

HACRO

... for the Care and Resettlement of Offenders

ANNUAL REPORT 2015-16

Contents

PRESIDENT'S REPORT	2
CHAIR'S REPORT	4
TREASURER'S REPORT	6
SUPPORTING CHILDREN & FAMILIES AT HMP THE MOUNT	8
STEP INSIDE	10
BUSINESS START UP TUTORS FOR OFFENDERS	11
CARING DADS	12
LEAVING PRISON BEHIND	13
SMALL GRANTS	16
HACRO TRADING LIMITED	17
GIVING TO HACRO	18
ACCOUNTS	19
INDEPENDENT EXAMINER'S REPORT	22
ACKNOWLEDGEMENTS	26
OUR TEAM	29

PRESIDENT'S REPORT

It is with great pleasure I welcome you to the first report in my new role as the President of HACRO. Also, I would like to introduce you to the new HACRO as a Charitable Incorporated Organisation (CIO). Although there is little difference between the feel of the old and the new, the changes are set out in the Chair's report for your interest. My intention is to be outwardly facing - raising the profile of HACRO, and highlighting Criminal Justice issues locally. I am grateful for the support of our wonderful Committee, our volunteers and the wise counsel of our Vice Presidents for helping turn my intentions into something practicable.

I feel privileged to be holding the office which was held previously by a number of distinguished individuals. I have known and worked with two of these, including Richard Pleydell-Bouverie (with whom I worked in my previous capacity as HACRO's Chair) and also David, Lord Ramsbotham, known to me in another capacity.

Having never been a President before I find myself developing into a role which requires me to keep up to date with the day to day work of the organisation (which I can do), at arm's length (which will be a challenge), and to support it energetically throughout, (which I have always done).

My first report as President of HACRO is going to address issues in relation to the Hertfordshire Criminal Justice community, while looking further afield. This means addressing what is going on in the world at large, while understanding how the global village in which we all now live impacts directly on all our lives. Criminality can no longer be seen in local terms. What happens in other parts of the world impacts directly on our streets and vice versa. This applies in relation to the drugs trade, cybercrime, human slavery, money laundering, bribery and corruption, and so on. These intertwined relationships affect our stability and levels of crime experienced, just as we affect the level of crime and violence in other parts of the world.

In September 2015, the United Nations set out an exciting and ambitious new agenda aimed at directing the course of the world towards sustainable development and to achieve this by 2030. By identifying 17 Sustainable Development Goals (SDGs) or Global Goals on poverty eradication, inequalities, economic growth, climate change, sustainable consumption, production, peace and justice and governance, it sets out to tackle the world's greatest problems in a systematic and strategic way with the key premise being to "leave no-one behind".

Over the next 15 years, and regardless of the seismic changes introduced by Brexit, the SDGs will guide the overarching work of all Governments, aid-providers, as well as Civil Society and Private Sector to address an interconnected range of issues and facilitate collective action for a shared future. The approach is a paradigm shift in global thinking on development and will require efforts at all levels to be holistic, inclusive and backed by multi-stakeholder partnerships based on the spirit of strengthened international solidarity. The UK has a key role in its implementation, I would like to say because of our history, tradition, and culture of shared responsibility and collective action. Civil society, businesses and other stakeholders such as ourselves at a local level are expected to play a role in realising the agenda and importantly to hold each other accountable for the delivery of the new goals within our own country. The SDGs are a cohesive force for the good.

The 2030 Agenda recognises that reducing conflict, crime, violence, discrimination and ensuring inclusion and good governance are key elements of peoples' well being and they are essential for securing sustainable development. This can be safeguarded through fair, humane and effective crime prevention and criminal justice systems as a central component of the rule of law. Therefore, reducing crime and violence and ensuring the rule of law are essential to the everyday lives of people by protecting the vulnerable from exploitation, stopping corruption from eroding public services, and freeing young people from the downward spiral of poverty, drugs, crime and violence.

Within many countries, including the UK, inequality has become more pronounced, while political, economic and social exclusion has, in part, contributed to the rise of sectarianism and violence. It is more critical than ever to recognise the impact of destabilising issues such as corruption, illicit drugs, terrorism and organised crime, and how these issues undermine good governance, the rule of law, and security. The strong link between poverty and crime means that we cannot afford to be complacent, but we can make a difference by working together. The present day is as important as any time in our history to stress the importance of working together.

That brings us nicely back to the work of HACRO and similar organisations who work tirelessly to ensure that gaps are filled at a local level, with approaches tailored to the needs of the local community. Whilst Hertfordshire is a relatively safe county it is nevertheless important to recognise that all the above cautions apply to its resident population, and there are real areas of poverty which predispose to crime.

The work we do in resettlement and rehabilitation outlined by Stephen Charge in his report on the Leaving Prison Behind programme shows what can be done in a positive spirit with effective outcomes. Our Caring Dads programme demonstrates our successes in providing a parenting programme that works in addressing behaviours which lead to estrangement between fathers and their off-spring as described on page 12. This is really exciting work, demonstrating what can be done, and with real intergenerational benefits for the participants.

I hope the relevance and importance of the SDGs is clear, and they are not far-off abstractions sitting in some policy directive in the UN. Working together following the spirit of the SDGs on a macro and micro scale will enhance our ability to deliver a substantial agenda. This is a demonstrable component of the HACRO vision: "A world in which everyone on the wrong side of the law has the chance to turn their lives around and lead a life fully contributing to society," while observing the premise to "Leave no one behind".

Yasmin Batliwala JP

CHAIR'S REPORT

HACRO's first full year as a Charitable Incorporated Organization (CIO) would not have been possible without the dedicated enthusiasm, support and hard work of our volunteers, donors, Trustees, partner organizations, and not least Joanna McIntosh, our project support and development worker. Thanks to all of you in helping us to continue the mission of HACRO in what is fast becoming a much tougher climate for small charities.

Nevertheless, in becoming a CIO we continue to uphold the traditions set by HACRO over the last 42 years. Amid all the change there is continuity. Our **Vision** is a world in which everyone on the wrong side of the law has the chance to turn their lives around and lead a life fully contributing to society. Our **Mission** is to offer support for offenders, potential offenders and their families to manage positive change in their lives; to engage with influential partners in the community of Hertfordshire and neighbouring counties; and work to establish a range of educational and training initiatives with a focus on gaps in provision. We believe Sam Clarke and the 1974 founders of HACRO would recognise these aims and endorse our CIO today.

What has changed is that we now need (and have developed) an effective **business plan** to operate in the competed-for market place of contracted services, payment for use of service and payment by results.

So what kind of results does HACRO produce?

HACRO's impact in carrying out its mission is evidenced by the following **2015-16 statistics**:

- HACRO has 65 volunteers
- At HMP The Mount there are 55 HACRO volunteers working
- HMP The Mount handled 17,232 visits in the last 12 months with an estimated 25,848 adult visitors. Many used the Visitors Centre which is staffed by HACRO volunteers
- In 2015 there were 271 sessions and 3,804 children attended the Play Area in the Visits Hall at HMP The Mount, which is managed through a contract with HACRO in a partnership arrangement with CDA Herts
- We had 150 referrals to Caring Dads in the last 12 months (parenting programme for potentially abusive fathers) and will run 6 courses this year across Hertfordshire
- HACRO engaged with 20 prolific offenders in its Leaving Prison Behind Programme and contributed to their keeping out of prison. Overall this programme reduces the re-offending of this difficult group by 28% according to Police analysis
- HACRO disbursed 16 small grants over the last 12 months
- HACRO trained 23 baristas at HMP The Mount and HMP Bedford over the last 12 months
- 80 people attended the HACRO AGM and Conference in 2015

Small charities, and HACRO is no exception, need money to survive and deliver; but their sources of funds have changed radically since the implementation of the Transforming Rehabilitation (TR) agenda on 1st February 2015. TR replaced the previous 35 Probation Trusts with a single National Probation Service (NPS) responsible for the management of

high risk offenders; and 21 Community Rehabilitation Companies (CRCs) responsible for the management of low to medium risk offenders across England and Wales. The bulk of the TR contracts and grants have gone either to large private organizations, or to large charities with a national or large regional footprint. That leaves HACRO as a sub-contractor, or a “Tier-3” supplier to use the jargon, to larger agencies delivering TR contracts. In future we cannot expect traditional public sector grant funding for small charities to be available, because it does not exist. So what are we doing about it?

First and foremost, we enjoy good relations with both BeNCH CRC (our regional Community Rehabilitation Company) and the National Probation Service, the Hertfordshire Constabulary and HM Prison Service. We are fortunate to have senior representatives from two of these on our committee, DCS Mick Ball and Jo Hunter, and very much value their contribution. Thanks to Elaine McConnell of BeNCH CRC who stepped down from our committee during the year on taking up an appointment as CEO of a charity. Further thanks to the NPS for generously providing space for our St Albans office in their building. Our work with and alongside these organizations and their support is central to our mission and we value it highly. But let us be clear, “support” does not now mean that these organisations provide grant funding. Our relationship with them will be as a service provider, governed by a Service Level Agreement or equivalent.

Second, we have redoubled our fund raising efforts, with more than six bids submitted to grant giving trusts by the time of the AGM – alas rarely if at all available for sustaining ongoing programmes – and applications to local authorities whose support we value greatly. The work and administration required by our mainly volunteer team to submit a bid every six to eight weeks should not be under-estimated. HACRO is also one of 20 charities involved in the Herts County Council bid for European Social Fund money for Building Better Opportunities for disadvantaged people. We are also actively developing self-funding models where appropriate. That will see us expand the role of HACRO Trading Limited, as well as developing “pay for use” models for a number of our services delivered to the public and private sectors.

Third, we have developed, and will continue to expand, our partnership working with organizations like CDA Herts, Emmaus, Hemel Stags Rugby Club and the St John of God charity at Digswell garden centre in Welwyn. And by this time next year, we hope to be able to write of a number of exciting new joint initiatives currently in development.

Fourth, we recognise we must get HACRO’s message across in a digital world and improve the effectiveness of our marketing. We have developed an effective new website www.hacro.org.uk and other marketing materials, including the video you will see at the AGM and Conference. Thanks to our new President, Yasmin Batliwala, for her unfailingly professional, enthusiastic and creative contribution in helping HACRO to raise its profile.

Fifth and not least, we have tightened up all our procedures and policies. Not only do we have to have better planning, but we have to have better implementation.

In summary, we understand that no-one owes us a living. We will need to act, and are starting to act, more like a small business with a charitable heart to survive in today’s “market place.” That is the world we are in. As they say, we get it.

Neil Ashley

TREASURER'S REPORT

As agreed at last year's AGM, we have now completed the transfer of HACRO's operations to a Charitable Incorporated Organisation (CIO), and closed down the 'old' HACRO. As this is the Annual Report for the new CIO, I have included the accounts for that organisation in this report – but since they only cover part of the year's work, I have also included a combined statement for the operations of both organisations for a more complete view of the reporting year.

Thanks are due to all who helped in the transfer to the new organisation, but particularly to Hannah Lyons whose time was provided on a pro-bono basis by solicitors Russell-Cooke. Without her we would doubtless still be finding our way through the legal labyrinth.

I would also like to thank our members for patiently completing all the forms to keep their subscriptions coming. Inevitably we lost a few members along the way, but we gained some life members, and several were kind enough to increase their regular contributions.

But organisational structure is only a means to an end – and I am pleased to report that HACRO continued to develop the finances for its activities last year.

Thanks to Val Beale's pursuit of funding possibilities, the finances of Caring Dads are looking quite healthy. The Herts County Council Targeted Parenting Fund sponsored two and a half courses, and the Community Funds of Dacorum and St Albans sponsored one half each, with the Charles Haywood Foundation match funding another.

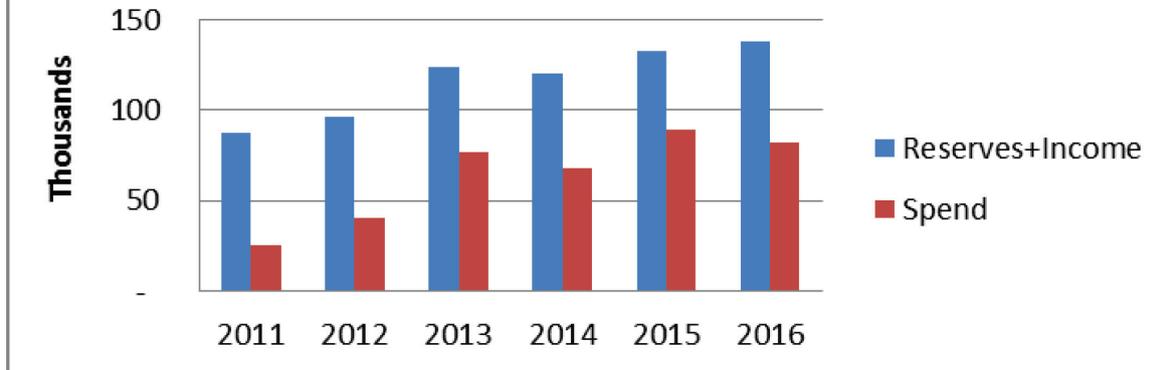
We were again very grateful to Hertfordshire Constabulary and BeNCH CRC, who jointly funded our "Leaving Prison Behind" project again. Due to financial and other constraints on them we cannot expect this level of financial support to continue, and we have been actively pursuing other opportunities.

The Cool Bean Coffee Bar at HMP The Mount continued to do well, in particular thanks to the recent expansion of the prison. The similar venture at HMP Bedford came on stream during the year and has been fine-tuning the offer to match the local needs.

Under Annette Alexander's leadership the offer at the Visitors' Centre tea bar has expanded, and this is reflected in an increased contribution from tea bar profits.

Overall funds increased by £13,000 over the previous year, largely a reflection of timing issues between grants and expenditures. The following chart shows how our spend each year relates to income plus the reserves at the start of the year).

Annual spend compared to available funds



At the end of the financial year, our funds and committed income were sufficient to cover our foreseeable operational costs for six months 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 our partners and all those who provided financial support in 2015/16 – a list of acknowledgements is included elsewhere in this annual report.

My personal thanks also go to John Thomson for his invaluable help in preparing the end year accounts.

Peter Sweetman JP

SUPPORTING CHILDREN & FAMILIES AT HMP THE MOUNT

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 again extended our contract with NOMS (National Offender Management Service) to March 2016, and a further extension is under discussion.

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.

Under Annette Alexander’s management the tea bar is flourishing, with regular additions and improvements to the fare on offer. We have managed to sustain the earlier opening time, so that visitors don’t need to wait outside for so long, and as a side benefit the takings at the tea bar have improved. Our main concern is finding enough volunteers to maintain the service.

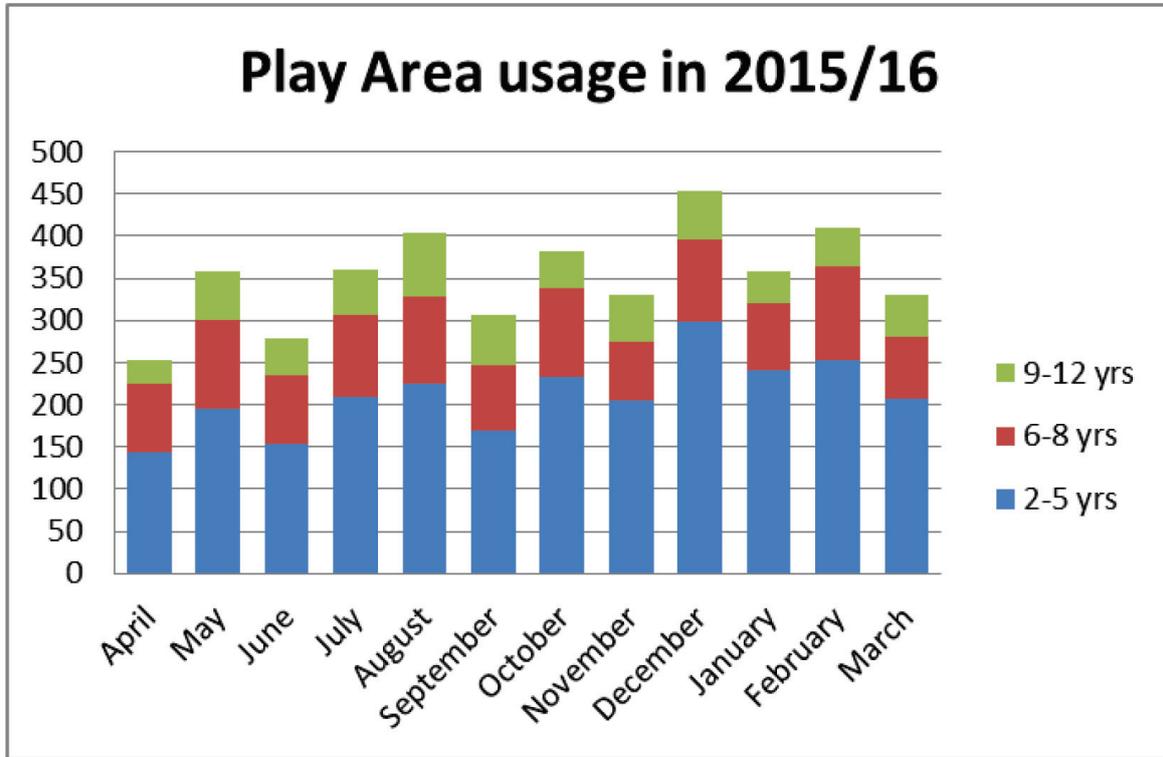


Minibus

Although there is a bus service connecting the prison with the station, the schedule has not fitted well with the end of visiting times in the past, and to avoid the extra stress of waiting a long time for a bus, HACRO organised 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 was funded partly from tea bar profits, partly from donations by passengers, with a small subsidy by the prison. Towards the end of the year we reviewed the demand for the service, and decided that in view of current bus timetables and relatively low demand, it should be discontinued for the time being.

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.



4,225 children used the service during the year – a massive increase from 2,737 in the previous year. This reflects the additional visiting sessions following the expansion of the prison.

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

STEP INSIDE

Interest in the potential of the voluntary sector inside prisons was evident by the Ministry of Justice (MoJ) commissioning a case study of volunteers working in a custodial environment. CLiNKS, a national charity that supports charities working with offenders and their families, was commissioned to coordinate the project, and HACRO was selected to take part in the project. The result is the CLiNKS report that can be accessed via the CLiNKS website on www.clinks.org. HACRO's detailed report can be accessed via the HACRO website – www.hacro.org.uk

Given our close relationship with HMP The Mount, HACRO's case study was a combined effort between the two organisations. The project became very informative and has generated some new ideas with respect to the volunteer recruitment and management process.

We sent a questionnaire to all volunteers which created interesting feedback alongside our own enquiries. Thank you to all volunteers who participated in this project.

However, progress in the Step Inside volunteer recruitment has been extremely disappointing this year. The initial enquiry rate was less this year but the level of completed applications and eventual referral compared to the number of volunteer application packs sent out is extremely worrying, i.e. 52 enquiries > 46 packs distributed > 9 completed application forms > 6 interviewed and referred.

With the increased size of the prison both the Play Area and Visitors Centre Tea Bar have extended their service to accommodate the additional visits on Wednesdays and Thursdays.

Needless to say we are in desperate need for more volunteers.

HACRO volunteers have also played an important role in the main Education delivery and induction including Business Education, Chaplaincy, Prison Visitors, and administrative support.

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.

There is a need to spread the word further about HACRO volunteering at The Mount. Anne Wyburd's efforts, in generating enquiries from local community groups from her periodic articles, are invaluable – thank you Anne. Any further suggestions for publications and opportunities for publicity would be much appreciated.

Once again our thanks go to our Step Inside interviewers – Anne Wyburd, Danny Bonwitt, and Phil Reed – who provide such an important role in HACRO's recruitment process.

I also 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 and benefit from the presence and input of HACRO volunteers.

Joanna McIntosh

BUSINESS START UP TUTORS FOR OFFENDERS

Our small band of HACRO volunteers work with the People Plus team at HMP The Mount on their Business Venture courses for men interested in exploring self-employment on release.

Over the last year we have worked with 60 men whose business ideas have ranged from an app for restaurant reviews; a historical type of Facebook; an exclusive catering business; an ambulance cleaning service and lots more such as barbering; car washing; to an ice cream shisha parlour.

The course is OCR Level 2 Certificate in Preparing for a Business Venture. Towards the end of the course the men get the chance to complete a Business Plan. They present their business idea at the beginning briefly and then present their full plan to a "Dragons Den" session, with volunteer "Dragons," at the end.

The standard of the business plans is high. The work is interesting and stimulating.

We need more volunteers; so if you are interested and have a business background, please get in touch.

Neil Ashley

CARING DADS

Caring Dads is a 17 week parenting course specifically for men about whom there have been allegations of abusive behaviour towards their families. The programme is designed to enable men to improve their fathering skills and take responsibility for their children's welfare and safety. Following domestic abuse and family breakdown fathers are often angry, feel victimised and deny, minimise, or blame others for their situation. They are often controlling in their parenting. As a result they continue to cause difficulties for their children and their children's mothers.



The main aims of the course are:

- To increase men's awareness of child-centred fathering.
- Increase men's awareness of, and responsibility for, abusive, and neglectful fathering behaviours and their impact on children.
- To rebuild trust and enable the beginning of healing of the harm caused to their children.

The majority of the referrals come from Children's Services and until last year we were oversubscribed by up to 100%. However, we have seen a significant drop in numbers of referrals and some courses have been postponed because the numbers were not viable. There seem to be several reasons for this: there is a high turnover of staff in Children's Services and departmental reorganisation means that knowledge about the programme is lost; new parenting courses for men are now being offered which are probably taking some of the referrals that might otherwise have come to Caring Dads. As they are shorter and don't require the father to admit domestic abuse, they are less challenging and so easier to persuade men to attend.

In order to address this issue a number of promotional activities have been undertaken to raise the profile and understanding of what is on offer, such as holding information stands at domestic violence fora, giving talks to newly qualified social workers and ensuring that course details are entered on the Parenting Directory as early as possible.

This calendar year has seen a change to the management of the Caring Dads programme. Joanna McIntosh has taken over the administrative role and Jackie Toofail has recently been appointed to manage the programme. Jackie is an experienced programme manager from BeNCH and she will undertake the professional leadership role. These changes mean that the processes are more appropriate to the needs of the programme. All planned courses are fully funded to the end of the current financial year.

Valerie Beale JP

LEAVING PRISON BEHIND

The programme continued to operate successfully into its fifth year in 2015/2016.

The strength and support of the programme is based on a close and co- operative working relationship with our Referral Agencies and our Project Partners.

This is the last year in which the programme can rely on funding from Hertfordshire Constabulary and BeNCH and our great challenge as we move forward into 2017 is to secure ongoing funding for the project with the introduction of a business model based on allocating payable project days to our Referral Agencies.

The programmes emphasis centres around group mentoring and work activities under the supervision of Tony Franklin and IOM Officers and covers educational and training needs, often leading to a City & Guilds Award in Horticulture. We hope that we will be able to extend this concept into a woodwork and furniture restoration programme shortly.

We have had excellent support from our Project Partners this year and they continue to work with us in seeking ways in which we can expand the activities to a greater number of days per week (currently three days per week).

In line with HACRO's vision and mission statement, Leaving Prison Behind looks to engage with some of the most difficult to engage with offenders.

The evaluation statistics compiled by Herts Police continue to give encouragement to the ongoing success of the project.

Figures from 2011 to 2015 showed a 28.4% reduction in re-offending amongst the PPO's (Persistent Prolific Offenders) with whom the project engages.



In 2016, the evaluation reports showed that a further 22 PPOs, who have engaged with the HACRO project and are included in the 2015/16 IOM cohort, have committed no known offences in the April 2015 – March 2016 period.

Our principal partners this year have included:

Digswell Nurseries, Welwyn

- Where the project attendees can build garden furniture and festival celebration items for Halloween and Christmas which are for sale in the Nursery. This work takes place in the poly tunnel workshop that the Learners built themselves. Basic garden maintenance work is undertaken throughout the site on a year round basis.



Emmaus, St. Albans

- We are involved in a range of activities, which included the construction of a new poly tunnel to enable the residents to grow their own vegetables.

- Helping to repair and replace a leaking roof in the charity goods storage area.

- Repairing roads and driveways, including potholes on and around the site.

- Painting and decorating walls and doors as required in the main building and the Housing areas.



Hemel Stags Rugby Club, Hemel Hempstead-

- The new turnstile entry building work was completed to an excellent standard.

- An extensive building project in the creation of a large decking area surrounding the clubhouse was completed on time and under budget and we received a very complimentary letter from the Club Chairman as a result!



Comments from the course attendees on the project evaluation forms show how enthusiastically the project is embraced and include:

... It is great to be able to learn how to use garden power tools properly...

... The project keeps me out of trouble and gives me something to get up and do...

... I really enjoy the fact that we get lunch when we are at the projects....

With further requests from other organisations around Hertfordshire who would like to be involved in the project work, HACRO will continue to support and develop the Leaving Prison Behind project for the future and are actively seeking new funding routes to enable this to happen.

Stephen Charge

SMALL GRANTS

Although fewer in number than last year, small grant requests have continued at a pace. This year we received 19 requests and paid out 16 actual grants.

HACRO is increasingly open to different types of requests as long as we feel confident that the ex-offender's rehabilitation will effectively progress as a result. Searching questions are asked of the requestor.

Besides the regular requests for clothing, furniture (mainly beds), white goods and household items, this year grants were approved for forms of ID, CSCS card related requirements (enabling someone to work on a building site), a driving practical test, gas and rent arrears, and the first 2 weeks rent at a hostel.

A total of £1,332 was paid out from the 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. A further £60 was paid from the obsolete and dwindling housing support budget.

A small grant eventually not needed was due to the generosity of Colin Smith who provided for free the barista training requested for one offender. So thank you Colin – that was one small grant saved for a future request. Colin also provides free barista training to prisoners working in the cafés at HMP Bedford and HMPTThe Mount.

The generosity of Penny Williams who, for over ten years, has donated her magistracy expenses (with the added gain of gift aid) has effectively maintained the Sam Clarke fund. But this will end next year as a result of her retirement from the bench. We very much appreciate the extremely significant financial support Penny has provided HACRO's small grants scheme.

With this ending we will be unable to maintain the Sam Clark Fund. All we can do is ask any other Hertfordshire magistrate who does not currently claim their expenses to consider doing so and, similarly, donate them to HACRO along with gift aid where relevant.

An annual allocation to the general fund small grants budget – usually in the region of £1000 – is expected to continue. This is enabled through members' subscriptions and the support of Hertfordshire magistrates generating donations via their Magistrates in the Community talks and other similar talks. Thanks go to Peter Spencer and Gladys Cummings, who have generated further interest this year through their new 'Family Court' presentation and to all participating magistrates; Nick Crispin; and to donor organisations.

Thank you all for your continuing interest and support.

Joanna McIntosh

HACRO TRADING LIMITED (HTL)

HTL was set up in 2013 as **HACRO's trading arm**, to facilitate the SLA at HMP The Mount running till 31-Dec-2016 to provide accredited barista training in the prison's visits hall. Profits from the operation are shared 50-50 with our commercial partner, Cibo Food & Drink Ltd. HACRO has used its share of the proceeds to fund capital investment to start the scheme at The Mount; and then in August 2015 to extend it to HMP Bedford.

Our principal activity is running the accredited barista training scheme through coffee bars in the Visits Halls of HMP The Mount and HMP Bedford. As mentioned above, in the last year 23 men have graduated on this scheme, which is accredited by the Speciality Coffee Association of Europe, a recognised trade body. We deliver this in partnership with Cibo Food & Drink Ltd a local joint venture company. Thanks to Colin Smith who delivers the training and to Ian Wood who provides the food and coffee bar management. You can taste the delights of their menu at our AGM & Conference!

Coffee shops are a vibrant part of the retail scene. Our graduates get a relevant vocational qualification at NVQ 2 level in terms of the theory but at NVQ 1 in terms of the practical hours worked because of the limitations of working only during visiting hours. Nevertheless they emerge with enhanced prospects of employment.

The scheme costs the prisons nothing. It is self-funded from the proceeds of the visits hall coffee bars in both establishments. HACRO Trading has donated the coffee machines and some other equipment to the prisons.

We very much hope to continue The Mount Service Level Agreement when it comes up for renewal at the end of the year.

As this is a self-funding business model, we are very interested in exploring other ways to leverage the vocational training of offenders in the community into other areas of service delivery in partnership with both the public, private and voluntary sectors. We would like to hear from local organisations who would like to discuss these opportunities.

Neil Ashley

GIVING TO HACRO

Please remember our work in your will

Our small army of volunteers and our dedicated Trustees ensure that every penny we receive is spent effectively in supporting offenders to reform, via training, education and support. We know our work is effective and is recognised as such by the police and probation service.

However, as a charity, we rely on voluntary income to sustain and develop our programmes.

One important way you can support our work is by remembering HACRO in your will. Your legacy will go directly to supporting the work we do with offenders over the next 40 years.

We will be distributing more information about this at our AGM & Conference. To help you when instructing your solicitor or will-writer, we have developed some free resources you can download from our website or receive by post. They contain some suggested wordings you can use in your will to support HACRO.

We will very much appreciate support from legacies.

TheGivingMachine

This year we would like to make a special request to our supporters.

Just by shopping online you can help your favourite charity by joining TheGivingMachine. It costs you nothing! Visit www.thegivingmachine.co.uk and click on Join Now. You will be asked to select a beneficiary charity. No prizes for guessing that we would like you to select HACRO – but you can select several charities and apportion your donations accordingly.

After registration every purchase you make then raises a small donation for your chosen causes at no extra cost to you.

Neil Ashley

ACCOUNTS

HACRO CIO Accounts for year to 31 March 2016 Balance Sheet

	<u>2016</u>
CURRENT ASSETS	
Cash at bank: Lloyds	46,103
COIF	9,999
Debtors	0
Cash in hand	20
	<hr/> 56,122
CURRENT LIABILITIES	
Creditors	0
Total Assets less Liabilities	<hr/> 56,122 <hr/>
INCOME FUNDS	
Unrestricted	8,652
Restricted	(27,274)
Transferred from HACRO	74,744
Total Funds	<hr/> 56,122 <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: 21st June 2016

HACRO CIO
Accounts for the period to 31 March 2016
Statement of Financial Activities

	<u>Restricted</u> <u>Funds</u>	<u>Unrestricted</u> <u>Funds</u>	<u>Total</u> <u>2016</u>
INCOME			
Donations		280	280
Subscriptions		320	320
Tax refund		0	0
Management fee		12,006	12,006
HACRO Trading		1,000	1,000
Activities in the furtherance of HACRO objectives:			
Project work	(6,059)		(6,059)
Small grants			0
Others			
AGM		0	0
Bank interest		0	0
Total income	(6,059)	13,606	<u>7,547</u>
EXPENDITURE			
Cost of activities in furtherance of HACRO objectives	(21,215)		(21,215)
Fundraising		0	0
Families in Focus			
Project Worker		(4,562)	(4,562)
Management and administration			
Donations and subscriptions paid		(20)	(20)
Small grants		541	541
AGM		0	0
Web site		(72)	(72)
Management		(841)	(841)
Total expenditure	(21,215)	(4,954)	<u>(26,169)</u>
Net movement	(27,274)	8,652	(18,622)
Funds at 1 April 2015	0	0	0
Transfer from HACRO	66,343	8,401	74,744
Funds at 31 March 2016	<u>39,069</u>	<u>17,053</u>	<u>56,122</u>

HACRO CIO
Accounts for year to 31 March 2016
Notes to the accounts

Analysis of funds

	<u>From HACRO</u>	<u>Income</u>	<u>Expenditure</u>	<u>Transfer</u>	<u>To/From Unrestricted</u>	<u>Balance 31-03-16</u>
Restricted funds						
Operations - The Mount	10,732	(86)	(7,774)			2,872
Sam Clarke	2,227	132	(740)			1,619
Caring Dads	31,498	(533)	(3,013)			27,952
Leaving Prison Behind	20,848	(5,572)	(9,688)			5,588
CAB - The Mount	741					741
Acc Off - Watford	297					297
	<u>66,343</u>	<u>(6,059)</u>	<u>(21,215)</u>	<u>0</u>	<u>0</u>	<u>39,069</u>
Unrestricted funds						
	8,401	13,606	(4,954)			17,053
Total funds	<u>74,744</u>	<u>7,547</u>	<u>(26,169)</u>	<u>0</u>	<u>0</u>	<u>56,122</u>

HACRO

REPORT OF THE INDEPENDENT EXAMINER TO THE TRUSTEES

I report on the accounts of HACRO (charity number 1163064) for the year ended 31 March 2016 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: 21st June 2016

JS Thomson
St Albans

HACRO COMBINED
Accounts for year to 31 March 2016
Balance Sheet

	2016	2015
CURRENT ASSETS		
Cash at bank: Lloyds	46,103	23,539
COIF	9,999	19,999
Debtors	0	0
Cash in hand	20	20
	<u>56,122</u>	<u>43,558</u>
CURRENT LIABILITIES		
Creditors	0	0
Total Assets less Liabilities	<u>56,122</u>	<u>43,558</u>
INCOME FUNDS		
Unrestricted	17,053	7,294
Restricted	39,069	36,264
Transferred to HACRO CIO		0
Total Funds	<u>56,122</u>	<u>43,558</u>

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: 21st June 2016

HACRO COMBINED
Accounts for year to 31 March 2016
Statement of Financial Activities

	Restricted Funds	Unrestricted Funds	Total 2016	2015
INCOME				
Donations		4,098	4,098	4,047
Subscriptions		1,480	1,480	926
Tax refund		1,153	1,153	540
Management fee		12,006	12,006	1,926
HACRO Trading		4,000	4,000	0
Activities in the furtherance of HACRO objectives:				
Project work	70,922		70,922	72,007
Small grants			0	0
Others				
AGM		590	590	780
Bank interest		77	77	85
Total income	<u>70,922</u>	<u>23,404</u>	<u>94,326</u>	<u>80,311</u>
EXPENDITURE				
Cost of activities in furtherance of HACRO objectives	(68,117)		(68,117)	(74,280)
Fundraising		0	0	(575)
Families in Focus Project Worker		(9,125)	(9,125)	(9,158)
Management and administration				
Donations and subscriptions paid		(20)	(20)	(245)
Small grants		630	630	(1,754)
AGM		(916)	(916)	(900)
Web site		(1,722)	(1,722)	0
Management		(2,493)	(2,493)	(2,341)
Total expenditure	<u>(68,117)</u>	<u>(13,646)</u>	<u>(81,762)</u>	<u>(89,253)</u>
Net movement	2,805	9,759	12,564	(8,942)
Funds at 1 April 2015	36,264	7,294	43,558	52,500
Funds at 31 March 2016	<u>39,069</u>	<u>17,053</u>	<u>56,122</u>	<u>43,558</u>

HACRO COMBINED
Accounts for year to 31 March 2016
Notes to the accounts

Analysis of funds

	Balance				To/From	Balance
	01-04-15	Income	Expenditure	Transfer	Unrestricted	31-03-16
Restricted funds						
Operations - The Mount	11,363	3,915	(12,406)			2,872
Sam Clarke	2,731	650	(1,762)			1,619
Caring Dads	9,694	31,929	(13,671)			27,952
Leaving Prison Behind	11,438	34,428	(40,278)			5,588
CAB - The Mount	741					741
Acc Off - Watford	297					297
	<hr/> 36,264	70,922	(68,117)	0	0	<hr/> 39,069
Unrestricted funds	7,294	23,404	(13,646)			17,053
Total funds	<hr/> 43,558	94,327	(81,763)	0	0	<hr/> 56,122

ACKNOWLEDGEMENTS

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

BeNCH CRC (Small grants, Caring Dads and Office accommodation)

Community Action Dacorum (Volunteer recruitment, Minibus)

CDA Herts (Play Area and payroll services)

CIBO Food and Drink Ltd (barista training, payroll services)

CLINKS (volunteer case study, fund raising advice)

CRI/SOVA (Payroll services)

Dacorum Volunteer Centre (Volunteer recruitment)

Digswell Nurseries (Leaving Prison Behind)

Emmaus St Albans (Leaving Prison Behind)

Hemel Stags Rugby League Club (Leaving Prison Behind)

Hertfordshire Constabulary (Leaving Prison Behind, Small grants and AGM facilities)

Hertfordshire County Council (Caring Dads)

Hertfordshire Fire and Rescue Service (Meeting facilities)

Hertsmere Volunteer Centre (Volunteer recruitment)

HMP The Mount (Visitors Centre, Play Area, meeting facilities)

National Probation Service (Office accommodation)

St Albans CVS (Volunteer recruitment)

We also thank the following organisations and individuals for their generous financial support last year and /or for having a display stand at our last AGM (marked with *):

Amicus Group

Anonymous donors

BeNCH CRC*

Bishopstone WI

Colne Mill Women's Club

CRI/SOVA*

Dacorum Borough Council

Friends of The Mount Prison*

Hazelmeade Croxley Green Club

Heath Hill Women's Club

Hertfordshire Community Fund

Hertfordshire Constabulary

Highwood Women's Club

HMP Bedford*

HMP The Mount*

Living Room*

Longwich Evening WI

Nicholas Crispin

RAF Association

Richard Walduck

Royal British Legion, North Bushey Womens' Section

Sodexo Justice Services

Stanborough Senior Citizens' Club

Susan Thomas

St Albans Council

The Charles Hayward Foundation

The Giving Machine (on behalf of online shopping organisations)

The Targeted Parenting Fund (Hertfordshire County Council)

The Prince's Trust*

The Westminster Drugs Project"

Townswomens' Guild

Ver-Colne Valley U3A

Watford Heart Support Club

OUR TEAM

President

Yasmin Batliwala JP

Vice Presidents

Gill Gray JP

Lindsey McLeod

Sue Tomson

Penny Williams JP

Anne Wyburd MBE JP

Chair

Neil Ashley

Treasurer

Peter Sweetman JP

Project Support & Development Worker

Joanna McIntosh

Trustees (in addition to the Chair and Treasurer who are also Trustees)

Val Beale JP

Carol Beeden

Stephen Charge

Ken Gilhespie

Peter Spencer JP

Invited Members of our Committee

Mick Ball (Hertfordshire Constabulary)

Joanne Hudson (HMP The Mount)

Independent Examiner

John Thomson

Printed by

LINNEYquadrant



Linney Quadrant, Riverside House, Dicker Mill, Hertford, Hertfordshire, SG13 7AE, UK
+44 (0)1992 587373 linneyquadrant@linney.com www.linney.com/quadrant