



Working to reduce crime and its impact on people and communities

Annual Report | 2012-2013



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At our last AGM, in November 2012, NIACRO's members made a small, but significant, change to our organisation's constitution. They decided that in recognition of the changing emphasis within the justice dialogue to a focus on desistance, our name ought not to reinforce the potentially negative stereotyping of the word 'offenders'.



The desistance theory focuses on those factors which reduce the likelihood of people re-engaging in offending behaviour: 'desisting' from crime. We felt that attaching labels, like 'offender' or 'prisoner', to people created psychological and attitudinal barriers to effective resettlement and rehabilitation.

As a result of this consideration, our members took the decision to change our name to simply 'NIACRO'. So whilst

NIACRO's mission - to reduce crime and its impact on people and communities - remains unchanged, we recognise that in order to achieve it, we must lead the way in setting the right tone for the discussion. To that end, we engaged with a wide range of stakeholders in drafting our latest Corporate Plan, in which we outline how we will deliver our services to adults in the community, children and young people and people in prison and their families.

At a time when we are advocating for change around us, and various opportunities exist to use our experience of service delivery to exert some influence, we understand the need to ensure that the messages we communicate as an organisation are in line with the messages we want to hear from others.

When the Prison Review was published in October 2011, NIACRO welcomed the opportunity it presented in providing a blueprint for fundamental prison reform in

Northern Ireland. Having engaged throughout the last year with the Prison Review Oversight Group, appointed by the Minister of Justice to monitor implementation of the Review's recommendations, we remain concerned about the pace and extent of progress to date.

We recognise that the reform programme faced an uncertain start, but continue to emphasise the need to ensure that this "once in a generation opportunity" to reform the way in which our prisons are managed and operated is not lost.



Where progress against the recommendations is underway, we welcome the changes that are being made, with the removal of children from Hydebank Wood and the rollout of new training for prison officers representing positive steps in the right direction.

During the next year we will continue to work in a spirit of partnership to enhance the delivery of services across the prison estate, and to improve outcomes for all of those involved with the criminal justice system.

Youth Justice

The removal of children from prison is also a step in the right direction for the implementation of the Youth Justice Review, published in September 2011. We acknowledge that Woodlands Juvenile Justice Centre has responded well to the transfer of children from Hydebank Wood, and are pleased to note the very low numbers of young people in custody in general. We do not believe that the criminal justice system is the most effective or appropriate place for children and young people who offend, and will continue to press for more investment in diverting young people from the system.

We strongly believe that there is a real need for more discretion to deal with issues appropriately and diversionary measures to prevent young people from coming into contact with the criminal justice system in the first place. In that vein, we are also disappointed at the lack of political consensus that exists to raise the age of criminal responsibility, particularly given that at just 10 years old, it is one of the lowest in Europe.



We intend to maintain pressure on the government to implement these reforms, including measures to provide a clean slate for young people when they turn 18, to improve their chances of securing training and employment opportunities.

Working In Partnership

Having welcomed the new Director General of the Northern Ireland Prison Service (NIPS) as well as several other new colleagues across the justice system, we look forward to maintaining engagement with the Department of Justice (DOJ), the Probation Board for Northern Ireland (PBNI) and NIPS. We also hope to engage with a range of other statutory departments and agencies as we all work to further the desistance agenda and develop the Strategic Framework for Reducing Offending.

Partnership with other voluntary and community sector organisations also remains central to our work, and we are keen to see the spirit of partnership, envisaged in the Prison Review Team's report, being brought to life. During the last year, we worked with the VSB Foundation, the Pilgrim Trust and other organisations in the sector to establish how voluntary and community groups



can respond to the Prison Review, and to ascertain what we need to do to prepare for the future. This involved engaging with colleagues across the sector to share ideas on how best to capitalise on the theme of "Moving On: Partnerships for Change" within chapter 8 of the Prison Review Team's report. Following on from that, we facilitated and participated in several networking events for people working in prisons, enabling NIPS staff and colleagues from the third sector to meet informally and identify opportunities for mutual learning and better connected service delivery.

Highlights

During the last year, we continued to expand the reach of our services with the official opening of our new North West office in July by Minister

of Justice David Ford MLA. Attendees on the day included Mayor of Derry Cllr Kevin Campbell, Foyle MLAs Colum Eastwood and Raymond McCartney, as well as representatives from DOJ, the Department for Employment and Learning (DEL), PBNI and NIPS. We also began to plan for the consolidation of our services in the Southern area.

Having secured additional funding from the European Social Fund, we were able to extend the services of our Jobtrack and Choose2Change projects. These additional resources will enable both projects to increase support to young people and adults to gain appropriate and sustainable places in education, training and employment.

Our Child and Parent Support (CAPS) project was recently subject to a re-tendering process to provide early intervention services in both the Southern and Belfast Health and Social Care Trust areas. Having tendered in partnership with Extern and Action for Children, we were successful in securing this contract for at least another three years.

Our Assisting People and Communities (APAC) project was also strengthened over the last year, with an extended Floating Support team now in place.

APAC's work, supporting people whose tenancies are under threat as a result of anti-social behaviour, is a tangible example of the statutory sector, in this case the Northern Ireland Housing Executive, working through NIACRO to deliver services. Funding was also secured from the Pilgrim Trust to expand the APAC Women programme, which will allow us to co-ordinate the various elements of our services to women. These services include working with PBNI in the rollout of the Inspire model, providing benefits advice in Ash House at Hydebank Wood, and providing employability support through Jobtrack Women.

Though under pressure for consistent funding, Family Links secured some resources for a pilot project in Maghaberry Prison to identify new opportunities for generating referrals. This work is scheduled to take place during the summer of 2013.

Family Links has also been working in collaboration with Barnardo's, the Quaker Service and Prison Fellowship NI to deliver a training programme, known as 'Think Family', for new Prison Custody Officer recruits. This training aims to raise awareness of the importance of the family connection when it comes to supporting people in prison, and

improving resettlement on release. The training has received very positive feedback and we hope to extend it to other areas of the prison service and the criminal justice system.

After securing Big Lottery funding in 2011-2012, this year we established the MOVE (Maximising Opportunity for Voluntary Engagement) project. The scheme provides volunteer mentoring and befriending support for vulnerable young people aged 13-18. It will run for five years and is designed to complement our existing services, for example by providing mentoring support to young people involved with Choose2Change, or for teenagers with younger siblings involved with CAPS. Alongside out Independent Representation, Independent Visitor and CAPS projects, MOVE will also contribute to our newly established youth forum



'Voice Box', which aims to give young service users a voice on issues that matter to them.

Another highlight of the year was the closing conference of the Challenge Hate Crime project, at which we were pleased to note high levels of engagement from across both the criminal justice system and the political spectrum. Having now launched the materials from the project,

including a handbook of practice for working with people convicted of hate crime offences, we look forward to continuing to work to influence policy and practice in this area, focussing on the need for appropriate interventions for people convicted of offences motivated by hatred or hostility.

The conference was just one example of our political engagement over the past year, with Justice Minister David

Ford MLA addressing delegates, and a wide variety of MLAs and party representatives participating as panellists. NIACRO was well represented during the Assembly Committee for Employment and Learning's inquiry into Careers Education, Information, Advice and Guidance (CEIAG) in Northern Ireland, with colleagues from Jobtrack and Choose2Change emphasising the contribution that effective advice provision can make to reducing offending. Later in the year, in March 2013, the then Lord Mayor of Belfast, Alderman Gavin Robinson, attended a Jobtrack Meet the Employer event at our Amelia Street office. During his visit, the Lord Mayor spoke with Jobtrack staff, employers and service users and was interested to learn more about our work.

The review of our Communication and Research Unit was also completed within the year, and as a result this will be renamed the Public Affairs and Communications Team. The reconfigured project will appoint two new members of staff in the first quarter of 2013-2014, with the aim of enhancing our policy, research, media and political engagement services. We look forward to expanding our capacity in this area of work and developing our influencing agenda.

Concerns

Despite these encouraging points throughout the year, there have been some less positive trends in the period as well. It has been a difficult year for people in prison, and those concerned for their care. As mentioned above, we are concerned about the lack of progress in prison reform and will continue to push for progress on this in the coming year. The Prisoner Ombudsman investigated a 'near death in custody' for the first time, alongside publishing six death in custody reports, highlighting that there is still much to be done in delivering safe and secure prisons. In November 2012, politicians and those of us working in prisons extended our sympathies to the family of David Black, the first prison officer to be murdered in Northern Ireland for almost 20 years.

Whilst we welcomed the publication of, and responded to, the second DOJ consultation on the Review of the Criminal Records Regime in August 2012, we are disappointed at the lack of progress since the publication of the first part of this review in 2011. The management and disclosure of criminal record information is an urgent issue which needs to be addressed immediately, and so we will continue to engage with DOJ to clarify what its plans are to determine whether it intends to implement the Review's recommendations in full. We know, from our experience of working with people with convictions as well as employers and training providers, that the current system is simply not fit for purpose.

Turning to the funding landscape, whilst we have been successful in many bids over the last year, the

sustainability of funding for Family Links remains an issue. This is a valuable service, both in terms of supporting people and their families during a period of imprisonment, and in preparing them for effective resettlement when a relative leaves custody. This makes a real and tangible contribution to desistance and reducing re-offending, so we are keen to find appropriate resources to maintain the project.

A big issue on the political agenda over the last year has been welfare reform. We are increasingly concerned that the proposed change to benefits – especially the introduction of Universal Credit – will have an adverse impact on our service users, particularly in terms of housing payments being incorporated into a net monthly sum. We have been working with other organisations and engaging with decision makers to ensure that local issues are considered and changes effectively communicated; this has included hosting adult user forums on the topic and providing service users with Money Management training.

Policy Engagement

On a macro level, we have continued to effectively engage with policy makers in the past year, strengthening our relationships with key people and organisations both locally and across Europe. The establishment of Policing and Community Safety Partnerships provided an opportunity for meaningful community engagement. Our relationship with the Department for Employment and Learning (DEL) has continued to strengthen and we welcome their positive attitude to engaging with us. The accessibility of further education courses for our service users remains a key

concern, and we have met with DEL to press this issue, and in particular to highlight the inconsistent approach taken by further education (FE) colleges on decisions following the disclosure of convictions.

In June, we led the Northern Ireland delegation at the Ex-Offenders Community of Practice (ExOCOP) network closing event in Berlin. We produced the Key Messages paper for the event, which became the central agenda for the conference. Our pivotal role in this has been acknowledged by DEL. Following this, we hosted an event in January for 28 delegates from Italy, representing the Ministries of Justice, Labour and Social Affairs. Their visit to Northern Ireland focused on understanding more about the PBNI and the role of NIACRO as a non-governmental organisation working in the criminal justice sector. We have since learned that we are to lead one of the three strands of the new Active Inclusion Community of Practice, and we look forward to developing that engagement in the future. Our European work continued with the establishment of a partnership with Dutch colleagues Stichting 180, which works to improve the futures of young males leaving custody. Other European organisations have joined the partnership to deliver the EU 'Daphne' funded project 'Solid Basis', with the aim of building social responsibility through working with young people in custody. The programme is expected to be piloted in Woodlands Juvenile Justice Centre in summer 2014.

The eighth Five Nations Biennial Conference on Children, Young People and Crime took place in Liverpool in September 2012, with NIACRO acting as support. This knowledge exchange forum

brings statutory, academic and non-governmental organisation representatives from Northern Ireland, Scotland, England, Wales and the Republic of Ireland together to share policy, practice and experience of different aspects of the criminal justice system in each jurisdiction. This shared learning is then used to inform others' activities.

Service Areas

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

Working with Children and Young People

- Our volunteer led services continued to thrive, with 55 volunteers involved in operating the Independent Visitor (IV) Scheme. We have more than 100 volunteers in total.
- A forum for our younger service users, Voice Box, was established during the year.
- CAPS has been involved in facilitating Family Support Hubs in the Southern area, which bring organisations together to support families experiencing difficulties by offering one-to-one support or by signposting to other local organisations.

Working with Adults in the Community

- Activity in the Jobtrack programme continued to far surpass targets, and we have engaged with DEL about the inconsistent approach to conviction disclosure by FE colleges.
- Our Advice Services have been very active: we will continue to reach out during the uncertainty that will arise due to welfare reform, and we will also continue to monitor the impact of criminal records.

Working with People in Prison and Their Families

- Meetings with the NIPS Operational Board were held to identify how the Family Links service can be better signposted. Ideas discussed included a slot at induction for people newly committed to prison; training for Family Officers and staff in reception houses; building a Family Links referral into the opening of a SPAR process; and building referrals into the Resettlement Board process.
- There has been an increase in the number of people in prison accessing our employability services, as well as our Welfare Advice service. Welfare Advice staff have also been delivering the Money Management programme in prisons.

Influencing Others

- We continued to engage with a range of politicians through Committee briefings and attendance at party events, as well as by hosting a seminar in Stormont on the topic of Public Protection.
- More than 30 consultation responses were made in the period.

Applying Resources Effectively

- The annual staff planning day was held in March 2013: this was successful in including staff in identifying policy concerns.
- Staff training in lone working was delivered in the year, and training in preparation for the move to using Microsoft Office 10 commenced.
- Plans are underway for the renewal of Investors in People and Investors in Volunteers accreditation in 2013-2014.

Governance

- The NIACRO Corporate Plan 2012-2015 was launched in July 2012.
- The Executive Committee agreed a review of staff benefits in February 2013.

- The Executive Committee agreed an upgrade of the Information Technology and communications system for the organisation.
- We continued to manage risk appropriately, with the Internal Audit Service delivering independent assurance on the effectiveness of the systems of internal control, risk management and governance.



We thank the whole NIACRO team – including our committee, staff and volunteers, our funders and other supporters – for another constructive and effective year of working 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 To provide services which support the personal and social development of vulnerable children and young people in the care sector.	Belfast Health & Social Care Trust (HSCT) Health & Social Care Board (HSCB) South Eastern HSCT Southern HSCT		58 young people used the scheme, each supported by a trained volunteer recruited from the local community. Young people see the fact that volunteers are drawn from the community and are independent of the statutory system as a very positive aspect of the service.
1.2 Lakewood Independent Representation To ensure the concerns of children and young people in secure care are appropriately represented at Lakewood.	South Eastern HSCT		Volunteers made weekly visits to the centre and dealt with 44 issues raised by the young people. Regular meetings now ongoing between the Centre and the project have improved the efficiency of addressing and resolving issues raised by the young people.
1.3 Child and Parent Support (CAPS) - Southern To provide a programme of diversion that engages young people at risk aged 8-13 and their families in exploring positive activities and experiences that contribute to healthy lifestyles.	HSCB		62 families used the service. We hosted a networking event for statutory, voluntary and community agencies in Armagh, and contributed to a training seminar organised by Queen's University's research programme "Improving Children's Lives".
1.4 Child and Parent Support (CAPS) - Belfast To provide a programme of diversion that engages young people at risk aged 8-13 and their families in exploring positive activities and experiences that contribute to healthy lifestyles.	HSCB Southern HSCT		71 families used the service. We held celebration events for the young people who completed the programme; each event included prize giving by a local celebrity.

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IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS	
1.5 Choose2Change <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) Probation Board for Northern Ireland (PBNI)		We worked with 47 young people, including 29 new referrals. 44% of service users moved on to education, training or employment, exceeding the target. 12 of the young people on the project received certificates in a range of subjects including Essential Skills at a "Celebration of Success" organised by Workforce Training.	
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		The project recruited and trained 15 volunteers, who are working with young people referred from other NIACRO services. They took part with staff and volunteers in an activity day at Belfast Activity Centre, where they also shared their ideas on issues they want us to tackle.	
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 engaged with statutory and other stakeholders, including the DOJ, PBNI, YJA, PSNI, DHSSPS, and HSCB, in commenting on practice and policy. We are represented on the Children and Young People's Strategic Partnership (CYPSP) "Outcomes Group" for Young People and Offending, and on the Early Intervention sub-group.	

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
<p>2.1 Jobtrack (Community)</p> <ul style="list-style-type: none"> To raise levels of employability among ex-prisoners and offenders in the community; to develop capacity to demonstrate the linkages between programme interventions and reduction in offending; and to develop partnership working through the Jobtrack strategic group and implementation of the action plan. 	Department for Employment & Learning (DEL) DOJ European Social Fund (ESF) PBNI		<p>We worked with 930 people during the year, receiving 869 new referrals. 852 of these were from PBNI – well above the target for referrals. 28% of participants moved on to jobs or training. 1,056 qualifications were achieved by 326 people, of whom 57% received a basic level qualification; 33% NVQ Level 2 or above; and 45% achieved another relevant qualification.</p> <p>A Jobtrack participant spoke at the launch of Adult Learners' week at Stormont, an initiative in which we participated formally for the first time, including a Celebration of Achievement award ceremony.</p> <p>We continued to raise the need for access to criminal record data in order to demonstrate the impact of our work.</p> <p>The strategic group met regularly and focused on key issues identified by the advice service, particularly on poor practice in sharing criminal record information.</p>
<p>2.2 Employer influencing</p> <ul style="list-style-type: none"> To increase awareness of best practice in recruitment and selection of offenders; 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		<p>We delivered training to 958 individuals from 111 organisations, and dealt with 1,090 enquiries to the advice line – both well above target. The key issue remains criminal records and we continued to support people seeking access to legal representation. Two cases involving people who originally approached us were settled and 6 are in progress.</p> <p>We held 15 successful employer advice events in the community and in the prisons. We organised 9 employer-led workshops on interview skills, a new service.</p>
<p>2.3 BASE 2</p> <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. 	NI Housing Executive (NIHE)		<p>We dealt with 1,127 cases, a 13% increase on last year. We met on 42 occasions with key contacts in the community, including taking part in 19 public meetings across NI.</p>

STRATEGIC AIM		<i>To reduce re-offending through effective support for people and communities</i>	
IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS
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 (Floating Support)		We worked with 106 clients, all of whom retained their tenancies. We engaged with around 70 other statutory, voluntary and private sector agencies to identify support for the clients, as well as other NIACRO programmes.
2.5 APAC Banbridge <ul style="list-style-type: none"> To support Banbridge PCSP to address anti-social behaviour. 	Banbridge PCSP		The PCSP continued the commitment to securing APAC intervention for 4 individual referrals. In addition, the PCSP secured additional funding from the confiscation of criminal assets so that APAC could work with a group of 5 young people involved in anti-social behavior. They engaged constructively in the group and we gained useful learning for us to bring to future group work with young people.
2.6 APAC RIO (Reintegration of Offenders) <ul style="list-style-type: none"> To develop an innovative approach to the reintegration of high risk repeat offenders in the community. 	Criminal Confiscation Scheme (via Belfast City Council)		The programme ran for 3 months of this financial year before closure, working with 8 people. We gave feedback on RIO to Belfast City Council and to NIPS.
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-East; and to contribute to an effective model of intervention with women who offend. 	Criminal Confiscation Scheme (via PBNI) ESF		<p>We worked with 58 women within INSPIRE Greater Belfast, providing intensive APAC support and connection with other services such as our Welfare Advice service and women's centres in the community. In addition, 10 women registered for the (PBNI) Duke of Edinburgh Endeavour award and completed certificates.</p> <p>Along with PBNI and the Women's Support Network (WSN), we hosted a "celebration of success" event to mark the women's achievements and combined this with an event to mark the completion of training with women's sector staff in mid-Ulster.</p> <p>We developed APAC Rural in the mid-Ulster and North-West areas, working with 46 women. In mid-Ulster we worked with training/women's centres to deliver tailored programmes for women in the area.</p> <p>Supported by the Pilgrim Trust, we delivered OCN training on "Women and Offending Behaviour" to ten women from the women's sector in the North West.</p> <p>One peer volunteer received a Community Justice Award.</p>



STRATEGIC AIM	<i>To reduce re-offending through effective support for people and communities</i>		
IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS
2.8 Jobtrack Women <ul style="list-style-type: none"> To provide an employability service to women offenders and ex-prisoners. 	DEL ESF		<p>We worked with 110 women in the community, well above target, and delivered training including a “Girls’ Talk” group programme.</p> <p>We also provided support to women prisoners, meeting 77 to give them information on Jobtrack and other services provided by NIACRO and other agencies. We delivered six Money Management programmes: four in the community and two in prison.</p> <p>Our welfare advice service worked with 157 women in Hydebank and 54 women in the community.</p>
2.9 Representation, advocacy and feedback <ul style="list-style-type: none"> To promote the needs of offenders and ex-offenders in appropriate fora and ensure that they are adequately represented. 	All funders		<p>The Adult Forum met three times. It contributed to our response to the DOJ consultation on reducing offending, met with the Patient & Client Council to discuss health in prisons, and discussed welfare reform with Advice NI.</p> <p>We hosted the Accessing Services for Offenders group.</p>

Working with People in Prison and Their Families

STRATEGIC AIM		<i>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</i>		
IN YEAR OBJECTIVE	Supported by	Objective completed	PROGRESS	
3.1 Jobtrack (Prisons) <ul style="list-style-type: none"> To raise levels of employability amongst those in prison pre-release and leaving prison. 	DEL ESF NI Prison Service (NIPS)		347 people in prison took part 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		200 people continued with Jobtrack in the community. Of these 26% moved on to training or employment.	
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 offenders 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		<p>1,301 people in prison, well above target, used the service and 287 people in the community. We dealt with 2817 queries, 79% of them social security related.</p> <p>We delivered benefits training to criminal justice and Social Security Agency (SSA) personnel. We delivered four “Managing Money: Building Essential Skills” (MMBES) training programmes in prison to 23 participants, with 20 achieving OCN accreditation and 13 MMBES in the community with 63 participants.</p> <p>We produced a “Managing Money” handbook for programme participants and published it with support from the Consumer Council; it was translated into Polish, Lithuanian and Portuguese.</p> <p>The advisory group (NIACRO, NIPS and SSA) met twice, and we met also with the Consumer Council, Financial Services Authority (FSA), and the First Trust and Santander banks on the issue of access to banking facilities.</p>	
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 PBNI Western HSCT		<p>We received 1,133 referrals, sent out 739 information packs, made 642 phone calls within 24 hours and paid 787 home visits.</p> <p>15 adults and 34 children from 13 families spent a week at Corrymeela in August 2012, many of them enjoying a family holiday for the first time. As well as taking part in leisure activities, the service users gave us feedback on the service.</p> <p>In December, 16 adults and 26 children spent a day in “Santa’s Lapland” to celebrate Christmas.</p>	

STRATEGIC AIM		<i>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</i>		
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 transport for 4,572 journeys, an increase on last year, and volunteers made 87 journeys for family members living in rural areas, almost double the figure for the previous year.	
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		<p>The centre was used 12,784 times by adults and children, and there were 3,407 visits to the crèche.</p> <p>We dealt with 3,400 enquiries, held 166 support sessions and supported 13 child-centred visit sessions.</p>	
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		<p>The centre offered its services to 22,401 visitors and there were 2,120 visits to the crèche.</p> <p>We dealt with 2,002 enquiries, held 1,754 support sessions and made 256 referrals to NIACRO and other services.</p>	
3.8 Hate crime <ul style="list-style-type: none"> To develop and deliver an evidence-based model of intervention with perpetrators of hate crime. 	Peace III (via NIPS)		<p>The three year Challenge Hate Crime project was completed in January 2013. Twenty-nine participants completed the pilot Challenge To Change programme in Hydebank and Magilligan.</p> <p>We held a major conference at which the researchers, practitioners and policy-makers who had been involved came together with politicians and NGOs to describe the programme and the learning derived from it.</p>	
3.9 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		<p>We acted as secretariat to the Families and Children of Prisoners Interagency Group, and we are members of Eurochips. We promoted Eurochips' Children of Prisoners Week on our website, and also by sponsoring the launch of the book "When Dad Was Away" by Liz Weir during Belfast Book Festival.</p> <p>We established a new Forum to develop ways in which families and friends can engage with the policy process and ultimately be routinely consulted by policy-makers.</p> <p>We became a member of the European Commission's Radicalisation Awareness Network (RAN).</p>	

Influencing Others

STRATEGIC AIM		<i>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</i>		
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 the political, statutory, and voluntary and community sectors locally, nationally and at a European level. 	Esmée Fairbairn Foundation All funders		<p>We produced three issues of NIACRO news including a supplement on Public Protection.</p> <p>We provided a written briefing to the Assembly Justice Committee on the retention of DNA and gave evidence to the Westminster Justice Select Committee on youth justice.</p> <p>We attended party conferences, and met with representatives of all the main parties. We held a "Justice Series" seminar on public protection.</p> <p>We participate in the DOJ consultative methods group, and are a member of the the DOJ's working group on desistance.</p> <p>We had frequent bi-lateral meetings with statutory and voluntary sector representatives and sit on the Ministerial Group on Safer Custody.</p> <p>We played a full part in the closing conference of the EU's ExOCOP programme exploring best practice in resettlement.</p>	
4.2 Communication <ul style="list-style-type: none"> To manage media engagement, publications and staff engagement. 	Esmée Fairbairn Foundation All funders		<p>We continued to maintain a strong profile in television, radio and print media, including news releases/ interviews/articles on prison reform, fine default and health in prison.</p> <p>We began implementation of the new corporate style and agreed a new design for the staff intranet.</p>	
4.3 Policy activities <ul style="list-style-type: none"> To manage the consultation process, and the public affairs elements of the Challenge Hate Crime project; and to review data protection policy. 	Esmée Fairbairn Foundation All funders		<p>We responded to 35 public policy consultations including on the DEL careers service Inquiry, the Welfare Reform Bill and mental capacity legislation, and placed them on the website.</p> <p>We produced an information pack on the Challenge Hate Crime project consisting of 12 research reports, training manuals, a conference report, and 2 DVDs.</p>	
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. 	All funders		<p>Projects developed working methods on gathering feedback from service users.</p> <p>We produced and disseminated the Corporate Plan 2012-15 and the Annual Report.</p>	

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 <ul style="list-style-type: none"> To provide an ongoing training and development programme for Executive, staff and volunteers. 	All funders		We completed 80% of the training plan, with 11 staff completing NVQs in Offending Behaviour and Youth Justice. Staff also completed training in, for example, restorative justice, the NI Assembly, fire safety, business planning, interviewing and coaching skills, welfare reform and Microsoft Office 2010.
5.2 Quality standards <ul style="list-style-type: none"> To ensure the maintenance of quality standards. 	All funders		We prepared for both IIP and IIV re-assessments in 2013-14.
5.3 HRM policies <ul style="list-style-type: none"> To ensure all Association and HRM policies are kept up to date. 	All funders		We reviewed the child protection and data protection policies.
5.4 Volunteering <ul style="list-style-type: none"> To provide a range of appropriately trained and supported volunteer opportunities. 	DOJ		215 people enquired about volunteering with NIACRO and we maintained a pool of 101 volunteers. We held a Volunteer Forum in May 2012, with training on coaching skills. The annual volunteer satisfaction survey showed high levels of satisfaction with recruitment, induction, and supervision.
5.5 Management of corporate resources <ul style="list-style-type: none"> To oversee effective deployment of corporate resources. 	DOJ		The Minister of Justice formally opened our new North West offices in July 2012. We introduced an upgraded IT and communications system.
5.6 Financial controls <ul style="list-style-type: none"> 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 revised governance framework and completed the annual internal audit plan overseen by the Finance and Audit Committee on behalf of the Executive Committee.
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 Management Group routinely consider financial information.
5.8 Cash flow <ul style="list-style-type: none"> To ensure maximisation of cash flow. 	All funders		We reviewed cash flow each quarter and maintained a positive cash flow.
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 funding from the Pilgrim Trust for APAC women; an extension to ESF funding for Jobtrack and Choose 2 Change; and secured CAPS funding for a further 3 years.

Steven Agnew MLA

- Proposal for a Statutory Duty to collaborate on children's services (Private Member's Bill)

Belfast City Council

- Investment plan, draft

Children & Young People's

Strategic Partnership

- Priorities to inform the action plan for all Trust areas
- Action plans of CYPSP regional sub groups

Committee for Employment & Learning

- Careers education, information, advice and guidance, Inquiry

Committee for Justice

- Criminal Justice Bill

Committee for Finance & Personnel

- Civil Service (Special Advisors) Bill

Committee for Social Development

- Welfare Reform Bill

DEL

- Steps 2 Success
- Educational Maintenance Allowance

DHSSPS

- Child and adolescent mental health services, draft services model

DOE

- Safeguarding, disclosure and barring changes

DOJ

- Community impact assessments, provision of
- The private security industry, future regulation of
- Review of the criminal records regime (further consultation)
- Committal proceedings, reform of
- Mutual recognition of supervision arrangements across Europe
- Encouraging earlier guilty pleas
- Recovery of defence costs scheme, proposal to introduce
- The PPS, governance and accountability of
- Strategic framework for reducing offending
- Prison Service outline estate strategy
- Prison Service draft employability strategy
- Mental capacity legislation, proposals to extend to the CJS in NI and implications for mental health powers
- Speeding up justice: improving processes for youth cases

DSD

- Personal Independence Payment: assessment thresholds (consultation on DWP proposals)
- Houses in multiple occupation, fundamental review of the regulation of
- Future of discretionary support
- Urban regeneration and community development policy framework

NIHE

- Safeguarding vulnerable adults policy and procedures

PPS

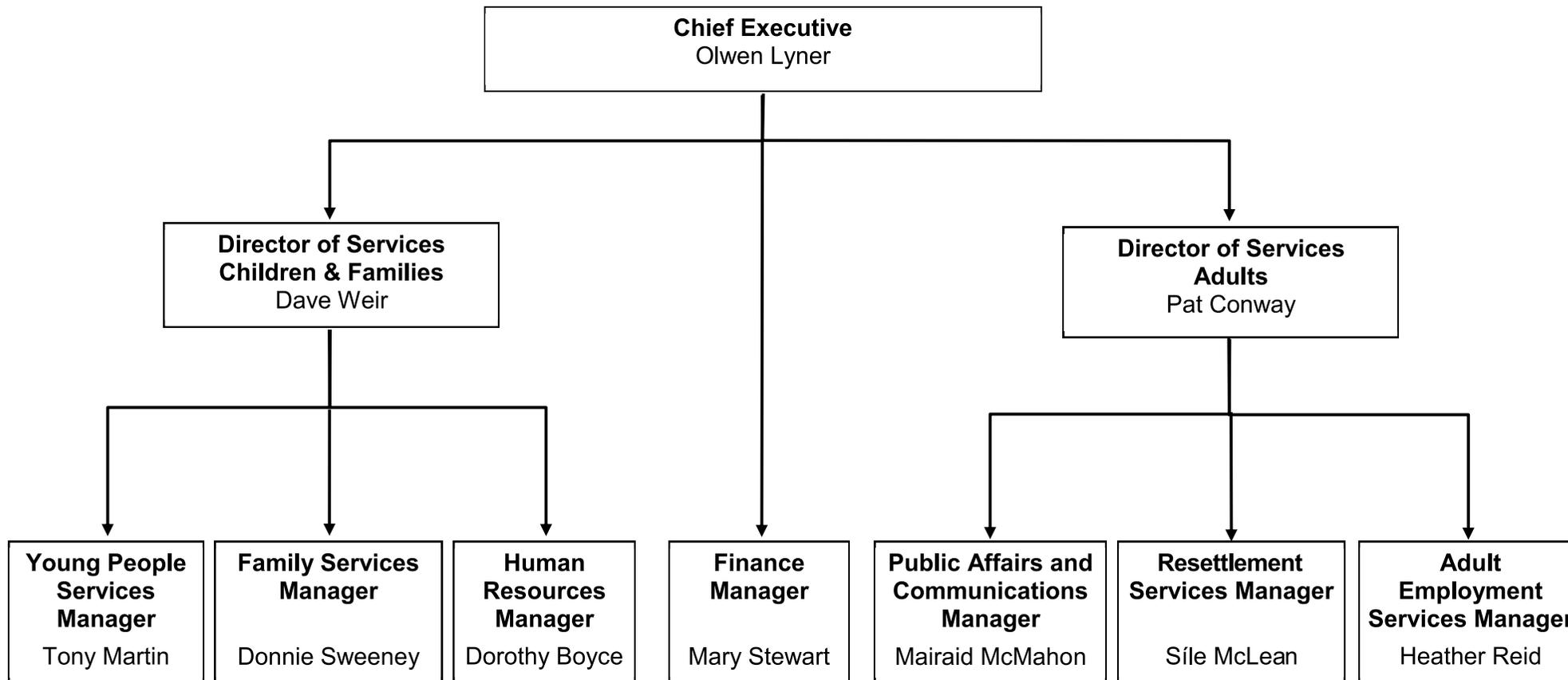
- Prosecuting cases of human trafficking, policy for
- Community outreach strategy
- Equality action plan
- Making a complaint about the PPS

PSNI

- Alcohol test purchasing procedures, EQIA



Management Team

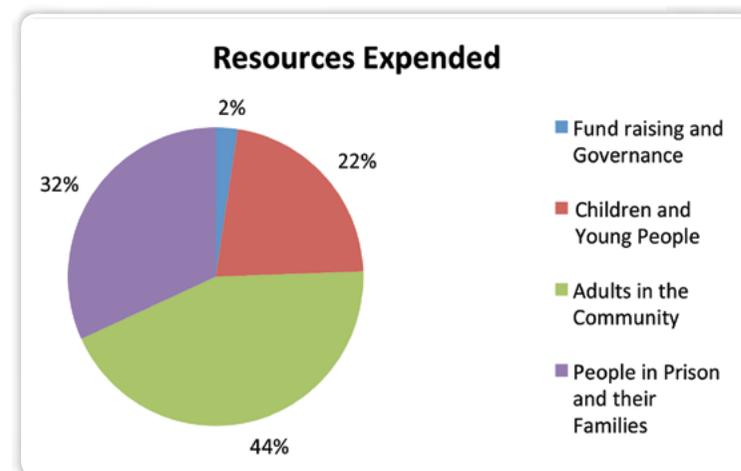
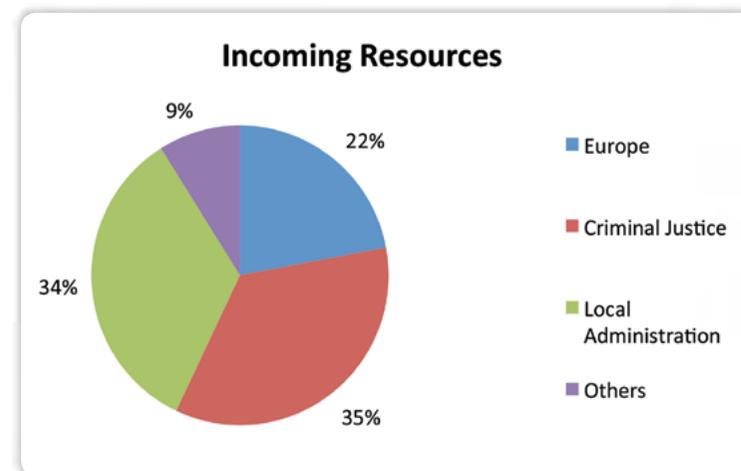


Income

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

Banbridge PCSP	7,000
Belfast City Council	13,650
Big Lottery Fund	72,204
Daphne Programme	977
Department for Employment and Learning	25,197
Department of Justice	578,500
Esmée Fairbairn Foundation (NIDP)	22,057
European Social Fund – DEL	971,386
Health and Social Care Board	498,734
Northern Ireland Housing Executive	273,064
Northern Ireland Prison Service	446,909
Peace III	260,842
Pilgrim Trust	2,600
Probation Board for Northern Ireland	340,454
Social Security Agency	20,000
South Eastern Health & Social Care Trust	21,636
Southern Health & Social Care Trust	78,545
Voluntary agencies	80,595
Western Health & Social Care Trust	15,212
Services income	160,505
Investment income	8,382
Total	3,898,449

If you would like a copy of the full financial report and accounts, please contact us via the website, email us on niacro@niacro.co.uk or write to us at the address on the back cover of this report.



Summary of financial activities for year ending 31st March 2013

	Unrestricted Funds	Restricted Funds	Total £
Incoming Resources			
Grants from Statutory Agencies	-	3,565,285	3,565,285
Income from Voluntary Agencies	67,415	-	67,415
Investment Income	8,382	-	8,382
Charitable Trusts & Foundations	-	96,861	96,861
Services Income	160,506	-	160,506
Total Incoming Resources	236,303	3,662,146	3,898,449
Resources Expended			
Fundraising Costs	-	65,083	65,083
Governance Costs	-	27,262	27,262
Children & Young People	7,386	825,853	833,239
Adults in the Community	11,313	1,646,962	1,658,275
People in Prison and their Families	139,773	1,067,744	1,207,517
Total Resources Expended	158,472	3,632,904	3,791,376
Net Income For Year	77,831	29,242	107,073
Fund Balances Brought Forward at 01/04/12	1,456,625	53,662	1,510,287
Fund Balances Carried Forward at 31/03/13	1,534,456	82,904	1,617,360

Summary of Balance Sheet for year ending 31st March 2013

Fixed Assets	
Tangible	1,265,873
Leased	2,246
	1,268,119

Current Assets / Liabilities	
Debtors and Prepayments	435,280
Bank Deposit Account	1,385,811
Cash in Hand	50
Creditors: Amounts falling due within one year	(885,438)

Net Current (Liabilities) / Assets	935,703
Creditors: Amounts falling due after one year	(167,101)
Deferred Credit	(419,361)
TOTAL	1,617,360

Represented by	
Administration Accumulated / Surplus	1,905
Projects Accumulated Fund (All Projects)	1,615,455
TOTAL	1,617,360

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 and 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/courses so they may gain a greater depth of knowledge of the areas in which we provide services.

Members of the Executive Committee in 2012-2013:

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

Rosemary Kilpatrick*

Jimmy McClean*

Kieran McEvoy (resigned Nov 2012)

Sara McKinty*

Christine McLaughlin*

Shadd Maruna (appointed Nov 2012)

Frank Mulhern (appointed Nov 2012)

Sam Pollock*

Ricky Rowledge*

* Also a director



Amelia House
4 Amelia Street
Belfast
BT2 7GS
Tel: 028 9032 0157

9 Queen St
Derry-Londonderry
BT48 7EG
Tel: 028 7126 4555



26 Carleton Street
Portadown
Craigavon
BT62 3EP
Tel: 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 all
Probation Board offices and
custodial institutions in
Northern Ireland.
”



If you want to learn more about **NIACRO**, you can contact us in the following ways:

By post or in person:

Amelia House,
4 Amelia Street
Belfast
BT2 7GS

City Factory
9 Queen Street
Derry/Londonderry
BT48 7EF

26 Carleton Street
Portadown
Craigavon
BT62 3EP

By phone: 028 9032 0157

Online: www.niacro.co.uk

By email: niacro@niacro.co.uk

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Company Registration No NI 018121

Charity Registration No XN 48280

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