Derry/Londonderry

9 Queen St
Derry-Londonderry
BT48 7EG

☎ 028 7126 4555

Portadown

26 Carleton Street
Portadown
Craigavon
BT62 3EP

☎ 028 3833 1168

Magilligan Visitors' Centre

HMP Magilligan
Limavady
BT49 0LD
Tel: 028 7776 331 ext 65415

Hydebank Wood Visitors' Centre

Hospital Road
Belfast
BT8 8NA
Tel: 028 9025 3849

We also deliver services in
Probation Board offices and
all custodial institutions in
Northern Ireland.

The logo consists of a red circle with a white border, containing the word "niacro" in white lowercase letters.

niacro

working to reduce crime and its impact on people and communities

Find out more about NIACRO:



www.niacro.co.uk



028 9032 0157



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Charity Registration No XN 48280