



Annual Report 2014 - 2015

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PRESIDENT'S REPORT

I have to open my 2015 Report by announcing that I shall be retiring shortly as your President having had the honour of serving HACRO for 15 years in that position; I was recruited by Anne Wyburd as I ended my year as High Sheriff. We are all getting older and I am not immune so am looking to reduce the number of things that I do besides, fifteen years is long enough, and it is time for some fresh blood.

As many of you know there is no gainsaying Anne when she is determined about something but I am very glad that I didn't try too hard to escape as being your President has been an honour and privilege in equal measure. I won't deny that there have been some white-knuckle moments along the way, almost always to do with money, the perennial problem of all charities. HACRO has survived due to the hard work and persuasive skills of its Chairman and Committee and, of course, the strength of its case.

The Hertfordshire Association for the Care and Resettlement of Offenders has been in existence for over 40 years now playing a pivotal role in the Criminal Justice life of the County. Amongst other things it has a very strong and long association with the Mount Prison.

In fact my very first contact with HACRO was as High Sheriff in 1998 when Anne and I were photographed both sitting precariously in two tiny child's chairs sipping make-believe tea from a child's cup in the Visitor's Centre there. Even that didn't manage to put me off HACRO ! Silly though it may have looked it made a serious point about the work that HACRO does providing help and support for family visitors coming to the Prison to see an inmate: a vital link with a better life which can be so important to a man in prison.

As well as that practical work to help prisoners HACRO is perhaps better known for its local lobbying for improvements to the way that the criminal justice system deals with men and women as they approach release and immediately

after release from Prison. It is the time when ex-prisoners are most vulnerable and often without adequate resources which can all-too-easily lead to a very quick relapse into criminality. It would be nice to claim that it was our influence that led the present government into putting rehabilitation with all that it implies at the centre of its CJ policies but I think that would be a step too far. It would also be nice to think that it might mean that HACRO would have to find a new role but I for one am not holding my breath as there is such a huge gap between political rhetoric and what happens on the ground.

For one thing, the previous government decided to split the Probation Service into two. I mentioned last year that it was happening but it was too early to say how it would work especially when it is backed by a political determination to make ever more onerous savings when the barrel is so nearly dry. The problems are now becoming more obvious and the clash between a public service ethos and the financial expectations of a company run for profit are becoming ever clearer. From the very beginning I have been concerned that the service would suffer and through the year my concerns have multiplied. There are too many gaps between the two parts of the split service and they are being made worse as the money shrinks but more importantly I fear that where a public service would, if possible, go the extra mile to make a system work that attitude does not seem to exist in a profit-hungry company which has a contract to provide certain services and seems unwilling to go an inch beyond what it is paid to do. Maybe there is a role here for HACRO !

However as I gradually withdraw from my work in the Criminal Justice system, which I came into out of curiosity and then became fascinated by, I shall become no more than an interested spectator and, probably, a rather grumpy old man complaining that things weren't like that in my day. Good luck for the future. As I bow out I must pay tribute to the Chairmen, Committee Members that I have worked with and last but by no means least to Joanna, who seems to have been around for at least as long as I have and to have held my hand through so many AGMs.

They are all the people who have done the work and I am proud to have been able to support them.

Richard Pleydell-Bouverie DL

CHAIR'S REPORT

Last year was a very auspicious one for HACRO. We celebrated our 40th Anniversary and did so in style. We were delighted to be joined by many of our members and supporters as well as the 'great and the good' of the County at our AGM at The Constabulary Headquarters in October last year.

Leaders of the Hertfordshire Criminal Justice Community which included the Chief Constable, the CEO of BeNCH, The Senior Crown Court Judge, the Police and Crime Commissioner and the Governor of HMP The Mount, joined us to share their thoughts, their views and vision of the development of their service and how it would impact on the future within the County. The High Sherriff introduced them and the Lord Lieutenant gave the *Vote of Thanks*.

HACROs' purpose to bring together people within the Criminal Justice System, to harness their support, to identify gaps in service provision and ways in which to plug them and to raise awareness of the issues remains as true today as it was 40 years ago. And, I am pleased to say year on year we have continued to honour this mission.

HACRO is a remarkable organisation. And, having had the pleasure of being associated with HACRO, in the capacity of its Chair since 2009, I have decided the time has come for me to stand down. It has been a real privilege to serve alongside some amazing people over the course of the past six years. Together we have achieved much and as a result of the sustained joint work over these years, I leave the organisation on a far more resilient and financially viable footing than it was before I took the Chair. Indeed, I recall the early years were quite perilous, and at the beginning of my tenure it was

very much touch and go as to whether or not we would have a future.

You will have seen that our President has also decided to step down this year having competed fifteen years in the role. I pay tribute to his contribution over the years and, on behalf of all the previous Chairs thank him for his support and wise counsel.

I would also like to mention my colleague Anne Wyburd who has been extraordinary and truly inspiring. Anne has been involved with HACRO in various capacities over the years – including as its Chair and more recently overseeing the running of the *Tea Bar* accounts at HMP The Mount. Although she continues as one of our Vice Presidents she has retired from her role at the Tea Bar. On behalf of HACRO, I therefore thank her most wholeheartedly for all her hard work and commitment over the years

I am delighted to report that yet again HACRO has been a recipient of the High Sherriff Award in 2014. It is always good to be recognised for our valuable work but I would like to say a special thank you to Fergus McMullen for his support whilst in this role.

Additionally, I would also like to recognise the Hertfordshire Community Foundation who have provided exceptional support to HACRO. In particular I would like to thank their Committee members who have enabled the continuation of our *Leaving Prison Behind (LPB)* Programme. Without their financial contribution it is unlikely that the *LPB* Programme would still be running. A special mention goes to the Chief Constable and the Police and Crime Commissioner both have given their unstinting support to the Programme by funding it for yet another year. The Probation service and now BeNCH continue to support this Programme which means that we will be working more closely with them in the years to come. A report on page 6 outlines the work of the *LPB* Programme.

We continue our work within HMP The Mount as reported from page 4 which includes the Visitors' Centre, the Minibus and the Play Area. Since the opening of the new Resettlement Wing in February, an increased number of offenders from Hertfordshire are placed there. This means that HACRO now provides volunteers to support this process in various ways including the provision of mentors to support offenders who wish to return to the workplace. HACRO is keen therefore to increase the number of its volunteers so if you know of anyone who may be interested to join us please do get in touch.

One very exciting initiative has been the development of HACRO Trading Ltd, set up to run the *Coffee Bar* at HMP The Mount which continues to do well. Indeed, so much so in fact, that we are now in the throes of setting up a similar service in Bedford Prison, which will open in August this year, and we hope to expand this very successful service to other prisons.

Working with us throughout has been Dena Tyler, employed by HMP The Mount, and who has been on the HACRO Committee over many years. She has been involved with practically everything we have ever done at the Prison and is therefore largely responsible for our successes there. A very big thank you goes to Dena for her magnificent contribution to HACRO. She has been replaced by her colleague Joanne Hudson who has some metaphorically very large shoes to fill although that said Joanne has made an excellent start already.

Our *Caring Dads* programme, highlighted on page 5 continues apace with the numbers of attendees increasing substantially. The programme has been so successful that recently it was oversubscribed by 100%. One of the people who have been largely responsible to the success of the programme having run it over the years has been Tony Holloway who sadly died of cancer earlier in the year. We are truly indebted to Tony for his hard work and enthusiasm for the programme. He is sorely missed. Dawn Brooks has taken over his role and has kindly prepared a short piece in his memory on page 11.

I would also like to thank Carole McDougall who retired from the Committee at the end of last year. She was involved with HACRO for many years and provided a real strength to the Committee. Her knowledge, commitment and unrelenting support for HACRO is noteworthy. Personally, I enjoyed working with her enormously especially her sense of humour which was contagious. She managed the *Caring Dads* Programme superbly and was largely responsible for setting it up and ensuring the rigour which has made it so successful.

Other members of the HACRO Committee who retired last year include David Fogel and Phil Reed both of whom were Magistrate members of the Committee. I thank them on behalf of the Committee. Phil was responsible for the production of the Annual Report, Newsletters and publicity. He worked very hard often behind the scenes and continues to contribute to the *Step Inside* interview Panel along with Anne Wyburd and Danny Bonwitt, who all do a brilliant job recruiting our volunteers. I would also like to thank Steve Johnson Procter for his valuable contribution to the Committee. He provided the Probation input and was replaced by Elaine McConnell at BeNCH. Our representative from the Constabulary Mark Drew provided crucial support to our work and this has continued by his replacement ACC Mick Ball. Both of them have played a very key role in supporting the *LPB* Programme and we are most grateful to them.

HACRO is blessed with having a wonderful Committee and I personally thank each and every one of them for putting up with me over the years. It has been fun, hard work and immensely satisfying to work with such amazing professionals. The lively debates, the 'can do' attitudes and the determination to succeed are all factors which are plentiful on the Committee and have made it such a pleasurable experience for me. Special thanks go to our Treasurer and our Project Officer who work tirelessly to ensure everything runs smoothly and progresses well.

Finally, as this is my last report as Chair of HACRO, I would like to express my deepest gratitude to all the many people who I have had the opportunity to work with over the years. It has genuinely been a real pleasure – Thank You!

Yasmin Batliwala JP

TREASURER'S REPORT

Referrals to the Caring Dads programme increased again last year, and we were fortunate in attracting support from the Targeted Parenting Fund, which sponsored two programmes. The remaining three were funded by donations from the Noel Buxton Trust, the High Sherriff, the David Laing Trust and our own reserves.

Our “Leaving Prison Behind” project was again very successful, and we funded more hours than in the previous year. We are very grateful to the Allen Lane Foundation for funding the early part of the year, and to Hertfordshire Constabulary, BeNCH Community Rehabilitation Company and Hertfordshire Community Foundation for enabling us to continue through to the end of the financial year.

HACRO Trading Ltd, which was set up to run the successful coffee bar at HMP The Mount, was in profit again over the year, but the funds were needed to support a new venture at Bedford Prison. We anticipate that donations from this source will contribute substantially to our running costs in the future.

We are very pleased that both Leaving Prison Behind and Caring Dads have established good reputations for themselves, and are grateful to BeNCH CRC and Herts County Council respectively, with whom we have started discussions about sustainable funding.

Overall funds reduced by £9,000 over the previous year, largely a reflection of timing issues between grants and expenditures (last year's accounts showed an increase).

At the end of the financial year, our funds and committed income were sufficient to cover our foreseeable operational costs for six months of 2014/15 after taking into account restrictions on certain funds. This is in line with our policy to maintain reserves for at least six months of operation.

Our thanks to the Hertfordshire Constabulary; The Targeted Parenting Fund; The Hertfordshire Community Foundation; BeNCH Community Rehabilitation Company; The Noel Buxton Trust; The David Laing Foundation, The High Sherriff of Hertfordshire; and Councillor Maureen Cook and Councillor Ron Tindall for their support during the year. We are also most grateful to our very generous anonymous donors, to the twelve organisations which donated to HACRO as a result of talks given by magistrates, to our AGM supporters, and to those supporters who used The Giving Machine as their portal to shops and generated 'free' donations.

My personal thanks also go to Anne Wyburd, who has now retired from her sterling work on the Tea Bar accounts and to John Thomson for his invaluable help in preparing the end of year accounts.

Peter Sweetman JP
Treasurer

CHILDREN AND FAMILIES PROGRAMME

Maintaining and improving the links between a prisoner and his family – and in particular with his children - is a key factor in reducing offending and hence the overall level of crime. Visiting a prison is stressful, and reducing that stress has long been one of the ways that HACRO has contributed in this area. This report summarises the ways in which we feel we have made a valuable contribution over the past twelve months at HMP The Mount.

During the year we extended our contract with NOMS (National Offender Management Service) which now covers our operation in the Visitors' Centre, the

Minibus and the Play Area until September 2015, and are now in discussions about a further extension to March 2016.

A user survey of the Visitors' Centre and Play Area was carried out during the year and gave us a lot of positive feedback and some ideas for improvements, including requests to open the Centre earlier.

Visitors Centre

The Visitors Centre provides somewhere family members can check in with the prison and wait in reasonable surroundings until escorted to the visits hall. There are lockers for them to store belongings not allowed inside the prison.

HACRO volunteers lend a "listening ear" if required, and provide snacks and refreshments. Children's toys and books are available at a dedicated play corner.

After holding the fort so magnificently for so long, Anne Wyburd stepped down as our Tea Bar co-ordinator during the year. We are very grateful to her. In October we were joined by Annette Alexander who has taken to the job very enthusiastically. A number of innovations in the menus have been introduced, and, with the help of Joanne Hudson we have been able to start opening the Visitor's Centre up to an hour early, so that those whose transport arrangements mean they have a long wait can be spared the ordeal of doing so outside.

Minibus

Although there is a bus service connecting the prison with the station, the schedule does not fit well with the end of visiting times. To avoid this extra stress of waiting a long time for a bus, HACRO organises a free minibus service to the station after Friday visits. We are very grateful to Community Action Dacorum for providing the minibus and volunteer drivers. The service is funded partly from tea bar profits, partly from donations by passengers, with a small subsidy by the prison.

Visits Hall Play Area

This area is set aside for children to play when their parents need to talk privately.

Qualified play supervisors are provided by the CDA Herts, and HACRO recruits volunteers to work alongside them.

Thanks to a grant by the High Sherriff, we were able to set up a separate area for older children to use, with table football.

The number of visit sessions for which the Play Area was open increased again, thanks to the availability of more volunteers. After a pilot period we decided not to open the Play Area for Thursday visits as the number of children using it was very low.

The Caring Dads programme is the other component of our support for Children and Families, and is written up elsewhere in this report.

Peter Sweetman JP

CARING DADS

Caring Dads is a cognitive therapy parenting programme of 17 weeks' duration for up to 16 male perpetrators of domestic violence. The focus is on enabling participants to understand the impact their abusive behaviour has on their children, to enable them to learn less controlling, more child-centred approaches to being a father and to help them to relate in a constructive way to their children's mother and child protection agencies. HACRO offers the only parenting programme in Hertfordshire for this high risk group.

The most significant event this year was the death of Tony Holloway in May. Tony had coordinated the Caring Dads programme since its inception. Initially he was one of the facilitators in addition to receiving referrals, assessing potential participants and completing evaluation reports. Tony's expertise, good humour and commitment will be sorely missed. He had begun handing over to Dawn Brooks, an experienced facilitator, before he died and so although there was an initial hiatus and we have a learning curve, we are able to continue with the programmes planned. Dawn has written an obituary which follows this section of our Report

HACRO's involvement in the Caring Dads programme was initiated by Carole McDougall who was the Trustee overseeing the initiative from its start until last year when she resigned from HACRO after many years of service. Her significant contribution needs to be acknowledged and we thank her for all her work in getting the programme off the ground and establishing it as an important HACRO project.

This year HACRO has received 150 referrals for Caring Dads programmes. This represents a three-fold increase over the four years the initiative has been running and there continues to be an upward trend. The recent programme in Watford was over-subscribed by 100%.

The Targeted Parenting Fund supplied funding for one programme each in Stevenage and Watford last year and this is to continue for a further year. We have also been successful in obtaining financial support from the Noel Buxton Trust and the High Sheriff, and two grants from County Councillors. This means that we have been able to offer two courses each in Watford and Stevenage in the past year and one in Broxbourne which has recently finished.

Consideration of the numbers and sources of referrals showed that 90% of all referrals came from Children's Services. A few referrals were received from CAF/CASS, but as CAF/CASS has now developed its own pilot programme it is expected that referrals from this source will come to an end. This means that HACRO, a small local charity, is providing a largely free service with an ever-increasing demand to a statutory agency. We have therefore approached Children's Services with a view to getting the initiative onto a more secure financial footing.

HACRO welcomes enquiries about the programme and can provide presentations for interested parties. Please contact HACRO for further information.

Valerie Beale JP

LEAVING PRISON BEHIND

This major HACRO programme is now in its fourth successful year working with Hertfordshire Integrated Offender Management Team (IOM) mentoring prolific non-statutory offenders who are reluctant to engage with the Police or the Probation Service.

This year's programme has been jointly funded by Hertfordshire Constabulary and BeNCH. We are grateful for this support which will enable funding to continue into 2016.

The programme's emphasis has moved away from one-to-one mentoring and now is heavily focussed on group working. Over three days a total of up to thirty participants are regularly engaged in groundwork projects under the supervision of Tony Franklin (himself an ex-offender). Getting the groups together allows Tony the opportunity of addressing individual concerns and needs, helping them with benefits queries, housing issues and other routine concerns.

But the Groups are principally concerned with undertaking useful project work which has developed progressively since it began some eighteen months ago. At Digswell Garden Centre, they were at first involved in basic garden maintenance developing a poly tunnel, creating new car parking and composting areas. In a second stage, a work shop was created where items were made for sale in the garden centre; Christmas decorations and garden furniture.

A City & Guilds training programme has been developed and a number of clients have been successful in obtaining employment. We believe the basic skills and teamwork they have learned on the projects has made them more employable and contributed to a work ethic which was noticeably absent before.

In Dacorum District, a rather less structured but regularly attended programme of maintenance work has taken place at Hemel Rugby Club where activity has created patios and paths, and

redecorating work including tiling, plastering and painting. The work was completed within a set budget. Three of those engaged in the project have gone on to find full-time work.

The groundwork project received major recognition when it received the runners-up award in the Howard League competition. The award was presented by the Princess Royal.



Overall, in a two-year period, twelve groundwork projects have been successfully completed. Participation in these activities has also led to a reduction in offending by over twenty per cent.

We are now structuring our programmes to meet the requirements of BeNCH but we will continue to work with the IOM team on rehabilitation activity.

Ken Gilhespie JP

HACRO TRADING

Coffee Bar trading has seen a year of good progress: we have now graduated three classes of Baristas at HMP The Mount and have started our fourth; and from August 2015 we will have been running a new programme at HMP Bedford.

Our thanks go to all involved at HMP The Mount and HMP Bedford for their enthusiasm and support for these programmes. Particular thanks to our commercial partners, to Colin Smith, who combines being our course tutor at two establishments with running his own coffee business full time; and to Ian Wood,

who now supplies freshly produced food to our two coffee bars, not to mention the hands on management, as well as running his own catering business full time.

It is the successful partnership between HMPS + local private sector companies + HACRO that marks out this project:

- Saving HMP The Mount a substantial five figure sum by running the Visits Hall coffee bar on a charitable basis
- Training – at no cost to HMPS - 15 graduate Baristas over full 9 month programmes with an accredited qualification from the Speciality Coffee Association of Europe (recognized in the coffee shop trade) and that is at the two thirds stage through our Service Level Agreement with the prison
- Planning to run the same training and service at HMP Bedford from August 1st 2015
- Offering the men genuine work related training in an industry which is both growing and has proved remarkably recession-proof
- Dealing with the visiting families and as such giving the men real customer-facing work experience which is confidence-building
- Serving the visitors themselves with a better product: arabicas and robustas combined in the tastiest cappuccinos and lattes served by trainee Baristas who actually know what they are doing and can talk knowledgably about it; and this accompanied by freshly made sandwiches and cakes.

The nature of our alumni means that it is hard to keep track of their progress once they are released. We have no access to that information. However, we do know that one of our graduates works in a coffee bar in London.

Based on our experience in the prisons and on feedback from the men, we believe our coffee bar programme enhances the employability of our trainees. We believe it is an initiative well suited to the times.

Neil Ashley

STEP INSIDE

Alongside the considerable changes at HMP The Mount HACRO's volunteer profile is also changing.

The new resettlement wing opened at HMP The Mount in February and the Induction of an increasing number of offenders from Hertfordshire and the wider Eastern region commenced. HACRO volunteers now support Education's part of this induction process.

The Business Mentor course has now been reinstated and once again HACRO volunteers engage with prisoners wishing to become self-employed, providing Internet research support and helping them to develop their business plans. The final session comprises Dragon's Den presentations by the men.

Both the Play Area and Visitors Centre Tea Bar have extended their service to accommodate the increased visit sessions required. Additionally the Tea Bar volunteers now open the Visitors Centre themselves an hour early before the prison officers arrive – a response to last year's visits experience survey regarding the opening times for the building. We are very pleased to say that Lena Woldermarium did not move away so is still coming in regularly to volunteer in the Tea Bar. Needless to say more volunteers are very much needed for these two priority areas.

HACRO volunteers also still play important roles in the main Education delivery, Chaplaincy, RAPt, Resettlement & Community Links, Prison Visitors, and administrative support.

This year has seen a considerable slowdown in the number of volunteer enquiries – only 49 – with just over 30% response rate on completed application forms returned. Increasingly enquiries are one liner emails or people with a general interest in volunteering who are often not prepared for the rigours of the recruitment, security checking and training processes and restricted core day activity slots.

Of the 15 volunteers eventually interviewed 13 were referred. This has resulted in 5 currently volunteering and 1 due to start over a real mix of areas of the prison, i.e. Education, Play Area, Reducing Reoffending Unit, Visitor Centre. One volunteer who started in the Visitors Centre is expected to move to the Industries workshop.

So this year we have achieved a 20% success rate!

The continuing support of local Volunteer Centres advertising the volunteer opportunities is highly important and very much appreciated. This year volunteer enquiries were sourced primarily from the volunteer centres of Dacorum and Hertsmere with some from St Albans, and Welwyn Hatfield.

There is a need to spread the word further about HACRO volunteering at The Mount. With limited administrative resource and HACRO trustees already allocated to the major projects opportunities for wider publicity and attendance at local community events are rare. Anne Wyburd's efforts in spreading the word to and generating enquiries from other community groups is invaluable.

Once again our Step Inside interviewers – Anne Wyburd, Danny Bonwitt, and Phil Reed -have provided a vital link in HACRO's recruitment process. Following the initial screen by the HACRO office and receipt of a completed Volunteer Application Form they interview the applicants for their suitability to volunteer at the Mount and their understanding of the underlying causes of criminality. Thank you Anne, Danny and Phil.

I wish to take this opportunity to thank all our volunteers – you do a grand job giving up your time so selflessly.

And a final plea please spread the word about HACRO volunteering – the prisoners and their families do really appreciate the presence and input of HACRO volunteers.

And please let us know if there are other publications / routes for publicity of this valuable role.

Joanna M^cIntosh
Project Support & Development Worker

SMALL GRANTS

This was a bumper year for small grants processed and paid out with 29 received; 23 grants paid out; 3 with inadequate information; and 1 for support with education sadly withdrawn as the offender had become pregnant and had to work instead of going to college.

Two others were for a rent deposit. HACRO has had a tiny rent deposit scheme – a hangover from previous housing advice money. It was agreed that the budget available would be more effectively used if reserved for a future housing related project.

The small grant requests were split fairly evenly over the two budgets – the Sam Clarke fund (set up in memory of HACRO's first Chairman for young people and grants towards education and training expenses) and HACRO's general fund.

Fortunately through the generosity of one Hertfordshire magistrate, who donates her magistracy expenses (with the added gain of gift aid), we have been able to maintain the level of giving from the Sam Clarke fund but contributions towards this fund are always very much appreciated. HACRO commits an annual sum to the general small grants budget supplemented by members' subs and the support of Hertfordshire magistrates by way of the donations they generate via their Magistrates in the Community talks – our thanks go to Gladys Cummings, Nick Crispin, Peter Spencer, Val Beale and all participating magistrates; and donor organisations.

Sam Clarke grants included payment for an FA related course, asbestos training, work tools, work clothes, reflexology and reiki training, items for a car cleaning business, and a CPC course driving test card. Out of the general fund we paid for

support for sporting activities, boxing gloves, general clothing, official Id, and a variety of items for the home

Thank you all for your continuing interest and support.

It is expected that the draw on HACRO's small grants will continue.

Joanna M^cIntosh
Project Support & Development Worker

GUEST CONTRIBUTORS

THE VISION FOR POLICING IN HERTFORDSHIRE

This week the Police and Crime Commissioner published his refreshed Police and Crime Plan called 'Everybody's Business' (2015-2020), outlining the strategic vision for policing and crime across the county to 2020, reflecting both continuity in the principles and priorities outlined in the first plan, but also the changes in the nature of crime and new responsibilities placed on the office. The plan sets out the challenges and opportunities ahead, working together with the public and partner agencies to reduce crime, catch criminals and keep people safe: maintaining Hertfordshire's place and reputation as one of the safest counties in the country.

At the core of the vision is delivering a strong and effective local policing model which provides the foundation to partnership working and community engagement, creating a police force that is embedded in, and supported by, a community working together to cut crime. This will be delivered by officers and staff that are accessible and responsive to those most in need and enabled through effective use of technology and science to counter both known and emerging crime threats. Everybody's Business asks individuals, businesses and partners to take action and play their part in preventing and reducing crime across the county, protecting the most vulnerable and providing the highest quality of service to

victims. The vision is based around five key ambitions:

- **Keep People Safe** - ensure resources protect those most at risk of harm.
- **Cut Crime** – continue to work with our partners to drive crime and disorder to lower levels and, through the management of effective resources, deliver both local policing and our national requirements.
- **Be a Voice for Victims** – putting victims at the centre of all we do by investing in new services and giving victims a voice.
- **Protect Local Policing** – continue to deliver a model of policing that maintains visibility and contact with the public, improves trust and, importantly, cuts crime.
- **Spend Wisely** – deliver policing within the available budget, ensuring activity is implemented that will help to reduce costs, improve efficiency and deliver effective services.

The refreshed plan puts victims right at the centre of all that we do and rightly so. Giving victims a stronger voice throughout the criminal justice process and choices over the services they may need to help them overcome their ordeal and rebuild their lives. The plan outlines how we must continue to improve customer services for the public across the criminal justice system, tailoring services that are better attuned to the needs of the public and their engagement with services through better exploiting the use of technology, developing innovative ways to include the community in the delivery of policing.

There will continue to be a firm focus on offenders by ensuring that those responsible for crime bear the costs, not the law abiding citizen, and a concerted attack on criminal assets to recover the proceeds of crime, ensuring that the money generated by offenders pays for

initiatives that help victims and communities. By doing so, it will be clear to the public how income generated from offenders is being spent.

Importantly, the plan outlines how policing across the county must be as efficient and effective as it can be, delivering savings and improvements in the quality of service, working with our strategic partners Cambridgeshire and Bedfordshire to share protective services and deliver improved effectiveness and resilience, and using the efficiency savings generated to maintain local policing.

Overall, the plan outlines that through partnerships we will continue to develop our strong public focus and coordination of services to keep people safe.

David Lloyd, Police and Crime Commissioner

Andy Bliss, Chief Constable Hertfordshire Constabulary



BeNCH CHANGING LIVES TOGETHER

The last 12 months have been a momentous year for BeNCH. As many HACRO members will know, we were formed as a Community Rehabilitation Company on 1 June 2014. This has involved bringing staff together from the four former Probation Trusts (Beds, Northants, Cambs and Herts) and we are one of the larger CRCs across England & Wales.

Following a competitive process Sodexo (in partnership with NACRO) took ownership of BeNCH CRC on 1st February 2015. Although we are within the private sector, we still see ourselves as a provider of public services to local communities through our contract with the National Offender Management Service (NOMS).

Much has been achieved during our first year. This has included harmonising policies and procedures as well as maintain high levels of performance.

Looking to the future

We are undertaking significant changes in the year ahead in order to deliver our new service model which involves:

- delivering new services to both our existing and a new cohort of services users,
- delivering from new premises,
- working in partnership with a new supply chain
- and using new purpose built ICT systems.

From 1st May we started delivering “in custody services” to all prisoners in our local resettlement prisons. This is carried out in partnership with St Giles Trust, St Mungo’s Broadway and Langley House Trust, who are important components of our supply chain. These arrangements are designed to ensure that every prisoner we supervise – regardless of how long a sentence they serve – will start their sentence with a resettlement plan. As many prisoners as possible will be transferred to a prison closer to home some 12 weeks prior to release. This is a welcome development in supporting and managing short term prisoners who otherwise are often more likely to reoffend.

New offices

In order to make ourselves more accessible to local communities, we plan to move into a range of new premises by October 2015. We have identified the location of our central “hub” which will be in Huntingdon, Cambs. In addition to this we will have Local Management Centres in 6 locations and smaller Neighbourhood Centres in a further 7 locations across the BeNCH area.

Our teams

This represents a very significant restructure of our services – and there are many interdependencies not least between staffing, ICT and estates. Nonetheless we are on track to have our new service design in place by October 2015. Inevitably, the restructure does

mean that we will be losing some staff – but contrary to media scare stories we will be keeping a significant proportion of our qualified probation officers and talented, well trained probation service officers. Our staff will work closely with staff from our supply chain partners, all of whom have a good track record of working with complex and difficult to reach service users.

These are exciting times and we will keep you posted of developments through the year, through our stakeholder newsletter and other briefings. For further information please visit our website at benchrc.org.uk or follow us on Twitter @CRCBeNCH

Neil Moloney
Chief Executive

TONY HOLLOWAY EULOGY

RIP 11th May 2015



Tony was the driving force behind the development of HACRO’s Caring Dads project. He was already in the process of putting together Hertfordshire’s first Caring Dads programme in Stevenage when we met up with

him. HACRO provided access to wider funding, and Tony provided the drive to get things going – taking it from a single pilot in Stevenage, to the established project it now is, running up to 5 courses a year and offering a child centred approach to parenting to up to 60 fathers (and indirectly therefore to 120 or so children) every year.

Tony started his career in the London Probation Service, moving to the Hertfordshire service in 1989. A job exchange to New Zealand fired his enthusiasm for new ways of working and together with Dawn Brookes, he started

the first Domestic Violence Perpetrators' programme in Hertfordshire. Eventually he became a facilitator and a national trainer for the Probation Domestic Violence Programme. Later he moved roles to work for the Sex Offender Team again at an early stage in the work and became key in the delivery of the sex offender programme. His delivery skills and his ability to coach and mentor others supported his next role as a Practice Development Assessor where he trained and mentored new Trainee Probation Officers.

After taking early retirement in 2009 due to his failing health, he continued to deliver domestic violence awareness training in the community to Drug workers, he facilitated the domestic violence perpetrator programme in Bedfordshire and he set up Caring Dads.

Tony's many friends and colleagues all seem to have encountered the same man – mentioning his sense of humour, his kindness, his gentle manner and how non judgemental he was, his knowledge and insight in working with people, his ability to reflect on practice and how genuine others found him.

Tony was working on the next Caring Dads programme the weekend before he died. He had already arranged that Dawn would take over his role – and we are very glad he did so. His passing is a great loss to us all.

Dawn Brooks

ACKNOWLEDGEMENTS

HACRO would like to thank the following organisations for their work in partnership with us over the past year:

- Community Action Dacorum (Minibus)
- CDA Herts (Play Area and payroll services)
- CRI/SOVA (Payroll services)
- Hertfordshire Constabulary (Leaving Prison behind, Small grants and AGM facilities)
- Hertfordshire County Council (Caring Dads)
- BeNCH CRC (Small grants, Caring Dads and Office accommodation)
- HMP The Mount (Visitors Centre, Play Area, Play workshops)

We also thank the following organisations and individuals for their generous financial support last year:

- BeNCH CRC
- British Legion
 - Councillor Tindall (Community Grant)
- Dacorum School Project
- The David Laing Foundation
- Edward Dennis
- Fiona Trenchard
- Future Living Hertford
- The Giving Machine (on behalf of online shopping organisations)
- Harpenden 41 Club
 - Harpenden Village Rotary
- Hertfordshire Community Fund
- Hertfordshire Constabulary
- High Sheriff of Hertfordshire
- HMP The Mount
- Kim Kemery
- The Leaside Club
- Nicholas Crispin
- Royal British Legion (North Bushey Branch)
- St Albans Chiswell Green Townswomen's Guild
- Sandridge Silver Threads
- Sodexo Justice Services
- CRI/SOVA

HACRO
Accounts for year to 31 March 2015
Balance Sheet

	<u>2015</u>	<u>2014</u>
CURRENT ASSETS		
Cash at bank: Lloyds	23,539	32,481
COIF	19,999	19,999
Debtors	0	0
Cash in hand	20	20
	<hr/> 43,558	<hr/> 52,500
CURRENT LIABILITIES		
Creditors	0	0
Total Assets less Liabilities	<hr/> 43,558 <hr/>	<hr/> 52,500 <hr/>
INCOME FUNDS		
Unrestricted	7,294	13,963
Restricted	36,264	38,537
Total Funds	<hr/> 43,558 <hr/>	<hr/> 52,500 <hr/>

The above Balance Sheet and attached Statement of Financial Activities have been prepared from the HACRO bank accounts and other relevant papers, and are in accordance therewith.

Signed: Peter Sweetman, Treasurer

Dated: 12 June 2015

HACRO
Accounts for year to 31 March 2015
Statement of Financial Activities

	Restricted Funds	Unrestricted Funds	Total 2015	<u>2014</u>
INCOME				
Donations		4,047	4,047	3,022
Subscriptions		926	926	1,125
Tax refund		540	540	1,739
Management fee		1,926	1,926	3,020
HACRO Trading			0	146
Activities in the furtherance of HACRO objectives:				
Project work	72,007		72,007	63,011
Small grants			0	0
Others				
AGM		780	780	675
Bank interest		85	85	137
Total income	<u>72,007</u>	<u>8,304</u>	<u>80,311</u>	<u>72,876</u>
EXPENDITURE				
Cost of activities in furtherance of HACRO objectives	(74,280)		(74,280)	(54,562)
Fundraising		(575)	(575)	0
Families in Focus				
Project Worker		(9,158)	(9,158)	(9,052)
Management and administration				
Donations and subscriptions paid		(245)	(245)	0
Small grants		(1,754)	(1,754)	(630)
AGM		(900)	(900)	(960)
Management		(2,341)	(2,341)	(2,531)
Total expenditure	<u>(74,280)</u>	<u>(14,973)</u>	<u>(89,253)</u>	<u>(67,735)</u>
Net movement	(2,273)	(6,669)	(8,942)	5,141
Funds at 1 April 2014	38,537	13,963	52,500	47,359
Transfer				
Funds at 31 March 2015	<u>36,264</u>	<u>7,294</u>	<u>43,558</u>	<u>52,500</u>

HACRO
Accounts for year to 31 March 2015
Notes to the accounts

Analysis of funds

	Balance <u>01-04-</u>				To/From	Balance
	<u>14</u>	<u>Income</u>	<u>Expenditure</u>	<u>Transfer</u>	<u>Unrestricted</u>	<u>31-03-</u>
						<u>13</u>
Restricted funds						
Operations - The Mount	16,060	2,864	(7,561)			11,363
Sam Clarke	1,985	746	0			2,731
Caring Dads	10,268	22,356	(22,930)			9,694
Leaving Prison Behind	9,186	46,041	(43,789)			11,438
CAB - The Mount	741					741
Acc Off - Watford	297					297
	<hr/> 38,537	72,007	(74,280)	0	0	<hr/> 36,264
Unrestricted funds	13,963	8,304	(14,973)			7,294
Total funds	<hr/> <hr/> 52,500	80,311	(89,253)	0	0	<hr/> <hr/> 43,558

HACRO

REPORT OF THE INDEPENDENT EXAMINER TO THE TRUSTEES

I report on the accounts of HACRO (charity number 268835R) for the year ended 31 March 2015 which comprise the Statement of Financial Activities, Balance Sheet and related notes.

Respective responsibilities of trustees and examiner

The Charity's trustees are responsible for the preparation of the accounts. The Charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

It is my responsibility to:

- examine the financial statements under section 145 of the 2011 Act;
- follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with General Directions given by the Charity Commissioners. An examination includes a review of the accounting records kept by the charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In the course of my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that, in any material respect, the requirements:
 - to keep accounting records in accordance with section 130 of the 2011 Act; and
 - to prepare accounts which accord with the accounting records and to comply with the accounting requirement of the 2011 Act;have not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

Signed:

Date: 12 June 2015

JS Thomson
St Albans

OFFICERS

President

The Hon Richard Pleydell-Bouverie DL

Vice Presidents

Gill Gray JP
Lindsey McLeod
Sue Tomson
Penny Williams DL JP
Anne Wyburd MBE JP

Chair

Yasmin Batliwala JP

Treasurer

Peter Sweetman JP

Project Support and Development Worker

Joanna McIntosh

Committee Members

Val Beale JP
Carol Beeden
Ken Gilhespie JP
Peter Spencer JP

Co-opted members

Mick Ball, Hertfordshire Constabulary
Elaine McConnell, BeNCH CRC
Joanne Hudson, HMP The Mount
Neil Ashley, Princes Trust

Independent Examiner

John Thomson

HACRO contact details

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Email: hacro.office@zen.co.uk

Website: www.hacro.org.uk

Registered Charity no. 268835

HACRO

Hertfordshire Association for the Care and Resettlement of Offenders

HACRO
62-72 Victoria Street
St Albans
Herts, AL1 3XH

Tel. 01727 854727

E-mail: hacro.office@zen.co.uk

HACRO depends on external funding for all its work. This is mainly restricted to specific projects.

Funds from unrestricted sources are vital to enable us to provide support for other initiatives, such as our well used grants scheme - supporting ex-offenders to lead crime-free lives; and enabling HACRO to continue to hold interesting events, such as the AGM and annual conference.

Any personal donation you are able to make will be gratefully received. If you are a UK taxpayer declaring this for gift aid would also be very much appreciated.

GIFT AID DECLARATION

HERTFORDSHIRE ASSOCIATION FOR THE CARE & RESETTLEMENT OF OFFENDERS (HACRO)

- I am a UK taxpayer and would like tax to be reclaimed on my donation to HACRO through the Gift Aid Scheme
- I note that I must have paid an amount of tax that at least equals the tax that will be reclaimed on this gift (currently 25p in the £).

Full name:

Address:

.....

.....Postcode:.....

Signature:.....

Date:

Please cut along dotted line and send with your donation to HACRO at the above address.

President: The Hon. R.O. Pleydell-Bouverie, DL
268835R

Chair: Yasmin Batliwala, JP

Registered Charity No.

