



niacro

# NIACRO ANNUAL REPORT 2014-2015

Working to reduce crime and its impact on people and communities

# Contents

- Introduction ..... 03
- Strategic Aims ..... 09
- Consultation Responses ..... 19
- Directors & Management Team ..... 20
- Financial Report ..... 21
- Locations ..... 23



Lord Mayor of Belfast Nichola Mallon visiting Amelia House, March 2015.



Launch of the STEM project, November 2014.



Bob Ashford supporting the Off The Record campaign, January 2015.

In keeping with our aim of ensuring that fewer people become involved with the criminal justice system, NIACRO decided at an early stage that 2014-15 was the year to focus on innovation and change in relation to youth justice.

## Challenging Barriers

We introduced the year's theme by opening our annual Justice Series programme with a guest talk from Professor Robin Simmons of the University of Huddersfield. Professor Simmons shared findings from his research on the lived experiences of young people who are not in education, employment or training (often referred to as 'NEET'). He suggested that, rather than viewing young people as "excluded" in any way from society, which implies that "inclusion" is the answer, we should instead consider them to be "marginalised", and in need of additional support to access mainstream or bespoke services. Following this seminar, both Professor Simmons and a former young service user of our Youth Employability programme were interviewed by Radio Ulster, discussing the kinds of interventions needed to support young people into employment or training and, crucially, away from offending behaviour.

The kinds of interventions discussed by Professor Simmons were delivered throughout the year by our youth offending projects Choose2Change and New Directions. The latter of these was a one year pilot project introduced near the beginning of the year and was a partnership with The Bytes Project, funded by the Collaboration and Innovation Fund through the Department for Employment and Learning (DEL). In tandem with the service delivery aspect, New Directions commissioned a series of research papers focussed on understanding and

improving employment pathways in youth justice in Northern Ireland. One of the issues looked at in this study was barriers to employment faced by young people with criminal records. This particular paper also looked at how youth criminal records are handled in other European jurisdictions, providing a range of models which we plan to explore further to support policy change in this area.

## Challenging Policy

The theme of innovation and change in youth justice had resonance with recommendations made in the 2011 Review of the Youth Justice System in Northern Ireland – in particular Recommendation 21, which advised that "policy and legislation relating to the rehabilitation of offenders should be overhauled and reflect the principles of proportionality, transparency and fairness".

Specifically, the same recommendation was clear that "young offenders should be allowed to apply for a clean slate at age 18".

Concerned that this recommendation had not been implemented in the years following the Review, we developed an integrated campaign to highlight the need for change. The Off The Record campaign drew on the personal experiences of Wipe The Slate Clean founder Bob Ashford and charity activist and Falklands War veteran Simon Weston OBE, both of whom were forced to stand down as candidates for Police and Crime Commissioner roles due to their youth convictions.

Following a successful seminar on the topic in June 2014, we recognised that there was the public and political will to give young people a chance, and so planned an awareness raising campaign on this issue to tie in with the Committee stage of the Justice Bill. Attracting considerable attention, we delivered two intensive days of political and media engagement in January to promote discussion about how minor childhood convictions can blight adult aspirations.



NIACRO's 43rd AGM, November 2014.

We raised a series of questions, including:

- whether such a long term impact had been the actual intention at the time of sentencing the child;
- if it had been, was that fair?;
- if it hadn't been, were those responsible for sentencing aware of the impact a minor conviction had on the life chances of a young person?; and
- what could be done to ameliorate those long term impacts?

We developed a policy proposal that would allow people convicted of minor offences when they were aged under 18 to apply to have their record reviewed, with the hope that old and minor offences could be taken off the record. In implementing the campaign, we brought this proposal to all parties represented on the Northern Ireland Executive, specifically meeting with those representatives with an interest in justice, employment, children and equality issues.

In particular, we met with the members of the Committee for Justice, the Minister for Justice and his Departmental officials to outline the rationale and benefits of such a proposal. In the space of just a few days, our message was communicated across more than 20 different media outlets, and we received powerful support from the voluntary and community sector at the launch of our short film on this topic. The public interest in the debate

was significant, with encouragement and support demonstrated across social media and radio phone-in comments. This campaign truly demonstrated the importance of our sector's capacity in influencing policy: in the weeks that followed our engagements, the Minister of Justice announced that the Justice Bill would seek to address this issue before the end of this current mandate.

## Developing Connections

Our public affairs and policy engagement work continued, with several interactions with the Committee for Justice throughout the year. In November, we were invited to present evidence to the Committee to assist their consideration of the Justice Bill.

We took this opportunity to invite the Committee to hold a meeting in our Amelia House office; the offer was accepted and in February we hosted the members at an event which included a 'market stall' style introduction to NIACRO staff and services, followed by a working lunch where our Executive and senior staff briefed the Committee on current issues and policies affecting our organisation, and culminated in the official proceedings of the Committee. This experience reinforced our connection with the Committee and proved effective in further developing that relationship.

With this the third year of the prison reform programme following the 2011 Prison Service Review, the focus on supporting prison reform was evidenced in the agreement to second a member of NIACRO staff to the Rehabilitation Directorate.

The aim of this secondment was to realise employment placements for people in prison, and to develop practice guidelines and support that would provide those in prison with a range of purposeful and testing opportunities prior to release. NIACRO believes that secondments, both inward and outward across our partnership portfolio, are a key and effective mechanism to enable skills development and a greater understanding for all parties of how the various elements and organisations within criminal justice connect.



Partnership working with SACRO, October 2014.

## Developing Services and Participants

Synergy within the Voluntary and Community Sector was apparent at the launch of the new NIACRO service STEM, or Supporting Tenancies for people from Ethnic Minority backgrounds. Sadly, there is a clear need for this service to respond to the increase in hate crime incidents and support those affected by such behaviour. Given NIACRO's commitment to working to reduce hate crime, as activities reported on in recent years illustrate, and our strong links with communities, we are ideally placed to take on this challenging but important work. The official launch of this new project in the year brought together other organisations which also work in this area, providing an opportunity for representatives from Extern and Northern Ireland Alternatives to join us in outlining each organisation's specific roles in relation to the menu of support and services available to those who experience hate crime.

Juxtaposed to much that was challenging for both organisations and individuals in the last year, a key highlight was the Celebration of Achievement event held in the Titanic Quarter campus of Belfast Met near the end of the year. This certificate presentation was enjoyed by more than 150 service users, employers, staff and other stakeholders and marked the tremendous achievements of participants on the Jobtrack programme, including the youth and women strands of employment-led resettlement work. The event benefited from testimonies and guest talks by a range of service



Dan Gordon speaking at our Celebration of Achievement event, March 2015.

users and supporters, including prominent Off The Record campaign supporter and local actor Dan Gordon. Those who took to the stage to share their experience of being involved with NIACRO offered insights into how the programme had impacted them:

"NIACRO is trying to turn lives around - just like they helped turn mine around."

- *Jobtrack participant*

"I came here as a 'rabbit in the headlights', afraid of my own shadow ... after being treated like a valuable member of the human race by the NIACRO staff, I came to want to give something back to the people who helped me."

- *Jobtrack peer mentor*

## Challenging Environment

Of course, throughout the year funding uncertainties were never far from the thoughts of either the Executive Committee or the staff in the organisation. A reduction in core funding was exacerbated by a competitive bid process for a funding stream which has historically been integral to our service delivery. Well connected teamwork, however, meant that staff across the organisation were aware of – and responsive to – the volatile and often conflicting messages that were received in the course of the year.

The threats to resources became most acute in the last few days of the financial year, when we were notified of the unsuccessful outcome in our bid to secure European Social Fund money, resulting in the closure of Jobtrack and its related services and the loss of 34 staff by the end of March 2015.

## Service Areas

An overview of our performance against our strategic aims is presented later in this report. Below are some detailed comments in relation to certain key areas:

### Working with Children and Young People

- Last year we reported that NIACRO, through our Caps programme, had been appointed as the interim host of the Craigavon and Banbridge Family Support Hub. In 2014/15, this appointment was made official, marking the start of the important contribution that

we will make in the roll out of the Early Intervention Transformation Programme (part of the Delivering Social Change Signature Programme).

- As referenced above, we developed the New Directions service with The Bytes Project, supported by the Collaboration and Innovation Fund through DEL. Working both in the community and in Woodlands Juvenile Justice Centre, this programme worked to enhance the education, training and employment opportunities of young people aged 16-18 who were either in contact with or at risk of becoming involved in the youth justice system, with an emphasis on developing IT skills. The programme also provided support for the transition to the community upon release, including through supported placements, which is a unique focus for young people termed as "NEET". Though effective, this pilot programme ran for one year, ending in March 2015.
- Enabling children and young people to express themselves is key to the personal development elements of our services for young people. During the year, we provided a number of innovative opportunities for young people to participate in group activities and reflect their experiences: examples include the role of young people in creating two short films to promote and evaluate the MOVE project and the subsequent premiere of the films at the Strand Cinema in May; and a large scale mural

project at Lakewood Regional Secure Care Centre created by young people engaged in our youth forum Voice Box, which provided an opportunity for the young residents to portray important messages for other young people who would be staying at the centre in the future. Both these events demonstrate the significant work of staff in supporting and engaging the creative energies of the children and young people they work with, which so challenges the mainly negative media images of their peers.

### Working with Adults in the Community

- Jobtrack continued to perform well beyond its set targets. The Celebration of Achievement event referenced above was evidence of the programme's value to the individuals concerned. A pilot study carried out during the year also provided hard facts to confirm its worth: the Northern Ireland Data Lab, a NISRA pilot, analysed the data we gathered on a sample of people who completed Jobtrack during 2010-2011. Findings from the study published soon after the year end showed that, when compared to people who were not

engaged with the NIACRO project, Jobtrack reduced the one year reoffending rate of an individual by between <1 and 24%. The one year reoffending rate for those who completed

the project was 20%, compared to 32% of those in the matched sample of similar offenders, representing a statistically significant difference.

- Given the study's objective and unambiguous findings that Jobtrack contributed to reducing offending, we have struggled to make sense of what has happened

to this highly effective employment-led resettlement programme as a consequence of funding constraints. While we seek to come to terms with the process, we must also acknowledge that our unique position as a link between criminal justice and the labour market to reduce the risk of reoffending has been diminished through the loss of resources, skills and knowledge. An exercise conducted with other third sector organisations in this area in preparation for our unsuccessful funding bid confirmed that there is no duplication of services, only appropriate cross-referral,



NIACRO Chair Sid McDowell with staff from our Youth Services team, April 2014.

meaning there is now a very real gap in service provision for those most distanced from the labour market with a history of offending. Our concern now is that the reduction in offending that the programme evidenced may well be reversed.

- Work to provide a specific and tailored response to women in prison continued, with staff providing a weekly programme of progressive rehabilitation for women assessed as appropriate for such an opportunity on day release and in the community. On average, 20 women attended the weekly programme in Amelia House from both custody and community.
- Our work to support the roll out of the PBNI-led Inspire initiative for women also made progress in the year, with the APAC Women service expanding to the North West and North East areas.

### **Working with People in Prison and Their Families**

- In May 2014, NIACRO co-hosted the annual Children of Prisoners Europe conference in Edinburgh with fellow network member Families Outside. This conference provided an important focus on the impact of imprisonment on the family and most particularly on the children. It is increasingly evident that outcomes for this group are poor, and at a time when there is an increased policy and resource focus on early intervention to improve



*Simon Weston OBE at the launch of our Off The Record campaign, January 2015.*

child outcomes, funding for NIACRO's work in this area is ever reducing. Support for families affected by imprisonment is important on a number of levels: as well as the inequalities in the outcomes for children in the long term, there are immediate concerns that must be realised in relation to the role of the family in supporting good mental health and wellbeing – and effective resettlement – for those currently in prison, borne out through the value families place on contact through visits and phone calls.

• Family contact is critical on another level: it is well documented that having a family to return home to after custody is a key contributory factor to effective resettlement. In recognition of this, the Department of Justice and other statutory bodies have identified families as a key area for support in the future. NIACRO very

much welcomes this commitment and will be working with partners to maintain and develop this important area of work.

- During the year, we were concerned that the NIACRO Transport Service would lose all funding due to pressures on the Prison Service to produce savings. However, timely interventions by both supportive political representatives and those who rely on the service illustrated how the service was a vital lifeline for maintaining links for families who have relatives in custody. This was well received by the Minister of Justice, who subsequently commissioned a review to scope future provision.

### **Influencing Others**

- We enjoyed an increased media profile this year through regular engagement on a range of issues, receiving good coverage of our policy concerns as well as the developing funding issues. This was a result of sustained contact with some media outlets as well as a consistent willingness to respond to enquiries or to provide effective signposting.
- The increased activity in relation to public affairs has been evident in the consistent and developed representation of our concerns in the Assembly; this has been supported by staff increasingly becoming involved in the influencing process.

- The Northern Ireland Data Lab pilot study referenced above was made possible by the meticulous design and capture of service delivery data NIACRO has developed over several years. The reality is that if we do not record what we do then we cannot evidence its impact, and as we move forward this form of objective evaluation will become increasingly important.
- A review of our membership evaluated how we engage our members, and feedback from this survey helped to inform a review and redesign of our external magazine NIACRO News. The revised publication was launched by the Lord Mayor of Belfast Máirtín Ó Muilleoir in April 2014 and was later named as a finalist in the Best External Publication category at the Chartered Institute of Public Relations (CIPR) Pride Awards.

### Applying Resources Effectively

- The organisation made a significant investment in staff development and training in preparation for the requirements of new funding. Given the developing pressures on resources, this was well-received by staff and volunteers alike.
- The internal audit programme resulted in a satisfactory rating, and we registered with the pension regulator.

### Governance

- The Executive Committee, a team of NIACRO members who are elected to oversee the organisation's governance, maintained a steady focus on assessing the financial and operational risks NIACRO faced and approved the voluntary redundancy packages and process which was implemented in January 2015.
- The Executive Committee lead on the planning process for the incoming Corporate Plan for 2015-2018.
- The organisation was called forward for registration with the Charity Commission for Northern Ireland, a process which was ongoing at the end of the year.

In all that the organisation seeks to achieve, the strongly shared values between the staff and volunteers and those who oversee the organisation's work evidences mutual respect and appreciation, and ultimately makes the organisation more than the sum of its parts.

We take this opportunity to thank everyone involved in contributing to or supporting our work to reduce crime and its impact on people and communities.

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

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

## Working with Children and Young People

STRATEGIC AIM		<b><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></b>		
IN YEAR OBJECTIVE		Supported by	Objective completed	PROGRESS
1.1	<b>Independent Visitors and care referral programme</b> <ul style="list-style-type: none"> <li>To provide services which support the personal and social development of vulnerable children and young people in the care sector.</li> </ul>	Health and Social Care Board (HSCB) Belfast Health and Social Care Trust (HSCT) South Eastern HSCT		<p>A total of 39 young people were engaged in the IV Scheme during the year; each received support from a dedicated volunteer from the local community.</p> <p>In a recent survey, all the young people involved in the Scheme stated that they could talk to their volunteers if they were not happy with something, and 75% rated the Scheme as "fantastic", giving a score of 10 out of 10, while the remainder of the young people gave a score of either 8 or 9 out of 10.</p>
1.2	<b>Independent Representation</b> <ul style="list-style-type: none"> <li>To ensure the concerns of children and young people in secure care are appropriately represented at Lakewood.</li> </ul>	South Eastern HSCT		<p>The Project Worker, supported by four trained volunteers, visited Lakewood Secure Centre 57 times in the year, dealing with the 49 issues raised. The Project Worker also facilitated research by Queen's University Belfast and the Children's Law Centre with young people resident in the Centre, and a visit from the Commissioner for Children and Young People was facilitated. Two large outdoor murals were completed in the grounds as a project for the Voice Box youth forum.</p>
1.3	<b>Child and Parent Support (Caps) - Southern</b> <ul style="list-style-type: none"> <li>To provide intensive support services to families whose children (aged 8-13 years) are at risk of engaging in anti-social/offending behaviour.</li> </ul>	HSCB Southern HSCT		<p>A total of 53 families were engaged in the service during the year, including 34 new starts. The Project was appointed as the official host of the Craigavon and Banbridge Family Support Hub, which provides an opportunity for various statutory and voluntary agencies to discuss how best to address the needs of children, young people and their families before the need for statutory intervention.</p>
1.4	<b>Child and Parent Support (Caps) – Belfast</b> <ul style="list-style-type: none"> <li>To provide intensive support services to families whose children (aged 8-13 years) are at risk of engaging in anti-social/offending behaviour.</li> </ul>	HSCB		<p>A total of 74 families were engaged in the service during the year, including 37 new starts. The project has continued to engage with all of the Family Support Hubs established throughout the Belfast Health and Social Care Trust area. During the year, we extended our delivery of the Managing Money Matters programme to parents involved in Caps to support financial capability in families.</p>
1.5	<b>Choose 2 Change</b> <ul style="list-style-type: none"> <li>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.</li> </ul>	Department of Justice (DOJ) Department for Employment and Learning (DEL) European Social Fund (ESF)		<p>The project worked with 83 young people, including 58 new cases, and supported 63% of service users to transition into education, training or employment. The project was strengthened by the establishment of a new sister project, New Directions, delivered in partnership with The Bytes Project.</p>

<b>STRATEGIC AIM</b>		<b>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.</b>		
<b>IN YEAR OBJECTIVE</b>		<b>Supported by</b>	<b>Objective completed</b>	<b>PROGRESS</b>
<b>1.6</b>	<b>New Directions</b> <ul style="list-style-type: none"> <li>• To enhance the employability of young people in the criminal justice system, and those at risk, through a range of practical interventions including education, training, personal skills and work placement; and</li> <li>• to maintain and develop a service hub at Woodlands Juvenile Justice Centre.</li> </ul>	DEL		<p>This one year project, funded by the Collaboration and Innovation Fund through DEL, was provided in partnership with The Bytes Project. It worked with 101 young people, with 57% accessing education, training or employment. To complement the service delivery, the project also commissioned five research papers exploring employment pathways in youth justice in Northern Ireland.</p>
<b>1.7</b>	<b>MOVE</b> <ul style="list-style-type: none"> <li>• To provide enhanced opportunities for young people (13 – 18 years) at risk of offending. The project targets and prioritises existing NIACRO service users; and</li> <li>• to develop an organisational youth forum.</li> </ul>	Big Lottery Fund		<p>A total of 25 volunteers were recruited in the year, with 33 young people matched. The MOVE project developed two short films about the service, one to promote it to young people and another to evaluate the project, which provided an opportunity for several of the young people to get involved in the film-making process. A premiere of the films was held in May 2014.</p> <p>Four 'Voice Box' youth forum events were held in the year, enabling young people across the Independent Visitors, Independent Representation, Caps and MOVE projects to provide feedback both on the services and on issues affecting them. As well as the 33 young people participating in MOVE, an additional 32 young people from across other NIACRO services engaged in the youth forum.</p>
<b>1.8</b>	<b>Representation, advocacy and feedback</b> <ul style="list-style-type: none"> <li>• 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.</li> </ul>	All funders		<p>We continue to engage with statutory and voluntary stakeholders, including participating in the Children and Young People's Strategic Partnership (CYPSP) Offending sub group and local Family Support Hubs. Young people we currently and have previously worked with provided their voices to support our Off The Record campaign to review youth criminal records.</p>

## Working with Adults in the Community

STRATEGIC AIM		<i>To reduce re-offending through effective support for people and communities</i>		
IN YEAR OBJECTIVE		Supported by	Objective completed	PROGRESS
2.1	<b>Jobtrack (Community)</b> <ul style="list-style-type: none"> <li>• To provide one-to-one intensive employability support to adults who have offended;</li> <li>• to develop capacity to demonstrate the linkages between programme interventions and reduction in offending;</li> <li>• to begin external evaluation in support of future planning; and</li> <li>• to develop partnership working through the Jobtrack strategic group and implementation of the action plan.</li> </ul>	DEL ESF DOJ Probation Board for Northern Ireland (PBNI)		<p>The project exceeded targets again this year, receiving 636 referrals. More than a fifth (23%) of leavers gained employment, and 18% gained a NVQ level 2 qualification or above.</p> <p>A Celebration of Success event in March acknowledged the achievements of our service users and the employers which have engaged with us on fair recruitment policies.</p> <p>An external evaluation of the project included a Social Return on Investment survey, which found a return of £13.60 for every £1 invested in Jobtrack.</p> <p>A Northern Ireland Data Lab study showed that, when compared to people who were not engaged with the project, Jobtrack reduced the one year reoffending rate of an individual by between &lt;1 and 24%. The one year reoffending rate for those who completed the project was 20%, compared to 32% of those in the matched sample of similar offenders, representing a statistically significant difference.</p>
2.2	<b>Employer connection and influencing</b> <ul style="list-style-type: none"> <li>• To increase awareness of best practice in recruitment and selection of people with convictions;</li> <li>• to continue to develop and disseminate an understanding of changes in legislation, particularly the safeguarding vulnerable groups legislation and the Security Industry Authority; and</li> <li>• to develop capacity to influence employers.</li> </ul>	DEL ESF DOJ PBNI Northern Ireland Prison Service (NIPS)		<p>The service experienced an increase in demand for training from employers, with training delivered to 712 individuals from 119 organisations. We supported 2,188 calls to the advice line, significantly exceeding the target of 450.</p> <p>We continued to raise the impact of criminal records with policy makers, and highlighted inconsistencies in practice regarding requests for disclosure information and Data Protection issues with Further Education colleges.</p>
2.3	<b>BASE 2</b> <ul style="list-style-type: none"> <li>• To provide a crisis intervention, clarification and support service for individuals and families who may be at risk of violence in the community.</li> </ul>	NI Housing Executive (NIHE)		<p>We addressed 1,112 referrals to the service, surpassing the target, and maintained effective dialogue with community representatives.</p>

<b>STRATEGIC AIM</b>		<b>To reduce re-offending through effective support for people and communities</b>		
<b>IN YEAR OBJECTIVE</b>		<b>Supported by</b>	<b>Objective completed</b>	<b>PROGRESS</b>
<b>2.4</b>	<b>APAC Floating Support</b> <ul style="list-style-type: none"><li>• To assist people to maintain their tenancies, prevent homelessness and address anti-social and offending behaviour.</li></ul>	NIHE (Supporting People)		We worked with 152 individuals, including 83 new referrals. Of these, only three people lost their tenancy. A user handbook was produced to communicate the scope of support available, and the terms, to service users.
<b>2.5</b>	<b>APAC STEM</b> <ul style="list-style-type: none"><li>• To provide support and assistance to people whose tenancy may be at risk due to harassment or intimidation because of their ethnicity.</li></ul>	NIHE (Supporting People)		The STEM project started in June 2014 and worked with 44 individuals during the year. The project was officially launched at an event in Amelia House in November 2014.
<b>2.6</b>	<b>APAC Banbridge</b> <ul style="list-style-type: none"><li>• To support Banbridge PCSP to address anti-social behaviour.</li></ul>	Banbridge PCSP		We worked with three individual referrals and continued to regularly engage with Banbridge PCSP and the local community.
<b>2.7</b>	<b>APAC Mental Health</b> <ul style="list-style-type: none"><li>• To reduce the risk of re-offending by providing APAC support to people with poor mental health.</li></ul>	PBNI		A project worker delivered this service between September 2014 and March 2015, working with 13 cases in the period.
<b>2.8</b>	<b>APAC Women</b> <ul style="list-style-type: none"><li>• To assist women who offend to integrate successfully into their community;</li><li>• to work in partnership with other organisations in providing support to women who offend;</li><li>• to develop APAC women's services in Mid-Ulster and the North West; and</li><li>• to contribute to an effective model of intervention with women who offend.</li></ul>	DOJ PBNI Assets Recovery The Pilgrim Trust		We worked with 110 women during the year including 64 new referrals, of which 91% were referred by PBNI. During the year, service delivery expanded to the North East. OCN training was delivered to 20 participants, including four Prison Service staff. We continue to engage with a range of community and voluntary sector services to complement the project.

STRATEGIC AIM		<i>To reduce re-offending through effective support for people and communities</i>		
IN YEAR OBJECTIVE		Supported by	Objective completed	PROGRESS
2.9	<b>Jobtrack Women</b> <ul style="list-style-type: none"> <li>To provide an employability service to women who offend.</li> </ul>	DEL ESF DOJ PBNI NIPS		<p>The project supported 128 women in the community during the year, surpassing the target. A weekly programme was delivered for 20 women on day-release from prison and from the community. A range of training and personal development courses were delivered, and several employment placements secured.</p>
2.10	<b>Representation, advocacy and feedback</b> <ul style="list-style-type: none"> <li>To promote the needs of people who have offended in appropriate fora and ensure that they are adequately represented.</li> </ul>	All funders		<p>We continued to advocate and influence on the issue of criminal records, including successfully campaigning for the option to review criminal records and remove old and minor convictions. The Celebration of Achievement event recognised the efforts of 80 service users and 25 employers. Shadow Support Worker roles were developed for two women involved with APAC and Jobtrack Women. Three Adult User Forums were held on topics including disclosure and mental health.</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
<b>3.1</b> Jobtrack (Prisons)		DEL ESF DOJ NIPS		We supported 319 people in prison to participate in job preparation programmes
<b>3.2</b> Jobtrack Through the Gate service		DEL ESF DOJ NIPS PBNI		We exceeded our targets by supporting 233 people on release and into the community, with 30% of those leaving the programme entering employment and 11% progressing to training.
<b>3.3</b> Advice Service		DEL ESF DOJ NIPS Social Security Agency		We provided welfare advice to 1,037 people in prison, exceeding our target, as well as 48 families and 353 individuals leaving prison. We delivered five Managing Money Matters financial capability programmes both in prisons and in the community.
<b>3.4</b> Family Links		NIPS Assets Recovery DOJ HSCB Western HSCT		We received 1,537 referrals, issued 1,373 information packs and made contact with the family within 24 hours 1,289 times. During the year, we made 433 home visits, delivered 101 sessions on the service at prison induction, and made 337 internal and 843 external referrals.

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	<b>Transport service</b> <ul style="list-style-type: none"> <li>To maintain links through the provision of a bus and volunteer driver service to prison establishments.</li> </ul>	NIPS		We provided bus transport for 3,853 passengers on 464 journeys to prisons, and our volunteer drivers provided 79 journeys to families living in rural areas.
3.6	<b>Visitors Centre - Magilligan</b> <ul style="list-style-type: none"> <li>To enhance the quality of visiting arrangements at prisons and promote child centred visits; and</li> </ul>	NIPS		The centre's services were used 13,955 times by adults and 2,837 times by children, with children using the crèche 3,419 times. We received 3,819 enquiries and held 703 support sessions.
3.7	<b>Visitors' centre - Hydebank Wood</b> <ul style="list-style-type: none"> <li>To enhance the quality of visiting arrangements at prisons and promote family visits.</li> </ul>	NIPS		The centre was used 17,388 times by adults and 5,339 times by children, with the crèche providing its service 2,125 times. There were 1,929 enquiries and 1,091 support sessions provided.
3.8	<b>Representation, advocacy and feedback</b> <ul style="list-style-type: none"> <li>To enhance the quality of visiting arrangements at prisons and promote family visits.</li> </ul>	All funders		We continued to raise the issue of the impact of imprisonment on children through a series of events and policy briefings, including: the Children of Prisoners Europe conference in Edinburgh; the 'Changing Mindsets, Changing Minds' conference in Cork; and our own Justice Series seminars. At our Justice Series event in January, the Chief Executive of Pact, Andy Keen-Downs, spoke about how Pact supported the development of a Charter and policy framework in England and Wales for children affected by imprisonment, as well as discussing the organisation's 'Left Behind' campaign, which focused on practice in the courts. We began a pilot to merge the work we do with women and families to offer holistic support. We also met with the RQIA to further discussions on healthcare in prisons. The Forum for Families of People in Prison met twice, as did the Family Support Group.

## 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
<b>4.1</b>	<b>Public affairs</b> <ul style="list-style-type: none"><li>• To manage and promote NIACRO's messages across statutory, political, voluntary and community sectors.</li></ul>	Northern Ireland Development Fund (NIDF)  All funders		We developed strong relationships with a range of key political stakeholders, through regular briefings on a range of topics, engagements and events, including hosting a Committee for Justice official meeting at our Belfast office. We continued our Justice Series, with seminar topics including marginalised young people and the impact of parental imprisonment on children.
<b>4.2</b>	<b>Communication</b> <ul style="list-style-type: none"><li>• To manage media engagement, publications, staff engagement and participation.</li></ul>	NIDF  All funders		The new design of NIACRO News was launched by the Lord Mayor Máirtín Ó Muilleoir and was later named as a finalist in the CIPR awards. A further edition featured an Occasional Paper by Lucy Gampell OBE on the impact of parental imprisonment. We increased our engagement with the media, providing comment on our policy campaigns as well as on a range of news items and criminal justice issues. Our social media following continued to grow with increased use.
<b>4.3</b>	<b>Policy activities</b> <ul style="list-style-type: none"><li>• To manage the consultation process and policy formulation, and to manage data protection.</li></ul>	NIDF  All funders		We responded to 62 consultations in the year, including the Justice Bill on which we were invited to supplement our written response with oral evidence to the Committee for Justice. Briefing papers on a range of issues were developed for both stakeholders and staff, and engagement with politicians and officials on policy development was regular and effective. Data protection training was delivered to all staff.
<b>4.4</b>	<b>Reporting activities</b> <ul style="list-style-type: none"><li>• To produce and disseminate the annual report; and</li><li>• to develop and maintain databases, and produce quarterly and annual reports, for each project.</li></ul>	NIDF  All funders		The Annual Report was launched at the AGM, where communications expert Nick Garbutt delivered a guest talk on effective media engagement and campaigning on difficult issues, using campaigns on prisons and capital punishment as examples. The implementation of the database review continued, and quarterly and annual reports for projects were produced as required.
<b>4.5</b>	<b>Research activities</b> <ul style="list-style-type: none"><li>• To undertake appropriate research, surveys and evaluations.</li></ul>	All funders		Policy research and service evaluations were carried out throughout the year, including independent evaluations of the Jobtrack and New Directions programmes. We commissioned and oversaw five research papers exploring employment pathways in youth justice as part of the New Directions programme, funded by the Collaboration and Innovation Fund through DEL.

## Applying Resources Effectively

STRATEGIC AIM		<b>1) To continuously develop our staff and volunteers 2) To secure, develop and manage resources that effectively achieve our objectives</b>		
IN YEAR OBJECTIVE		Supported by	Objective completed	PROGRESS
<b>5.1</b>	<b>Training plan</b> <ul style="list-style-type: none"><li>• To provide an ongoing training and development programme for Executive, staff and volunteers.</li></ul>	All funders		A range of training was delivered or facilitated in the year, including ILM Level 5 certification, Wellbeing coaching, IT skills, and a variety of project-relevant NVQ courses including Advice and Guidance.
<b>5.2</b>	<b>Quality standards</b> <ul style="list-style-type: none"><li>• To ensure the maintenance of quality standards.</li></ul>	All funders		We established a working group to review the action plan following the retention of our IIP Silver and IIV standards.
<b>5.3</b>	<b>HRM policies</b> <ul style="list-style-type: none"><li>• To ensure all Association and HRM policies are kept up to date.</li></ul>	All funders		All policies were implemented and relevant training delivered.  A loss of funding in March 2015 resulted in significantly higher staff losses, with 34 leaving at the end of the year.
<b>5.4</b>	<b>Volunteering</b> <ul style="list-style-type: none"><li>• To provide a range of appropriately trained and supported volunteer opportunities.</li></ul>	DOJ		We received 303 enquiries about volunteering during the year. We maintained a pool of 89 trained volunteers, including 40 new volunteers.  Volunteers played a significant part in making an evaluation film for the MOVE project, with several attending the film premiere.
<b>5.5</b>	<b>Management of corporate resources</b> <ul style="list-style-type: none"><li>• To provide a range of appropriately trained and supported volunteer opportunities.</li></ul>	DOJ		We registered with the Pension Regulator for Auto Enrolment.
<b>5.6</b>	<b>Financial controls</b> <ul style="list-style-type: none"><li>• To ensure resources are used effectively and efficiently and meet requirements for good financial controls verified by external, internal and funder audits.</li></ul>	All funders		The External auditors signed that our financial statements "give a true and fair view of the state of the company's affairs". We received a satisfactory annual assurance report from our internal auditors.

STRATEGIC AIM		<b>1) To continuously develop our staff and volunteers 2) To secure, develop and manage resources that effectively achieve our objectives</b>		
IN YEAR OBJECTIVE		Supported by	Objective completed	PROGRESS
<b>5.7</b>	Financial management <ul style="list-style-type: none"><li>• To ensure timely and accurate reporting of financial information; and</li><li>• to support financial planning, budgeting, tendering and bidding for resources.</li></ul>	DOJ		The Finance and Audit Committee and the Management Group met regularly to consider financial information and planning.
<b>5.8</b>	Cash flow <ul style="list-style-type: none"><li>• To ensure maximisation of cash flow.</li></ul>	All funders		Cash flow was managed and remained positive.
<b>5.9</b>	Securing resources <ul style="list-style-type: none"><li>• To bid for renewal of resources; and</li><li>• to support the bids for new work.</li></ul>	All funders		We submitted the bid for the European Social Fund for 2015-18, which was unsuccessful.

# Consultation Responses



We responded to 62 policy consultations during the year.

## Department of Justice

Fine Collection and Enforcement in Northern Ireland  
Revision to PACE Codes of Practice C and H  
Revised Code of Practice on the Appointment of Independent Members to PCSPs and DPCSPs  
Placing the Prisoner Ombudsman for Northern Ireland on a Statutory Footing  
Stopping Domestic and Sexual Violence and Abuse Strategy (with DHSSPS)  
Draft Mental Capacity Legislation Proposals (with DHSSPS)  
Draft Victims Charter  
Introduction of a Statutory Registration Scheme: Legal Aid  
Extension of Legislation for the Offence of Causing or Allowing a Child or Vulnerable Adult to Suffer Serious Physical Harm  
DOJ Draft Budget Proposals 2015-16  
The Scope of Civil Legal Aid  
Access to Justice Review 2  
Adult Safeguarding Policy (with DHSSPS)  
Review of the Criminal Damage and Criminal Injuries Compensation Schemes

## Committee for Justice

Call for Evidence to the Committee Stage of the Justice Bill

## Youth Justice Agency

Hate Crime Policy

## Public Prosecution Service

PPS Prosecution Quality Standards

## Law Commission

Joint Consultation on Electoral Law Reform

## Department for Employment and Learning

Review of Apprenticeships: Interim Report

DEL Draft Budget Proposals 2015-16

Economic Inactivity Strategic Framework (with DETI)

Review of Youth Training

## Department for Social Development

Strategy for the delivery of Generalist Advice Services in Northern Ireland

Draft Community Safety Strategy 2014-17

DSD Draft Budget Proposals 2015-16

## Northern Ireland Housing Executive

Draft Corporate and Business Plans for 2014/15 – 2016/17

## Department of Health, Social Services and Public Safety

Consultation to Introduce Primary Legislation Which Would Extend the Use of Service User Identifiable Information, to Include Sharing for Secondary Use in Controlled Circumstances

Closure of the Independent Living Fund (ILF): Future Support of ILF Users in Northern Ireland

DHSSPS Draft Budget Proposals 2015-16

Supported Lodgings for Young People and Adults Aged 16-21

Service Framework for Children and Young People

## Health and Social Care Board

Regional Plan Volunteering in Health and Social Care (with PHA)

## Health and Social Care Trusts

Western HSCT Section 75 Action Plan

Belfast HSCT Section 75 Action Plan

Northern HSCT Section 75 Action Plan

Southern HSCT Section 75 Action Plan

South Eastern HSCT Section 75 Action Plan

Northern HSCT Good Relations Strategy

## National Institute for Health and Care Excellence

Preventing Harmful Alcohol Use in the Community Quality Standard

## Public Health Agency

Lifeline Crisis Response Service

## Office of the First Minister and deputy First Minister

Racial Equality Strategy

Racial Equality Strategy Indicators

Committee Inquiry into Building a United Community Strategy

Development of a Sexual Orientation Strategy and Action Plan

## Department of Education

Addressing Bullying in Schools

## Department of the Environment

Proposed Scheme of Continuous Insurance Enforcement and Related Matters

Draft Policy Paper of Dealing with Convictions in Relation to Transport Licence Applications

## Department of Finance and Personnel

DFP Draft Budget Proposals 2015-16

## Democratic Unionist Party

Consultation on Policy Providing for Severely Disabled Victims

## Heenan-Anderson Commission

Economic Marginalisation and Deprivation in Northern Ireland

## Special EU Programmes Body

European Territorial Co-operation 2014-2020

## Local Government

Fermanagh and Omagh District Council Draft Equality Scheme

North Down and Ards District Council Draft Equality Scheme

Mid and East Antrim District Council Draft Equality Scheme

Mid Ulster District Council Draft Equality Scheme

Antrim and Newtownabbey District Council Draft Equality Scheme

Armagh, Banbridge and Craigavon District Council Draft Equality Scheme

Newry, Mourne and Down District Council Draft Equality Scheme

Derry and Strabane District Council Draft Equality Scheme

Lisburn and Castlereagh District Council Draft Equality Scheme

Causeway Coast and Glens District Council Draft Equality Scheme

Belfast City Council Draft Equality Scheme

# Directors & Management Team 2014-2015

## Directors

### Recruitment and appointment of directors

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

We seek to recruit Executive Committee members from a variety of backgrounds; existing members are asked to nominate people who they feel would have the experience, knowledge and sympathy with NIACRO's objectives to benefit the Executive.

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

### Members of the Executive Committee 2014-15

Chair: Sid McDowell

Vice Chair: Brendan Fulton

Treasurer: Patrick Farry

Shadd Maruna (resigned November 2014)

Sam Pollock (resigned November 2014)

Christine McLaughlin

Jimmy McClean

Ricky Rowledge

Sara McKinty (resigned November 2014)

Gillian McNaull

Frank Mulhern



NIACRO staff join the Children's Commissioner and other youth sector stakeholders to unveil new murals created by young people at Lakewood, October 2014.

### Chief Executive:

Olwen Lyner

### Director of Operations and Human Resources (acting):

Donnie Sweeney

### Director of Operations and Public Affairs:

Pat Conway

### Resettlement Services Manager:

Síle McLean

### Human Resources Manager:

Dorothy Boyce

### Young People Services Manager:

Tony Martin

### Finance Manager:

Mary Stewart

### Employment Services Manager (acting):

Gareth Eannetta

# Financial Report



## Income

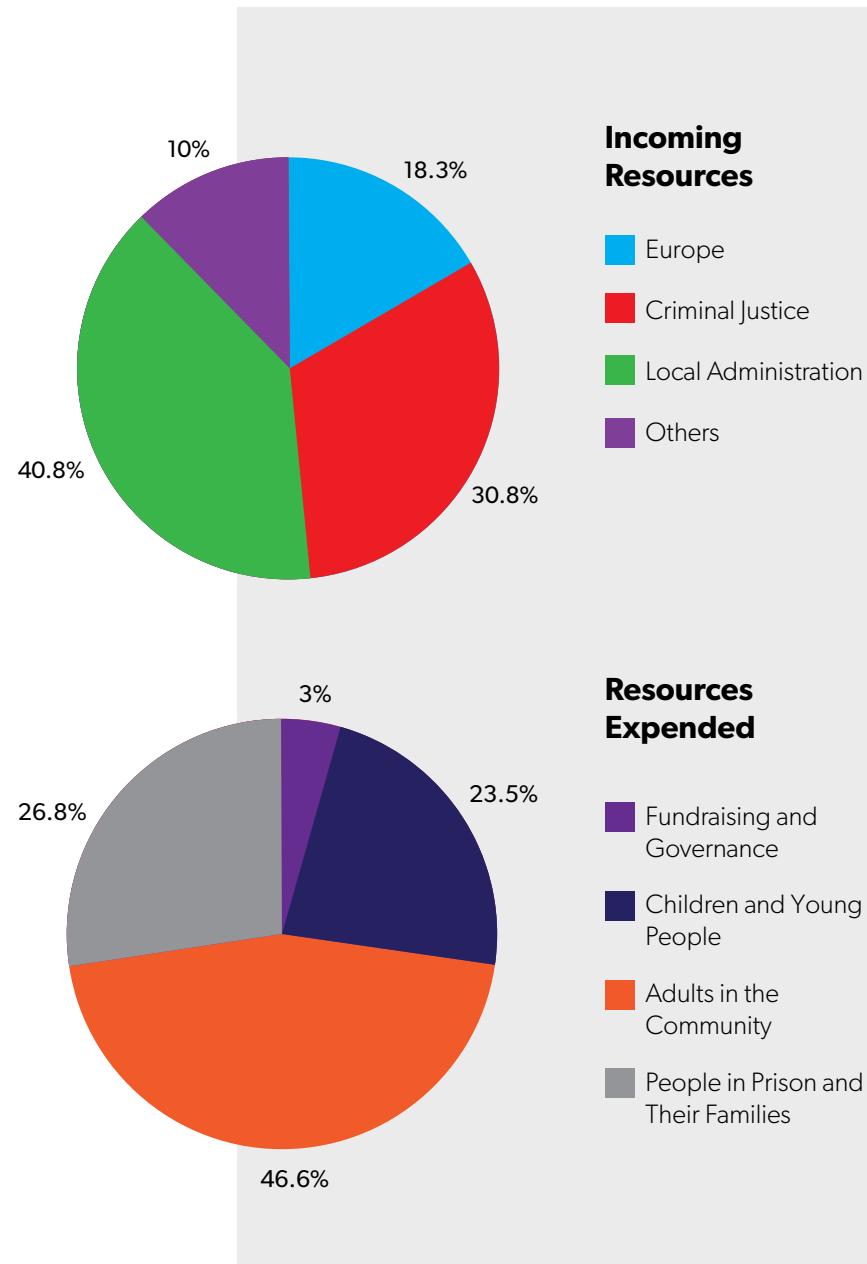
We are grateful to the following funders who supported our work in 2014-2015:

Funder	£
Banbridge District PCSP	7,000
Belfast Health and Social Care Trust	59,463
Big Lottery Fund	89,907
Daphne Programme	2,429
Department for Employment and Learning	237,930
Department of Justice	512,400
European Social Fund -DEL	1,282,166
Health and Social Care Board	465,196
Northern Ireland Housing Executive	366,951
Northern Ireland Prison Service	537,984
Office of the First Minister and deputy First Minister	27,432
Probation Board for Northern Ireland	283,800
Social Security Agency	20,000
South Eastern Health and Social Care Trust	21,636
Southern Health and Social Care Trust	57,823
St Martin in the Fields	3,157
Voluntary Agencies*	167,754
Western Health and Social Care Trust	10,212
Services	167,179
Investment Income	5,778
<b>Total</b>	<b>4,326,197</b>

If you would like a copy of the full financial report and accounts, please email us on [niacro@niacro.co.uk](mailto:niacro@niacro.co.uk) or write to us at:

Amelia House  
4 Amelia Street  
Belfast  
BT2 7GS.

\*Other organisations which have supported us during the year include: The Esmée Fairbairn Foundation (NIDF); The Pilgrim Trust; Bryson Charitable Group; Buttle UK; British Red Cross; and Glasspool Charitable Trust.



## Summary of financial activities for year ending 31st March 2015

	Unrestricted Funds	Restricted Funds	Total £
<b>Incoming Resources</b>			
Grants from Statutory Agencies	-	3,892,423	3,892,423
Income from Voluntary Agencies	161,132	-	161,132
Investment Income	5,778	-	5,778
Charitable Trusts and Foundations	-	99,686	99,686
Services Income	167,178	-	167,178
<b>Total Incoming Resources</b>	<b>334,088</b>	<b>3,992,109</b>	<b>4,326,197</b>
<b>Resources Expended</b>			
Fundraising Costs	-	69,498	69,498
Governance Costs	-	61,265	61,265
Children and Young People	2,474	1,008,653	1,011,127
Adults in the Community	33,040	1,968,022	2,001,062
People in Prison and their Families	291,874	860,546	1,152,420
<b>Total Resources Expended</b>	<b>327,388</b>	<b>3,967,984</b>	<b>4,295,372</b>

<b>Net Income For Year</b>	6,700	24,125	30,825
Fund Balances Brought Forward at 01/04/14	1,612,178	58,418	1,670,596
Fund Balances Carried Forward at 31/03/15	1,618,878	82,543	1,701,421

## Summary of Balance Sheet year ending 31st March 2015

<b>Fixed Assets</b>	
Tangible	1,142,758
Leased	5,583
	<b>1,148,341</b>

<b>Current Assets/Liabilities</b>	
Debtors & Prepayments	1,239,243
Bank Deposit Account	650,151
Cash in Hand	459
Creditors: Amounts falling due within one year	(977,074)

<b>Net Current (Liabilities)/Assets</b>	
Creditors: Amounts falling due after one year	(6,134)
Deferred Credit	(353,565)
<b>TOTAL</b>	<b>1,701,421</b>

<b>Represented by:</b>	
Administration Accumulated (Deficit)/Surplus	(9,094)
Projects Accumulated Fund (All Projects)	1,710,515
<b>TOTAL</b>	<b>1,701,421</b>

### 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.

# Service Locations



Communications expert Nick Garbutt at NIACRO's AGM, November 2014.



Belfast Lord Mayor Máirtín Ó Muilleoir officially unveils the new look NIACRO News, April 2014.



Staff and young people at the premiere of the MOVE project films, May 2014.

## Belfast

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

☎ 028 9032 0157

## Portadown

26 Carleton Street, Portadown, Craigavon, BT62 3EP.

☎ 028 3833 1168

## Derry/Londonderry

9 Queen Street, Derry/Londonderry, BT48 7EG.

☎ 028 7126 4555

## Magilligan Visitors' Centre

HMP Magilligan, Limavady, BT49 0LD.

☎ 028 7775 0235

## Hydebank Wood Visitors' Centre

Hospital Road, Belfast, BT8 8NA.

☎ 028 9025 3849

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



working to reduce crime and its impact on people and communities

### Find out more about NIACRO:



[www.niacro.co.uk](http://www.niacro.co.uk)



028 9032 0157



@niacro\_



[facebook.com/  
NiacroNews](https://facebook.com/NiacroNews)



[youtube.com/  
NiacroVideos](https://youtube.com/NiacroVideos)

Company Registration No NI 018121  
Charity Registration No XN 48280

Registered with The Charity Commission for Northern Ireland NIC101599