



The Northern Ireland Association  
for the Care and Resettlement of Offenders

# *Annual Report*

2005 - 2006



works to reduce crime and its impact on people and communities



The Northern Ireland Association  
for the Care and Resettlement  
of Offenders  
Amelia House  
4 Amelia Street  
Belfast BT2 7GS  
Tel: 028 9032 0157  
Email: [niacro@niacro.co.uk](mailto:niacro@niacro.co.uk)  
Website: [www.niacro.co.uk](http://www.niacro.co.uk)

# CONTENTS

	Page
Introduction	5
Strategic Objectives	
Promoting safer communities	12
Working with children and young people who offend	13
Providing services to families and children of offenders	15
Supporting offenders and ex-prisoners in the community	16
Working with prisoners	18
Influencing policy makers and the general public	20
Applying resources effectively	22
Key consultation responses	23
Executive Committee/Staff	25
Financial report and accounts	31



## INTRODUCTION

NIACRO is 35 years old this year, and this annual report is written for presentation to the organisation's 35th Annual General Meeting – the final in a series of events we are holding to showcase the work of the organisation and demonstrate the value of the work we are doing “to reduce crime and its impact on people and communities”.

The year began with the move to our new purpose built city centre premises. The location of the new building is ideal for staff, volunteers and service users all of whom are now, after the initial teething troubles, enjoying the excellent working space it provides. The official opening in June was a day of celebration with many partner organisations, colleagues and members taking the opportunity to visit. Minister for Criminal Justice, David Hanson, officially opened the premises. He described NIACRO as “a core service provider to offenders and partner agencies alike”.



CEO Olwen Lyner and criminal justice Minister David Hanson at the opening of Amelia House

This report marks the end of the 2003-2006 Corporate Plan and so we have been heavily involved in preparing the next plan. In relation to reviewing the past three years, a recent organisational review commissioned by the NIO recorded:

“NIACRO has been very effective in meeting its own objectives in recent years. It is clear that NIACRO is an organisation which has undergone a wide range of changes and developments in recent years and has been successful in meeting the majority of its objectives with regard to the development and scope of the services it provides, as well as implementing initiatives aimed at supporting and developing the organisation from a corporate perspective”.

Our approach to planning for the next three years has involved a process that provided not only staff but also volunteers with a key input. We also held two stakeholder meetings inviting statutory, voluntary and community sector agencies to help shape our future work. The product of these deliberations was the Corporate Plan launched at the first event we held to celebrate NIACRO's 35th birthday at Queen's University in April 2006. This process, alongside the continuing programme evaluation, has informed our plan of work for the future.

This year's report is set out in the familiar format that records progress against each of our Business Plan objectives. This provides clarity and accountability to all our funders and we are pleased to be able to report that this year we met 98% of our targets.

What follows is a summary of the key achievements for each area of work during the last year.

## PROMOTING SAFER COMMUNITIES

We continued to work in the cross community locations of Tullyally and Currynrierin in Derry/Londonderry and in Ballysillan and Colin in Belfast. We were commissioned by the NIO Community Safety Unit to undertake an evaluation of the Good Morning projects, originally established by NIACRO in Galliagh in 2000 and subsequently adopted by 12 other communities in the years that followed. The evaluation concluded that the projects represent an immediate, innovative and effective way of addressing older people's fear of crime and anti-social behaviour. It recommended streamlining and rationalising the network of projects, and working towards establishing service level agreements with statutory service providers.

## WORKING WITH CHILDREN AND YOUNG PEOPLE WHO OFFEND

The evaluation of the Children and Parents programmes in the SHSSB examined the percentage improvement in the range of risk factors of 11 cases closed as at October 2005. This illustrated a 91% improvement in the risk of the relevant young people re-offending or becoming involved in anti-social behaviour, an 82% improvement in issues related to negative peer influences, and a 100% improvement in issues related to a social support network.



Parents at a Caps support event

The evaluation of the Mentoring Programme offering services across Northern Ireland noted “there is an extraordinary level of support from agencies referring clients to the programme.” The young people also found the opportunity to build a relationship with someone outside of the system valuable – “I talk more to X than I’ve ever talked to anybody.”

This programme is aimed at young people in trouble with the law, many of whom are engaged in Youth Conferencing. News that the Children’s Funds which supports both these initiatives is to be extended to March 08 has provided both programmes with a realistic timescale to seek resources which could ensure sustainability.

We have been engaged in new initiatives at the Juvenile Justice Centre which are developing well. The Youth Employability Programme has secured additional resources for 06/07 and we plan to work in the next year to create formal links with mainstream DEL provision. We are increasingly concerned to ensure that transparent and effective advocacy services are available to young people and that we can provide these where they are required.

## PROVIDING SERVICES TO FAMILIES

The formal opening of the Hydebank Wood Visitors Centre was held in May 05 and the crèche facility has been very well used since it has been in operation. Magilligan Visitors Centre was put out to tender by NI Prison Service and the tender was awarded to NIACRO.

In the year NIACRO was commissioned by the Probation Board and the Youth Justice Agency to provide services to prisoners’ families and their children. This was a key milestone, not only for 2006 but in the history of our work to support families. We are very pleased that the Probation Board for NI is continuing

to fund this work while the Youth Justice Agency is providing matched funding with a potential further contribution from the NI Prison Service. Key to the success of the new service, to be called Family Links as compared to its predecessor Prison Link, will be the relationships and connections that are sustained and maintained to ensure that families and children do not serve a silent sentence while their loved ones are in prison.

As a method of explaining the issues for children of prisoners, we produced a DVD entitled “The Silent Sentence” which we will use to raise the profile and understanding of our families work with statutory services.

## SUPPORTING OFFENDERS AND EX-PRISONERS IN THE COMMUNITY

We successfully re-tendered for Jobtrack, which provides opportunities for offenders to increase their employability, and a useful evaluation was completed which will help us to improve the programme and its results. While the European funding that supports this work will continue post 2008, it will be reduced; so it will be very important that we work to maximise the impact of the programme within the available level of resources.

One important tool in helping people increase their employability is the opportunity to take up a temporary placement with an employer. Despite huge efforts on the part of staff, the response has been disappointing. It seems likely that until there is legislative employment protection for ex-offenders, they will continue to face great difficulties in finding employment.

A new service funded by the NI Housing Executive – called APAC (Assisting People and Communities) – was established. This programme aims to help resolve difficulties between

neighbours in communities and addresses our concerns about the need to provide and test diversity services before considering the use of Anti-Social Behaviour Orders.

## WORKING WITH PRISONERS

In July 05 the new European EQUAL programme 'ReachOut' came into operation. This programme builds on learning from its predecessor 'Personal Progression System' (PPS).



8 The Probation Board was able, utilising the Causeway Criminal Record Viewer, to track the post release experience of 186 people who had participated in the PPS project. Of these, 90 completed PSS and 96 did not. Of the 90 people who completed the programme, 15 were reconvicted following release, a reconviction rate of 17%. Of the 96 who did not complete the programme, 19 were reconvicted following release, a reconviction rate of 20%. It would thus appear that the difference made by PPS persisted over time, given that the general re-conviction rate for ex-prisoners in Northern Ireland is 45%.

In addition to employability planning with prisoners and providing support on release, there is a focus on engaging employers and developing mentoring support for adults through partnering with Business in the Community. A significant development in the year was the review of the needs of women prisoners now located at Hydebank Wood. We were involved in work undertaken by the Prison Service to make the available services more relevant and have agreed to dedicate staff time to work specifically with the women.

The establishment of the new Independent Monitoring Boards and the Prisoner Ombudsman's Office were further key

developments this year and we met with all the Boards and the Ombudsman to see how we could work together to greatest effect.

As a co-signatory to the NIPS Resettlement Strategy we have been working helping to support the new relationships which are needed to ensure the effective implementation of the strategy.

## INFLUENCING POLICY MAKERS AND THE GENERAL PUBLIC

We have continued to take time to respond to a wide range of related public consultations. Key consultations responded to in the year are listed on page 23.

While responding to consultations is important and we often receive feedback that our views were helpful and relevant, it is the opportunity for bilateral discussions and participation in working groups in the build up to change that is significant. It was therefore very pleasing that DEL Minister Angela Smith visited our offices in December 05 to see the work on the ground and to listen to our concerns about mainstream services in relation to employability.

DEL Minister Angela Smith visits Amelia House, Dec 2005

We responded to a number of invitations to feed into Criminal Justice Inspectorate exercises and were particularly pleased when this year's annual conference focused on the contribution of the voluntary and community sector to criminal justice. We eagerly await the final report.

NIACRO News and the website were re-launched and received good feedback.





## APPLYING RESOURCES EFFECTIVELY

The move to the new building in April 05 which provides a sound asset base for the organisation was a key achievement. We reviewed our accommodation for staff in Armagh and we will relocate in 06/07. In the evaluation of one of our programmes the strength of the organisation's systems were reflected accordingly: "The CAPS programme is efficiently managed, particularly at a local/operational level. Staff are well supported and appropriately supervised by an experienced manager and there are robust systems in place for ensuring that day-to-day work is focused on key programme objectives... CAPS is providing good value for money, delivering services within cost, and providing a significant number of additional benefits for children, families and indeed referral agencies."

We held our first volunteer forum event in October 05 to bring together volunteers from all related areas for a day to look at the future of NIACRO. Volunteers were keen that this forum be maintained and in February 06 we held a second event with further events planned. We have a group of approximately

200 volunteers engaging with us weekly but it takes much effort to sustain that weekly number with volunteers often staying with us for just one year. That year is a vital resource to the organisation and one for which we are really grateful but it is important to recognise that the ongoing recruitment process for volunteers in order to sustain the 200 figure is unending!

Staff continue to seek many and various ways to increase their skills and contribute to the organisation and we are continuing to support a significant number of staff as they engage in NVQ qualifications in accredited criminal justice competencies.

Three managers are undertaking a Masters in Voluntary Sector Management; 22 are undertaking or have completed NVQ level 3/4 in Criminal Justice Competencies; 11 have gained Assessor awards; and 88% of staff participated in organisational training during the year.

We evaluate all our projects and 13 evaluations were carried out this year. As well as learning from individual evaluations, we brought together the recommendations from each so as to capture common themes and suggestions which will help us plan future work.

Volunteer forum Oct 2005



## GOVERNANCE

The Executive Committee, in overseeing the work of the organisation, received regular reports and endorsed all major policy developments. Specific attention was paid to:

- Overseeing amendments to the constitution which were put to the 2005 AGM and which aid transparency and encourage membership;
- The development of the 2006/2009 Corporate Plan and the stakeholder sessions;
- Finalising the details of the funding of the capital project at 4 Amelia Street.

The Committee also approved the staff development plan and commended management, staff and volunteers on the quality and range of training being undertaken.

# STRATEGIC OBJECTIVES

# PROMOTING SAFER COMMUNITIES

## OBJECTIVE

To contribute to the NI Community Safety Strategy through the promotion and application of NIACRO's community safety model

	IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
1.1	To explore further community safety developments with RCN.	Esmee Fairbairn	Discussions were held with RCN and we agreed to focus on developing a training and support process in relation to the rehabilitation of serious offenders.	✓	
1.2	To contribute directly to improving community safety and community relations in one interface area.	Peace II Derry (LSP)	In Tullyally and Currynierin all targets were met by <ul style="list-style-type: none"> <li>the development of the interagency forum</li> <li>the provision of training</li> <li>cross community engagement and interface initiatives</li> </ul>	✓	
1.3	To promote NIACRO's community safety model to all key stakeholders, including communities and funders.	Peace II Limavady (LSP) Belfast Regeneration Office	<ul style="list-style-type: none"> <li>The three-year Limavady programme was completed satisfactorily.</li> <li>Work continued in Ballysillan and Colin (Belfast) and an evaluation is scheduled to be undertaken in 06/07.</li> </ul>	✓	
1.4	To ensure integration of NIACRO's community safety projects within appropriate Community Safety Partnership strategies.	NIO	<ul style="list-style-type: none"> <li>Research on the state of the Good Morning movement, commissioned by Community Safety Unit, was completed and presented to groups.</li> <li>We were represented on or worked closely with 13 (50%) of the Community Safety Partnerships</li> </ul>	✓	
1.5	To produce a handbook of good practice to promote NIACRO's contribution to the NI Community Safety Strategy.	Esmee Fairbairn PEACE II Derry (LSP) and Limavady (LSP) Belfast Regeneration Office	A draft of the good practice guide was produced with input from relevant agencies, the communities where we work, and the Community Safety Unit. It is to be published in 06/07.	✓	

# WORKING WITH CHILDREN AND YOUNG PEOPLE WHO OFFEND

## OBJECTIVE

To work in partnership with others to develop and deliver services which reduce offending behaviour by children and young people

	IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
2.1	To develop opportunities which support the personal and social development of children/young people who have been in care.	Eastern Health & Social Services Board  Southern Health & Social Services Board	<b>Independent Visitor Schemes in Eastern and Southern HSS Boards</b> – across both Boards 45 places were provided for young people. <b>Way2Go</b> - 10 matches were made. This programme was reviewed and in light of the changing needs of the young people, they will now be referred to the Independent Visitor programme.	✓	
2.2.	To provide models of intervention that engage with children and young people in the community who are evidencing offending behaviour.	Children's Fund  Children's Fund  Youth Justice Agency  Community Fund	<b>Children &amp; Parent Support</b> - 52 families engaged in the programme during the year. A parents' group was established, and a positive evaluation published in January 2006. <b>Mentoring</b> - there were 90 new matches during the year, with 70 live at year end. Mentoring funding was extended by the Children's Fund to March 08. A positive evaluation was published in July 2005. The scheme received a National Mentoring & Befriending Foundation award.	✓	
2.3	To amplify the voice of the child in custody and secure care.	Youth Justice Agency  Ulster Community and Hospitals Trust	<b>Independent Representation</b> - There were 21 volunteers in place; 156 issues were raised with them and all were resolved satisfactorily. We were involved in advising and drafting new policies and procedures for the JJC. <b>Lakewood</b> – over 100 issues were raised and resolved.	✓	

IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
2.4 To provide a range of services that support the reintegration of young people who have been in care or custody or subject to community supervision.	Youth Justice Agency  Youth Justice Agency/Probation Board for Northern Ireland  Peace II YESSIP	<p><b>Juvenile Justice Centre (JJC)</b> – Enhanced visiting, a parents’ group and an improved induction process to the scheme for young people were established. 6 young people were referred to the mentoring project.</p> <p><b>Youth Employability</b> – There were 49 new referrals, of whom 11 came from the JJC and 38 from PBNI. There were 34 leavers, of whom 23 (68%) went on to employment/other training, a result that is up 10% from last year.</p> <p><b>Reconnect</b> – There were 77 new referrals and 39 leavers, of whom 18 (45%) went on to employment/other training. Funding has been obtained to continue the programme after completion of the pilot.</p>	✓	
2.5 To provide a focus on children who offend.	All funders	<ul style="list-style-type: none"> <li>• <b>Children &amp; Parent Support</b> was written in to the SHSSB Children Services Plan.</li> <li>• We joined the NHSSB Children &amp; Young People’s Committee.</li> <li>• Children’s and young people’s rights issues were dealt with directly or referred to Children’s Commissioner and Children’s Law Centre as appropriate.</li> <li>• Proposals were made for advocacy services in the JJC and Hydebank Wood.</li> <li>• We are now represented on CINI’s policy group.</li> </ul>	✓	

# PROVIDING SERVICES TO FAMILIES AND CHILDREN OF OFFENDERS

## OBJECTIVE

To provide services to meet the specialist needs of families and children of offenders and to encourage relevant statutory agencies to target them within their provision

	IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
3.1	To provide services that support the families of prisoners in the community, with particular focus on children.	Probation Board for Northern Ireland Foyle Trust Children's Fund	The level of support for the Prison Link service was maintained. Following extensive discussions NIACRO was commissioned to provide a new service for the families and children of prisoners in late 2005. Preparations for the new service and the recruitment of staff were complete and the Family Links Service went live on 1.4.06.  <b>Parent and Child Support</b> – 36 families in the Northern HSSB area used the PACS service.	✓	
3.2	To maintain and develop links between prisoners and their families.	Northern Ireland Prison Service	<b>Transport service</b> – 3,903 passengers used transport to the three prisons. <b>Magilligan Visitors Centre</b> was used by 9,857 adults and 2,462 children and the crèche was used on 3,941 occasions. <b>Hydebank wood Visitors Centre</b> – 2,149 children used the Hydebank crèche.	✓	
3.3	To articulate the needs of families within the context of the NIPS-led Resettlement strategy.	NIPS/PBNI	We worked with NIPS on developing the Family Links initiative. It has been agreed that NIPS will add resources to Family Links.	✓	

# SUPPORTING OFFENDERS AND EX- PRISONERS IN THE COMMUNITY

## OBJECTIVE

To deliver targeted interventions which support the successful integration of offenders within their communities

	IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
4.1	To raise levels of employability amongst offenders in the community and demonstrate the effectiveness of the model of intervention.	PBNI Building Sustainable Prosperity (ESF)	<b>Jobtrack</b> – there were 848 new referrals. 22 % of leavers went on to employment or further training. A positive external evaluation was published in January 2006 noting very comparable outcomes with mainstream provision. Given the range of barriers experienced by the client group, this is pleasing.	✓	
4.2	To create opportunities for skill development for offenders in the community.	PBNI BSP	<b>Jobtrack</b> – 70% of those referred progressed with agreed action plan. 32% achieved full or part qualifications and a further 10% completed a range of job search activities.	✓	
4.3	To increase opportunities for offenders to gain experience in the workplace.	PBNI BSP EQUAL NIPS	<b>Jobtrack and ReachOut</b> – 13 presentations were made to 59 organisations, in collaboration with Business in the Community. Follow-up work is ongoing and a training schedule agreed for BiTC members. <b>Employer Placement</b> – Successful discussions with SSA resulted in Jobtrack and ReachOut clients' benefits being unaffected by their involvement in the programmes and in its first phase of operation promotional leaflets were produced and record-keeping standardised.	✓	
4.4	To reduce barriers to employment for people with criminal convictions.	PBNI BSP	<b>Jobtrack Employer Training</b> – 52 sessions were carried out for employers; 467 individuals took part, from 188 organisations. Eight sessions were held with DEL careers staff. This is a significant (33%) increase on last year. <b>Advice Line</b> – 294 calls from employers were responded to.	✓	
4.5	To provide an effective crisis response service to people under threat.	Northern Ireland Housing Executive	<b>Base 2</b> – there were 880 referrals for verification, a reduction of 8% on the previous year. The project was positively evaluated by the NI Housing Executive.	✓	



IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
4.6 To provide a comprehensive and effective reintegration service for ex-prisoners and offenders in the community and their families, including those with drug/alcohol problems.	NIHE Supporting People  NIO	<p><b>CRIP</b> (Community Reintegration Project) - There were 11 new CRIP cases and 14 ongoing. The service was replaced in October 2005 by:</p> <p><b>APAC</b> (Assisting People and Communities) – a new floating support service which had eight new cases by year end. The service was promoted in all NIHE districts as part of the ABC (Acceptable Behaviour Contract) process.</p> <p><b>Focus</b> – Support was provided for families of offenders ostracised in the community, through the FOCUS self-help group.</p> <p><b>Drugs and alcohol project</b> – 44 cases were referred because of drug and alcohol problems in relation to resettlement needs. From April 06 this work will be integrated with the APAC programme.</p>	✓	

# WORKING WITH PRISONERS

## OBJECTIVE

To support the development of holistic resettlement programmes which can be mainstreamed post 2006

	IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
5.1	To raise awareness among staff, inmates in prison and their families, about NIACRO's services to support reintegration.	EQUAL PBNI NIPS	<b>ReachOut</b> – staff make regular input to induction at both Magilligan and Maghaberry. A system for regular contact with women prisoners was established. A referral process was put in place in each of the three prisons.	✓	
5.2	To raise levels of employability among offenders in prison.	EQUAL PBNI NIPS DEL	<b>Personal Progression System</b> – completed June 05, having exceeded its targets engaging 415 participants over three years. A positive external evaluation was published Jan 06. <b>ReachOut</b> – began July 05. 142 assessments were carried out by year end. We are working with prison staff to develop connections with training organisations and employers in the community.	✓	
5.3	To contribute to the development of a holistic approach to resettlement planning in prison.	EQUAL NIPS PBNI	<ul style="list-style-type: none"> <li>We are engaged at Resettlement Board, Board sub-groups and at operational levels.</li> <li>We are working with prison resettlement teams on assessment, case management and pre-release programmes.</li> <li>We liaised with DEL staff on Progress 2 Work.</li> <li>We were involved in the recruitment and induction of a Housing Rights Worker for prisons.</li> </ul>	✓	

	IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
5.4	To support effective resettlement through a specialist Welfare Rights Advice and Advocacy Service to people in prison.	PBNI	<b>Welfare Advice</b> – The advice service dealt with 2135 enquiries – 113 in Hydebank, 520 in Maghaberry, 576 in Magilligan and 926 in the community.	✓	
5.5	To provide a co-ordinated services to people in prison and their families to support effective reintegration and address prisoners' issues.	NIO PBNI	Internal NIACRO co-ordination improved evidencing increased internal cross referrals. Staff carried out a satisfaction survey with Prison Link clients which was overwhelmingly positive, and its solid findings helped in the design of the new <b>Family Links</b> .	✓	

# INFLUENCING POLICY MAKERS AND THE GENERAL PUBLIC

## OBJECTIVE

To articulate NIACRO's views and services to its service users, key funders and the wider public and to increase membership of, and support for, the Association and its work

	IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
20	6.1 To promote the organisation's work through agreed methods.	All Funders	<ul style="list-style-type: none"> <li>Organisational and children's services DVDs were produced and disseminated.</li> <li>The website was reviewed and re-designed for launch in April 2006.</li> <li>NIACRO News was re-designed and re-launched and three issues were produced.</li> <li>The Corporate Plan was widely consulted on and drafted by year end for launch in April 06.</li> </ul>	✓	
	6.2 To monitor media contact and develop pro-active strategy on agreed issues.	All Funders	Media contacts were monitored but the strategy was delayed due to staffing pressures.		✓
	6.3 To support and increase the organisational members.	All Funders	The membership structure was revised and a new membership form produced. Membership increased by 27%.	✓	
	6.4 To develop North/South, East/West European and other contacts.	EQUAL AGIS	Contact was maintained with partners and colleagues including The Educational Trust, Transnational Reachout Partners, Protect N/S and the AGIS network.	✓	
	6.5 To comment upon significant criminal justice matters and respond to consultations.	All funders	20 consultations responded to on time. A streamlined response system was put in place.	✓	
	6.6 To meet regularly with key stakeholders in criminal justice and related agencies.	All Funders	We met with: PBNI, NIO, NIPS, DEL, NIHE, YJA, SSA, Prisoner Ombudsman and the Oversight Commissioner. We welcomed two Ministers; Minister for Criminal Justice David Hanson at the opening of Amelia House and Minister with responsibility for DEL Angela Smith to examine our work in relation to employability.	✓	

	IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
6.7	To establish a research programme incorporating evaluation framework which will include client need and service user satisfaction surveys through the use of an agreed Quality Service Standard.	All Funders	<ul style="list-style-type: none"> <li>• 13 evaluations were carried out, seven by external evaluators.</li> <li>• Volunteer and client surveys were carried out with high satisfaction levels recorded in all.</li> <li>• We achieved Level 1 in all 9 PQASSO units.</li> </ul>	✓	
6.8	To ensure internal systems are adequate to support the organisation's requirements.	NIO	All systems including IT systems worked satisfactorily.	✓	

# APPLYING RESOURCES EFFECTIVELY

## OBJECTIVE ONE

To continuously improve staff and volunteer development processes, to ensure effective working and a flexible, professional workforce that is adaptable to changes in the organisation's working environment

## OBJECTIVE TWO

To have in place robust financial systems that facilitate timely and accurate planning and decision making

	IN YEAR OBJECTIVE	FUNDER	PROGRESS	Completed	Not Completed
7.1	To monitor expenditure levels in line with budgets and action in relation to variance.	NIO	The Management Group and Finance Committee routinely monitored financial activity.	✓	
7.2	To review and develop current financial practices.	All Funders	Finance Committee reviewed procedures and oversees development of all related practices. The PQASSO quality assurance system Managing Money was adopted and completed.	✓	
7.3	To seek resources to sustain/develop the organisation.	NIO	The total income for the year was £3,456,463, an increase on the previous year of 5%.	✓	
7.4	To maintain liP standard.	All Funders	Work was carried out to prepare for liP renewal. A staff satisfaction survey was carried out, with high levels of satisfaction in most areas.	✓	
7.5	To deliver the Training Plan.	All Funders	The training plan was completed and routinely reviewed by Management Group and Executive Committee.	✓	
7.6	To review/develop HRM policies.	NIO	The Staff Code of Conduct; Complaints Procedure; Retirement, Disciplinary/Grievance, and Smoking policies were reviewed or newly implemented.	✓	
7.7	To review development opportunities for volunteering.	NIO	The volunteering body was maintained at approximately 200. A review of volunteering was carried for all the current projects and programmes. The adult mentoring role was developed.	✓	

NIACRO uses its experience, knowledge and skills in its responses to the many consultation documents sent to us by public authorities. In 2005-2006 we responded to the following consultations; you can get a copy of any of them from the Information Unit.

## CONSULTATIONS

SOURCE	TITLE
Bamford Review	alcohol and substance misuse
Bamford Review	child and adolescent services
Bamford Review	mental health promotion
CJINI	Reducing avoidable delays
DHSSPS	New strategic direction for alcohol and drugs, 2006 – 2100
DSD	Strategy for supporting delivery of voluntary advice services to the community
DSD	Liquor licensing – the way forward
EHSSB	“Together for Children” draft Children’s Services Plan 2005 – 2008
NI Human Rights Commission	Strategic Plan
NIO	Community-based restorative justice schemes, draft guidelines

NIO	Criminal Justice (NI) Order 2005 draft
NIO	Criminal Justice (Evidence) (NI) Order 2004 (Categories of Offences) Order 2005
NIO	Integration of women prisoners in Hydebank Wood, needs analysis
NIO	Powers of the NI Human Rights Commission
NIO	Safer recruitment in Northern Ireland
NIO	Section 75 equality duty, operational review
NIO	Sentencing framework in NI, review
NIPS	Separated regime at Maghaberry Prison, review
OFMDFM	Programme for Government; draft priorities and budget 2006-2008
OFMDFM	Services for victims and survivors of the Troubles
Police Ombudsman	Using mediation to resolve complaints against the police



# EXECUTIVE COMMITTEE

Richard Buchanan (Chair)

Gus Campbell (from 7.4.05 to 16.11.05)

Alan Caskey

Alan Darnbrook

Peter Denley

Dorothy Elliott

Patrick Farry

Feargal Lynn

Rose Ann McCormick (to 16.11.05)

Kevin McDonald (from 18.5.06)

Kieran McEvoy

Thomas McLaughlin

Sam Pollock (from 7.4.05)

Jill Quinn

# STAFF

## DIRECTORATE GROUP



Olwen Lyner  
Chief Executive



Pat Conway  
Director of Services



Siobhan O'Dwyer  
Director of Services

## COMMUNITY SAFETY AND FAMILY SERVICES



**Donnie Sweeney**  
Service Manager

### Community Safety

**Aisling Cartmill**  
Senior Practitioner, Community Safety

**Richard Costello**  
Project Worker, Ballysillan

**Annie Armstrong**  
Project Worker, Colin

**Catherine Pollock**  
Project Worker, Tullyally / Currynierin

### Family Services

**Gerry O'Donnell**  
Driver/Supervisor

**Sean Flanagan**  
Driver

**Ann Simpson**  
Senior Practitioner, Prison Link, North West

**Sally Cunningham**  
Senior Practitioner, Prison Link, Southern

**John Harkin**  
Driver

**Michael Kelly**  
Driver

**Margaret McCloskey**  
Project Assistant

**Anne McNicholl**  
Supervisor, Magilligan Visitors Centre

**Maureen Mullan**  
Project Assistant, Magilligan

**Bernadette McGuigan**  
Project Assistant, Magilligan

**Ann Donaghy**  
Service Assistant, Magilligan

**Lynne Beattie**  
Supervisor, Hydebank Wood Visitors Centre

**Selina McKnight**  
Project Worker, Hydebank Wood Visitors Centre

**Sandra Birnie**  
Project Worker, Hydebank Wood Visitors Centre

**Caitlin Reid**  
Project Worker, PACS, NHSSB

**Ursula Nelson**  
Project Worker, PACS, NHSSB

## YOUTH OFFENDING / YOUTH JUSTICE



Tony Martin  
Service Manager

Jenny Williamson  
Senior Practitioner, Independent Representation

Sinead McKeever  
Project Worker, Independent Visitor EHSSB

Kelly Cochrane  
Project Worker, Mentoring, EHSSB

Lisa Grant  
Senior Practitioner, Volunteering, SHSSB

Diane Johnston  
Project Worker, Mentoring, SHSSB

Denise MacDermott  
Senior Practitioner, Mentoring, WHSSB

Billy Eagleson  
Project Worker, Mentoring, NHSSB

Martina McCooley  
Senior Practitioner, CAPS, SHSSB

Frances McAteer  
Project Worker, CAPS, SHSSB

Sinead Devine  
Project Worker, CAPS, SHSSB

Shirley Wells  
Project Worker, CAPS, SHSSB

Michael Hayes  
Project Worker, CAPS, SHSSB

## OFFENDERS IN THE COMMUNITY /TRAINING SERVICES RESETTLEMENT SERVICES



Heather Reid  
Service Manager

**Fiona McLaughlin**  
Senior Practitioner, Training Services, North Antrim

**Brian Cunningham**  
Senior Practitioner, Training Services, South Antrim

**Billy Clarke**  
Senior Practitioner, Youth Employability

**Anne Reid**  
Senior Practitioner, Employment Liaison

**Marie Fegan**  
Benefits Advice Officer

**Mairead Kelly**  
Training Officer, Alderwood/ Programme Delivery Unit

**Annie Owens**  
Training Officer, South Antrim

**Richard Johnston**  
Training Officer, West Belfast

**Liz Smyth**  
Training Officer, South East, North Down and Ards

**Paul Fleming**  
Training Officer, Youth Employability

**Brian Christie**  
Senior Practitioner, IT

**Bob Davidson**  
Training Officer, IT

**Declan McKee**  
Training Officer, Rural South

**Sylvia Watt**  
Training Officer, Rural South

**Jean Fleming**  
Training Officer, North West/ North Antrim

**Louise McIvor**  
Training Officer, North West

**Mary Mulcahy**  
Training Officer, Rural West

**Joanne Elder**  
Training Officer, Northern Board

**Michelle Ring**  
Project Worker, Job Placement

**Laurent Kartheiser**  
Assistant Training Officer, IT North West

**Eddie McDaid**  
Assistant Training Officer, IT North West



Sile McLean  
Service Manager

**Claire Humphries**  
Project Worker Maghaberry

**Denise Hall**  
Project Worker Hydebank Wood

**Barry McMullan**  
Senior Practitioner, Advice

**Claire McGonagle**  
Benefits Advice Officer

**Oonagh Burns**  
Project Worker, Magilligan

**Jeff Maxwell**  
Senior Practitioner, BASE 2

**Garrett Gorman**  
Project Worker, BASE 2

**Clare Morrison**  
Project Worker, CRIP/APAC

**Geraldine McGuigan**  
Project Worker, Drugs project

**Kelly Anne Stewart**  
Project Worker, ReachOut

## CENTRAL SERVICES

### Human Resources Management



Dorothy Boyce  
Human Resources  
Manager

Arlene McFerran  
Clerical Administrator

Cheryl Beattie  
Receptionist/Data Processor

Angie Mogey  
Receptionist/Data Processor

Jackie Junk  
Personal Assistant

Vivienne Courtney  
Volunteer Development Worker

Joyce McDowell  
Officer Supervisor, Derry office

Margaret Montgomery  
Office Supervisor, Armagh office

### Finance



Jim Bamford  
Finance Manager

Valerie McGreevy  
Office Supervisor

Eithne McClean  
Administrator

Roberta Evans  
Accounts Clerk

Debbie Mullan  
Accounts Assistant

### Research Unit

David O'Donnell  
Research and Information Officer

**ACCOUNTS  
AND  
DIRECTORS'  
REPORTS**

**2005-2006**

# REPORT OF THE DIRECTORS

YEAR ENDED 31 MARCH 2006

The Directors submit their Report and Audited Accounts of the Company for the year ended 31 March 2006.

As required by the Standard Auditing Statement issued in May 1993 we have set out below the statement of Directors' responsibilities.

32

## STATEMENT OF DIRECTORS' RESPONSIBILITIES

Company law requires the directors to prepare the financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the Directors are required to:-

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies (Northern Ireland) Order 1986. 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 and senior organisational staff are requested on an ongoing basis to identify from the membership persons who they feel would have the experience, specialised knowledge and sympathy with NIACRO objectives to bring benefits if elected to the Executive Committee. New members receive an induction pack containing information regarding the



## REPORT OF THE DIRECTORS

various areas of work undertaken and including material of a governance and financial nature. Committee Members are encouraged to join both internal and external courses designed to provide a greater depth of knowledge in the areas where our organisation provides services. In the year the Executive examined the effectiveness of their meetings, reviewing papers prepared and discussions held.

## 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 surplus on its Administration Account and a

surplus on its Projects Accumulation Fund, giving an overall surplus of £106,203 detailed on Page 2. 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. In the previous year the company occupied new premises at 4 Amelia Street and all material costs associated with the move have been included in the attached accounts. The directors are convinced that this is an excellent new location for the head office and Belfast operations of NIACRO and a sound investment for the future of our organisation. The directors consider the company's financial position at the date of the Balance Sheet to be satisfactory.

The following is a summary for the year 2005/06:-

	Balance at 1 April 2005	Surplus/(Deficit) 31 March 2006	Transfers	Balance at 31 March 2006
	£	£	£	£
Projects	(1,127)	(30,186)	—	(31,313)
Contingency Fund (Appendix 6)	203,700	100,019	—	303,719
General Reserve (Appendix 50)	525,000	—	—	525,000
Project Account Accumulation Fund	727,573	69,833	—	797,406
Administration Account	(19,521)	36,370	—	16,849
	708,052	106,203	—	814,255

## REPORT OF THE DIRECTORS

### FUTURE DEVELOPMENTS

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

### RESULTS

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

### INSURANCE FOR DIRECTORS OF THE COMPANY

The company has purchased insurance costing £1,549 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 a 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 periodically reviewed to ensure that they still meet the needs of the charity.

### RESERVES POLICY

Free reserves fell during year 2005 after the purchase of new headquarters premises at Amelia Street, Belfast. The cost of the new premises was partly funded by a bank loan of £500k repayable over 25 years. As at 31 March 2006 free reserves stood at £254k which is less than needed for long term working capital requirements. The Executive Committee has agreed a target of free reserves of £750k (approx) which would allow for immediate loan repayment plus one month's total expenditure.

This will increase to the equivalent of three months expenditure as the balance of the loan reduces. A target has been set therefore to bring free reserves to this level over a period of eight years and an element to allow for inflation as the repayment of the bank loan continues.

### DIRECTORS

Directors during the year ended 31 March 2006, were as follows:-

1. Mr Peter Denley
2. Mrs Dorothy Elliott
3. Mr Alan Caskey
4. Mr Alan Darnbrook
5. Mr Patrick L Farry
6. Mr Richard Buchanan
7. Ms Rose Ann McCormick (resigned 10/11/05)
8. Mrs Jill Quinn
9. Mr Thomas McLaughlin
10. Mr Kieran McEvoy
11. Mr Feargal Lynn
12. Mr Samuel Pollock (appointed 07/04/05)

## **REPORT OF THE DIRECTORS**

### **AUDITORS:**

WJ Miscampbell & Co  
Chartered Accountants  
6 Annadale Avenue  
BELFAST  
BT7 3JH

### **BANKERS:**

Northern Bank  
Donegall Square North  
BELFAST  
BT1 5GJ

### **SOLICITORS:**

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

### **COMPANY REGISTRATION NO:**

NI 18121

### **CHARITY INLAND REVENUE REFERENCE:**

XN 48280

### **AUDITORS**

W J Miscampbell & Co offer themselves for re-appointment in accordance with Article 392(1) of the Companies (Northern Ireland) Order 1986.

BY ORDER OF THE BOARD

James Bamford  
Secretary  
24 October 2006

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

## ON THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2006

We have audited the financial statements on Pages 6 to 20 which comprise the profit and loss account, the balance sheet and the related notes. These financial statements have been prepared under the historical cost conventions and the accounting policies set out in Note 3.

36 This report is made solely to the company's members, as a body, in accordance with Article 243 of the Companies (Northern Ireland) Order 1986. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

## RESPECTIVE RESPONSIBILITIES OF THE DIRECTORS AND AUDITORS

As described in the statement of directors' responsibilities the company's directors are responsible for the preparation of the financial

statements in accordance with applicable law and United Kingdom Accounting Standards.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies (Northern Ireland) Order 1986. We also report to you if, in our opinion, the directors report is not consistent with the financial statements, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors remuneration and transactions with the company is not disclosed.

We read the directors report and consider the implications for our report if we become aware of any apparent misstatements within it.

## BASIS OF OPINION

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

## OPINION

In our opinion the financial statements give a true and fair view of the state of the company's affairs as at 31 March 2006 and of its surplus for the year then ended and have been properly prepared in accordance with the Companies (Northern Ireland) Order 1986.

W J MISCAMPBELL & CO.  
Chartered Accountants & Registered Auditor  
6 Annadale Avenue  
Belfast BT7 3JH

## FINANCIAL YEAR ENDED 31 MARCH 2006

### 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 £384,859.

### FUNDRAISING COSTS

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

### GOVERNANCE COSTS

Governance costs include the cost of annual audit and production of the annual report together with an allocation of staff and senior management costs plus overheads.

# STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2006

	Unrestricted Funds	Restricted Funds	Notes	Total 2006 £	Total 2005 £
INCOMING RESOURCES					
<b>Donations Legacies and Similar Incoming Resources</b>					
Fundraising and Trust	51,753	—		51,753	85,268
38 Sundry	74,036	—		74,036	53,316
Grants from Statutory Agencies	218,790	465,000		683,790	525,000
INCOMING RESOURCES FROM OPERATING ACTIVITIES					
<b>Activities in Furtherance of the Charity's Objectives</b>					
Grants from Statutory Agencies	—	2,594,364		2,594,364	2,573,884
<b>Activities for Generating Funds</b>					
Canteen Income	51,945	—		51,945	43,965
Investment Income	574	—		574	16,282
	397,098	3,059,364	12	3,456,462	3,297,715

## STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds	Restricted Funds	Notes	Total 2006 £	Total 2005 £
RESOURCES EXPENDED					
<b>Cost of Generating Funds</b>					
Fundraising	—	57,909		57,909	49,177
Governance Costs	—	22,234		22,234	20,483
CHARITABLE EXPENDITURE					
<b>Cost of Activities in Furtherance of the Charity's Objectives</b>					
Youth Offending	182,623	629,202		811,825	716,240
Families	83,617	427,171		510,788	459,484
Adult Offenders in the Community	—	1,164,630		1,164,630	964,380
Community Safety	13,513	245,637		259,150	190,797
Resettlement	11,142	512,581		523,723	717,476
	290,895	3,059,364		3,350,259	3,118,037
<b>Net Income/(Expenditure) For Year</b>	106,203	—		106,203	179,678
Transfer from Capital Reserve	—	—		—	—
Fund Balances Brought Forward at 01/04/05	708,052	—		708,052	528,374
Fund Balances Carried Forward at 31/03/06	814,255	—		814,255	708,052

## BALANCE SHEET FOR THE YEAR ENDED 31 MARCH 2006

	NOTES	2006	2005
		£	£
FIXED ASSETS			
Tangible	13	1,555,248	1,585,454
Leased	14	—	—
		<hr/>	<hr/>
		1,555,248	1,585,454
CURRENT ASSETS			
Debtors & Prepayments	4	420,765	280,487
Bank Account		121,748	815,083
Bank Deposit Account		5,490	5,314
Cash in Hand		50	50
		<hr/>	<hr/>
		548,053	1,100,934
		<hr/>	<hr/>
<b>40</b> Creditors: Amounts falling due within one year	5	(277,783)	(1,389,913)
		<hr/>	<hr/>
NET CURRENT (LIABILITIES)/ASSETS		270,270	(288,979)
		<hr/>	<hr/>
		1,825,518	1,296,475
		<hr/>	<hr/>
Creditors: Amounts falling due after one year	6	(483,590)	(4,191)
		<hr/>	<hr/>
PROVISION FOR LIABILITIES AND CHARGES			
Deferred Credit	10	(527,673)	(584,232)
		<hr/>	<hr/>
		814,255	708,052
		<hr/>	<hr/>
REPRESENTED BY:			
Share Capital	11	—	—
Administration Accumulated (Deficit)/Surplus		16,849	(19,521)
Projects Accumulated Fund (All Projects)		797,406	727,573
		<hr/>	<hr/>
		814,255	708,052
		<hr/>	<hr/>

APPROVED BY THE BOARD OF EXECUTIVE COMMITTEE ON 24 OCTOBER 2006

Mr Patrick L Farry Mr Richard Buchanan



## CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2006

	2006	2005
	£	£
NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES (NOTE 15)	(58,766)	111,584
RETURNS ON INVESTMENT AND SERVICING OF FINANCE		
Interest Received	574	16,282
Finance Lease Charges (Including Projects)	(571)	684
Net Cash Flows from Investments and Servicing of Finance	3	16,966
CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT		
Payments for Fixed Assets (excluding Leased Assets)	(99,523)	(1,212,577)
Capital Grants Received	50,395	192,796
Proceeds from Sale of Fixed Assets	—	—
	(49,128)	(1,019,781)
NET CASH (OUTFLOW)/INFLOW BEFORE FINANCING	(107,891)	(891,231)
FINANCING		
Finance Lease Payments	(3,093)	(5,218)
	(3,093)	(5,218)
(DECREASE)/INCREASE IN CASH (NOTE 17)	(110,984)	(896,449)

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2005

### 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 account 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	Written off over 12 years
Fixtures & Fittings	Written off over 12 years
Motor Vehicles	Written off over 4 years
Longlife Equipment	Written off over 5 years
Computer & Office Equipment	Written off over 3 years
Leased Motor Vehicles & Equipment	Written off over 3 years
Premises at Amelia Street	Written off over 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 payments discounted where appropriate, and the market price of the asset for outright purchase as reduced by any government capital grant receivable. The capital element of future leasing commitments is included in the accounts as obligations under finance leases and the interest element of leased payments is charged to the income and expenditure account on a straight line basis over the period of the leases. Rentals applicable to operating leases are written off as incurred.

## NOTE 4

### DEBTORS & PREPAYMENTS

	2006	2005
	£	£
Accrued Income and Prepayments	419,822	279,544
Educational Trust	943	943
	<u>420,765</u>	<u>280,487</u>

## NOTE 5

### CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2006	2005
	£	£
Trade Creditors	6,192	3,687
Accruals and Deferred Income	233,901	301,967
Finance Lease Creditor	2,981	3,427
Other Creditors	24,099	6,181
Vat Payable	606	426
Bank Loan repayable in less than 1 year	10,004	1,074,225
	<u>277,783</u>	<u>1,389,913</u>

## NOTE 6

### CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2006	2005
	£	£
Bank Loan repayable in more than 1 year	482,046	—
Finance Lease Creditor	1,544	4,191
	<u>483,590</u>	<u>4,191</u>

NIACRO have obtained a 25 year loan of £500,000 on property at Amelia Street, Belfast, the cost of the property being £1,556,083.

## NOTE 7

### EMPLOYEES

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

	2006	2005
	£	£
Administration	18	18
Project Staff	64	62
Others	13	10
	<u>95</u>	<u>90</u>

Their total remuneration for the year was:-

Wages & Salaries	1,889,640	1,647,347
Social Security Costs	182,410	163,895
Pensions	62,619	58,912
	<u>2,134,669</u>	<u>1,870,154</u>

No remuneration was paid to directors during the year (2005 - Nil).

## NOTE 8

### PENSION COSTS

The company operates a defined contribution pension scheme in respect of senior employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £62,619 (2005: £58,912).

## NOTE 9

### SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION IS STATED

	2006	2005
	£	£
<b>After charging:</b>		
Depreciation	129,729	125,182
Auditors remuneration	6,750	6,250
Finance lease interest	571	684
<b>After crediting:</b>		
Bank interest receivable	574	16,282
Deferred credit released as income	106,954	131,735

## NOTE 10

### DEFERRED CREDIT

	2006	2005
	£	£
Balance at 1 April 2005	584,232	523,171
Received in year ended 31 March 2006	<u>50,395</u>	<u>192,796</u>
	634,627	715,967
Released as income	(106,954)	(131,735)
Relating to disposals	<u>—</u>	<u>—</u>
Balance at 31 March 2006	<u>527,673</u>	<u>584,232</u>

## NOTE 11

### SHARES

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

## NOTE 12

### REVENUE AND CAPITAL GRANTS RECEIVED DURING YEAR

	2006	2005		2006	2005
	£	£		£	£
Limavady Area Partnership	42,702	18,186	Northern Ireland Fund for Reconciliation	—	7,984
European Social Fund (Equal) - DEL	253,597	271,945	Northern Ireland Housing Executive	137,695	88,500
Northern Ireland Office	691,443	624,892	Department of Health and Social Services and Public Safety	447,005	373,132
Probation Board for Northern Ireland	378,818	374,018	Youth Justice Agency for Northern Ireland	38,000	38,000
Belfast Regeneration Office / DSD	—	58,605	Derry Strategic Partnership	60,847	93,803
Northern Ireland Prison Service	246,346	194,242	Other	41,833	59,384
Community Relations Council	5,750	3,200		<u>3,329,907</u>	<u>3,184,152</u>
European Social Fund (BSP) - DEL	645,561	471,813	Canteen Income	51,945	43,965
Proteus	12,334	207,995	Investment Income	574	16,282
Community Fund	23,118	38,634	Sundry Income	74,036	53,316
Foyle Health & Social Services Trust	8,980	8,980		<u>126,555</u>	<u>113,563</u>
International Fund for Ireland	—	20,435	Total	<u>3,456,462</u>	<u>3,297,715</u>
Esmee Fairburn Trust	9,999	19,483			
YESSIP	94,482	42,294			
Armagh and Dungannon Health and Social Services Trust	33,501	40,950			
Western Health and Social Services Board	23,508	5,492			
Southern Health and Social Service Board	30,130	24,840			
Eastern Health and Social Services Board	72,122	69,959			
Save the Children Fund	10,500	5,750			
Ulster Community & Hospital Trust	21,636	21,636			

## NOTE 13

### TANGIBLE FIXED ASSETS

	Motor Vehicles	Computers & Office Equipment	Tenant Improvements	Fixtures & Fittings	Headquarters Computers & Office Equipment	Land & Buildings	Total
Cost	£	£	£	£	£	£	£
Balance at 1/4/05	18,000	52,748	15,000	2,101	172,589	1,493,791	1,754,229
Additions	—	12,321	—	—	24,940	62,262	99,523
Disposals	—	—	—	—	—	—	—
Balance at 31/3/06	18,000	65,069	15,000	2,101	197,529	1,556,053	1,853,752
Depreciation							
Balance at 1/4/05	18,000	27,210	3,084	459	77,492	42,530	168,775
Charge for year	—	18,709	1,249	176	64,575	45,020	129,729
Disposals	—	—	—	—	—	—	—
Balance at 31/3/06	18,000	45,919	4,333	635	142,067	87,550	298,504
Net Book Value							
At 31/3/06	—	19,150	10,667	1,466	55,462	1,468,503	1,555,248
At 31/3/05	—	25,538	11,916	1,642	95,097	1,451,261	1,585,454

## NOTE 14

### LEASED ASSETS

	Motor Vehicles £	Equipment £	Total £
COST			
Balance at 1/4/05	18,340	10,041	28,381
Additions	—	—	—
Disposals	—	—	—
Balance at 31/3/06	<u>18,340</u>	<u>10,041</u>	<u>28,381</u>
DEPRECIATION			
Balance at 1/4/05	18,340	10,041	23,381
Charge for Year	—	—	—
Disposals	—	—	—
Balance at 31/3/06	<u>18,340</u>	<u>10,041</u>	<u>23,381</u>
NET BOOK VALUE			
At 31 March 2006	<u>—</u>	<u>—</u>	<u>—</u>
At 31 March 2005	<u>—</u>	<u>—</u>	<u>—</u>

## NOTE 15

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

	2006 £	2005 £
(Deficit)/Surplus - Administration	36,370	(28,585)
Surplus/(Deficit) - Projects	69,833	208,263
	<u>106,203</u>	<u>179,678</u>
Deferred Credit released	(106,954)	(131,735)
Depreciation	129,729	143,572
(Increase)/Decrease in Debtors	(140,278)	(16,973)
(Decrease)/Increase in Creditors	(47,463)	(45,992)
	<u>(58,763)</u>	<u>128,550</u>
Less Returns on Investment & Servicing of Finance	(3)	(16,966)
	<u>(58,766)</u>	<u>111,584</u>

## NOTE 16

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

	2006	2005
	£	£
(Decrease)/Increase in Cash	(110,984)	(896,449)
Finance Lease Creditor Payments	3,093	5,218
	<u>(107,891)</u>	<u>(891,231)</u>
NET (DEBT)/FUNDS AT START OF YEAR	<u>(261,396)</u>	<u>629,835</u>
NET (DEBT)/FUNDS AT END OF YEAR	<u>(369,287)</u>	<u>(261,396)</u>

## NOTE 17

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

	2005	Cash Flows	2006
	£	£	£
Bank Deposit Account	820,397	(693,159)	127,238
Cash in Hand	50	—	50
Bank Account	<u>(1,074,225)</u>	<u>582,175</u>	<u>(492,050)</u>
	<u>(253,778)</u>	<u>(110,984)</u>	<u>(364,762)</u>
Finance Lease Creditor	<u>(7,618)</u>	<u>3,093</u>	<u>(4,525)</u>
	<u>(261,396)</u>	<u>(107,891)</u>	<u>(369,287)</u>

## NOTE 18

### RELATED PARTIES

The company supports Educational Trust. The chief executive of Northern Ireland Association for the Care and Resettlement of Offenders, Olwen Lyner is one of the trustees of Educational Trust.

The company has guaranteed the overdraft of Educational Trust. The amount outstanding at the balance sheet date was a total of £ Nil (2005: £5,376).

## NOTE 19

### LEASE PURCHASE ASSETS

The cost of fixed assets financed by lease purchase agreements is £20,568 (2005: £20,568). The net book value of those assets is £Nil (2005: Nil). The depreciation charge for the year in relation to these assets was £Nil (2005: £6,114).

## NOTE 20

### CAPITAL COMMITMENTS

Annual commitments exist under operating leases as follows:-

	31-Mar-06	31-Mar-05
	£	£
Land & Buildings		
Expiring:		
Within 1 year	—	26,000
	<u>—</u>	<u>26,000</u>

At the balance sheet date the company had entered into contracts for future capital expenditure amounting to:-

	2006	2005
Contracted - New Premises	—	55,000