

ANNUAL REPORT

2016-17



Website: www.hacro.org.uk
Address: 62-72 Victoria Street, St Albans, Herts, AL1 3XH
E-Mail: hacro.office@zen.co.uk
Tel: 01727 854727

HACRO
For the Care and Resettlement of Offenders

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.

CONTENTS

PAGE 4
PRESIDENT'S REPORT

PAGE 5
CHAIR'S REPORT

PAGE 6-7
TREASURER'S REPORT

PAGE 8
SUPPORTING FAMILIES

PAGE 11
SUPPORTING EMPLOYMENT

PAGE 13
EVENTS & AWARENESS BUILDING

PAGE 14
OUR SUPPORTERS

PAGE 15
THE HACRO TEAM

PAGE 16
FORMAL ACCOUNTS

**HACRO ACTIVITY IN NUMBERS FOR 2016 -17
(OR HALF YEAR WHERE SHOWN)**

25,000 Visitors to HMP The Mount
Many used the Visitors' Centre where HACRO volunteers work

1,226 Website page views per month
(Jan-Jun 2017)

58 Business Venture clients helped by our volunteers at The Mount

25 Leaving Prison Behind clients

29 Baristas were trained at HMP The Mount and HMP Bedford

841 Facebook Posts reach per month
(Jan - Jun 2017)

4,898 Children used the Play Area in the Visits Hall at HMP the Mount run with CDA Herts

27 Dads attended the required minimum 15 sessions on Caring Dads courses

19 Project Strive clients
(Jan-Jun 2017)

PRESIDENT'S REPORT

Thanks to the efforts of a great many people, HACRO continues to go from strength to strength. Our Committee has pooled their shared expertise and worked tirelessly to optimize every facet of HACRO's role.

The annual report provides an overview of progress on each of our projects outlined on pages 8,9,10,11 and 12. The projects are often extraordinarily complicated, involving major construction, liaison and dialogue with multiple community groups, and umpteen negotiations to continue, while delivering a service we can properly afford.

One of latest areas of focus has been the updating and development of our website, which has required extensive modernization. The result is a more interactive, user-friendly and fully functional platform which will raise our profile with users of our services, and prospective funders. We already have over a 1,000 visits to our site each month. Please visit our website on www.hacro.org.uk and let us know what you think!

In March I enjoyed the singular honour of presenting the Achievement Awards 2017, a first for HACRO. It was a privilege to meet the award winners after having read about the challenges they have encountered and, the supreme efforts they made to turn their lives around. See page 13. Everyone nominated, regardless of whether they are formally awarded, illustrates an aspect of the epic journey made by many ex-offenders users to address their issues.

Although it is always important to give an overview of the year, what I have always found so powerfully persuasive is direct feedback from users of our services to highlight the impact of HACRO's work. This feedback has the effect of binding all the members of the team together, reminding all so forcefully, of our different roles and the overriding purpose to which we aspire. We have included comments and observations by the users of our services throughout this report.

On a different note, since our last AGM, we have had a General Election with much ensuing turmoil. The Government brought out a Prisons and Courts Bill which outlined a much-needed overhaul and comprehensive restructure of the Courts and the Prison Service. Unfortunately, it was withdrawn and we now have a Court's Bill to look forward to in its place. The focus of

change concerns making prisons places of safety and reform, and while the rhetoric is encouraging there is little or no mention how this will be resourced. Similarly, the long-awaited Government's Drug Strategy has now been released and yet again, there is no mention of how this will be funded.

We face daunting challenges going into the future. Now, more than ever, we need to plan wisely for the years ahead - establishing a secure financial future while, most importantly, ensuring quality and innovation. The characteristic of HACRO that inspires me most with confidence in meeting our aims, is our diversity, as represented by all the members of our team, and the overwhelming generosity of time, spirit and enthusiasm that everyone gives so liberally.

Thank you to everyone involved for another very successful year.



Yasmin Batliwala,
President

CHAIR'S REPORT

HACRO has been adapting to changes and partnerships which are signs of the times. We are now part of Hertfordshire County Council's 27 partner consortium, Building Better Opportunities (BBO), actively engaged in the Support and Transition Routes into Volunteering and Employment (STRIVE) sector of the project, which has enabled us to fund a full time mentor.

Our long association with HMP The Mount, going back to when it opened, has changed too. We will become the Tier 2 supplier and partner to Prison Advice and Care Trust (PACT), the new Prime Contractor providing Family Services at the prison. And we are one of 10 charities participating in the Hertfordshire Community Foundation's Building Effectiveness initiative, sponsored by the High Sheriff. Our website now regularly attracts over 1,000 page views a month; and our Facebook pages reach around 800 people a month, ten times the number we welcome to our annual conference!

In May we held the HACRO Achievement Awards, recognising the incredibly hard journeys made by our winners outside prison from chaotic lives to productive ones; our winners inside HMP The Mount for their vitally important peer support work; and our volunteers and partners for their selfless dedication. We have already attracted sponsorship for next year and hope this will become an annual event.

We also featured twice in the High Sheriff's Awards this year, being commended for our Partnership work with HMP The Mount, Cibo Food & Drink Ltd and CDA Herts for our Coffee Bar and Play Area in the Visits Hall in HMP The Mount; and with Emmaus St Albans and Groundwork (East), for our peer mentored practical horticulture project work. Partnerships are the way forward for HACRO and we are totally committed to strengthening and building them across the public, private and voluntary sectors.

We owe a great debt of thanks to our volunteers, partners, donors, supporters, staff and trustees, without whom we could not deliver. But in the end we are nothing but the people we try to help; and in this Annual Report we have tried to let their voices¹ speak for what we do.



Neil Ashley,
Chair

¹For confidentiality reasons the names of our service users have been changed.

TREASURER'S REPORT

We were again very grateful to Hertfordshire Constabulary for their further support of our "Leaving Prison Behind" project. I reported last year that due to financial and other constraints on them we could not expect this level of financial support to continue, and I am glad to report that we were able to find new funding as part of the Building Better Opportunities STRIVE project, which is jointly funded by the European Social Fund and The Big Lottery. The funding will run to July 2019. We are also grateful to Synergy Financial and Cllr. Mills-Bishop for support that enabled us to 'bridge the gap' whilst we got the new arrangements in place.

Once again, Val Beale managed to bid for sufficient funding to support Caring Dads for the year, and we had enough funding in reserve to support the programme through 2017. Our thanks to the Christopher Laing Foundation and to the Woodward Charitable Trust, who have supported this service.

The Cool Bean Coffee Bar at HMP The Mount continued to do well, in particular thanks to the recent expansion of the prison. Our venture at HMP Bedford did not come up to expectations because of differences in the structure and geography of the prison. As a result, there was no grant from HACRO Trading Ltd – but the difficulties are now resolved, so we expect that income stream to resume in 2017.

The Visitors' Centre tea bar continued to contribute well to its running costs. The current contract at HMP The Mount expires in October 2017, and at the time of writing it has just been announced that a new contract has been awarded to the charity PACT – HACRO and CDA will continue to provide services under the new arrangements.

Overall funds were lower by £6,000 than the previous year – a normal variation, as the timing of grants and expenditure do not exactly match our financial year. The chart shows how our income and spend have grown each year, whilst our end-year funds have remained pretty stable.

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.

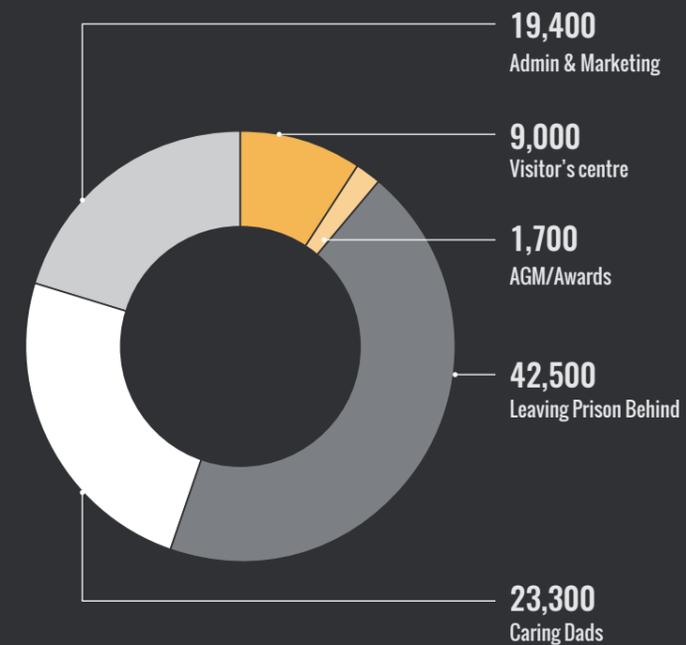
Our thanks to our partners and all those who provided financial support in 2016/17 – a list of acknowledgements is included elsewhere in this annual report.

My personal thanks also go to John Thomson for his invaluable help in preparing the end year accounts; and to Andrew Bayram for his help in getting the reporting arrangements for Project STRIVE off the ground.

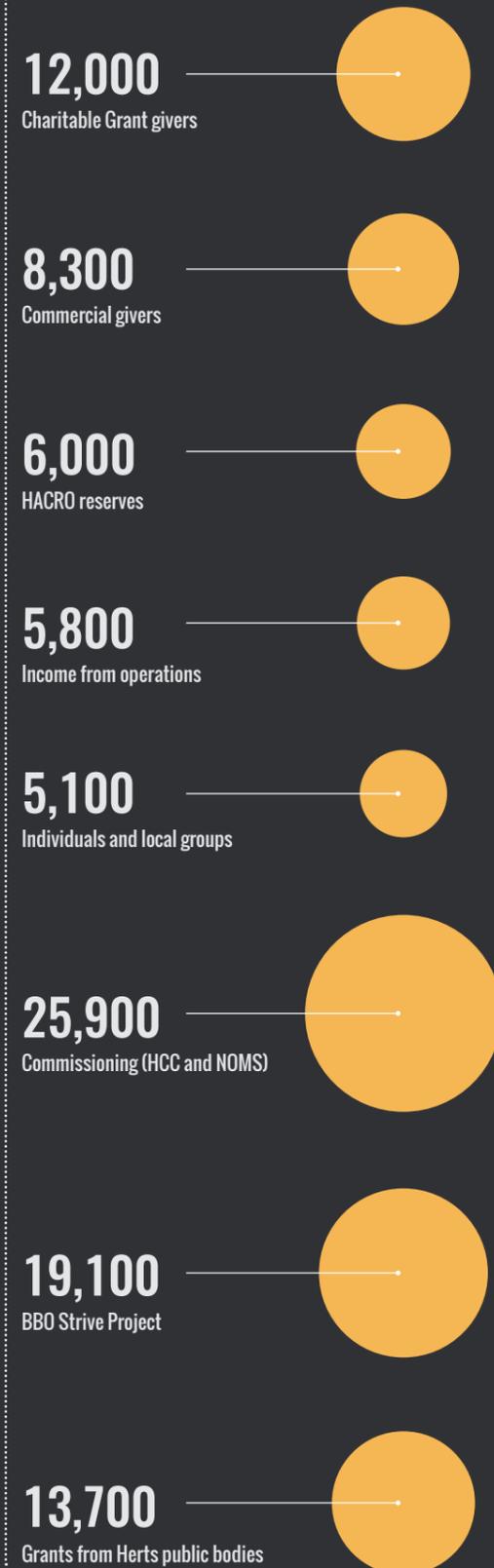


Peter Sweetman JP,
Treasurer

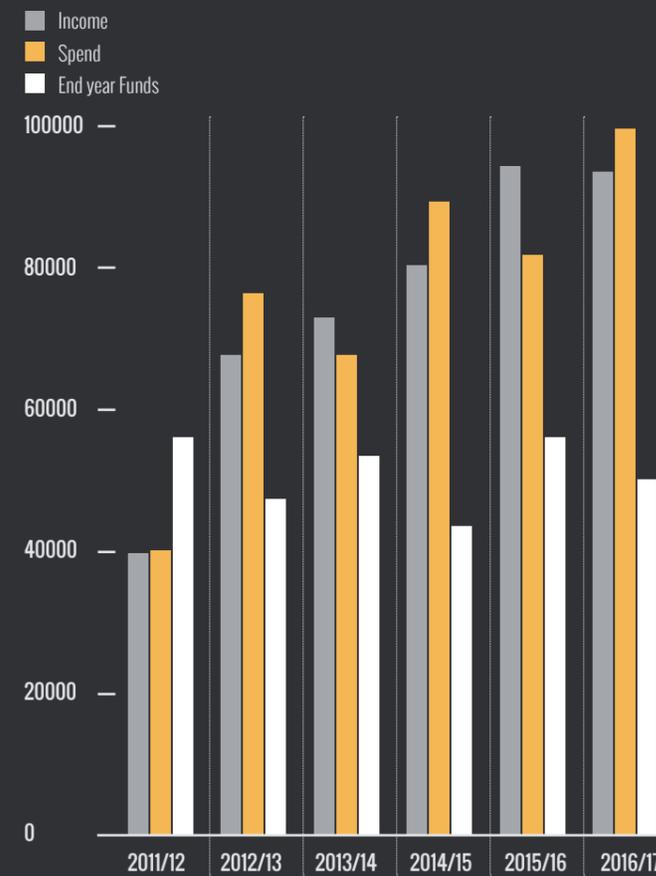
WHAT WE SPENT IT ON



WHERE THE MONEY CAME FROM



INCOME, SPEND AND END-YEAR FUNDS



SUPPORTING FAMILIES

Children & Families at HMP The Mount

Supporting Family Visits is a vital part of what HACRO does. It is well established that maintaining family links while in prison is key to prisoners' rehabilitation on release. At HMP The Mount our tea bar and children's play area in the Visitors' Centre are geared towards providing a warm welcome and listening ear to families who have often travelled long distances. Similarly, our play area in the Visits Hall provides a safe and supervised play environment during a family visit.

Visitors' Centre

This is where visitors check in, and wait until their visit can start. As the picture shows, the Visitors' Centre looks a bit forbidding (we can't show people in it for privacy reasons) – but the people who use it tell us that having a tea bar, with volunteers to look after them is a great help. 98% of those who commented in our recent survey praised the service. 65% were happy with the quality of food and drink. Most suggestions for change asked for cover of more visiting sessions or a wider selection of food, both of which we will be working on in the coming year.

Last year Annette moved on to run the Cool Bean Café in the Visits Halls, and her daughter Cat kindly held the fort for us while we recruited a permanent replacement. Heather joined as tea bar supervisor, and is now fully up to speed.

The whole operation depends on our volunteers and here is what one says about their experience:



I first saw the advert asking for volunteers in the Chipperfield News. I was looking for a voluntary job to run alongside my paid job and this appealed to me. The process of getting me vetted was long winded and I felt a bit overboard to be manning a tea shop outside the prison. I stuck with it because I really wanted the job, but I can understand why people don't bother seeing the process through. Since I started I've really enjoyed being there. The staff and visitors are lovely and always grateful that you're there. I only planned on doing a couple of days a month, but seem to be there most weeks.



Visits Hall Play Area

This area is for children to play when their parents need to talk privately. Qualified play supervisors are provided by CDA Herts, and HACRO recruits volunteers to work alongside them.

The number of children using the service continued to grow over the year, as we were able to put on more sessions than last year.

In our latest Visitor Survey, 80% of the visitors who commented said the Play Area was good or very good. There were some suggestions for improvement to the selection of toys, and requests that the Play Area be available at all visit sessions.

Family Services Commissioning Contract

The current contract for Visitor's services at the Mount ends in October 2017, and last year we started work on a bid for renewal. The new contract requires more input from specialists in family support, and an increase in the number of sessions to be covered, and we approached two charities specialising in family support. By the time of writing it had been announced that the new contract will go to one of these, Prison Advisory and Care Trust (PACT). HACRO will now act as subcontractor to PACT, covering an extended version of the work we have been doing in the past. We look forward to developing a fruitful partnership with PACT.

Caring Dads

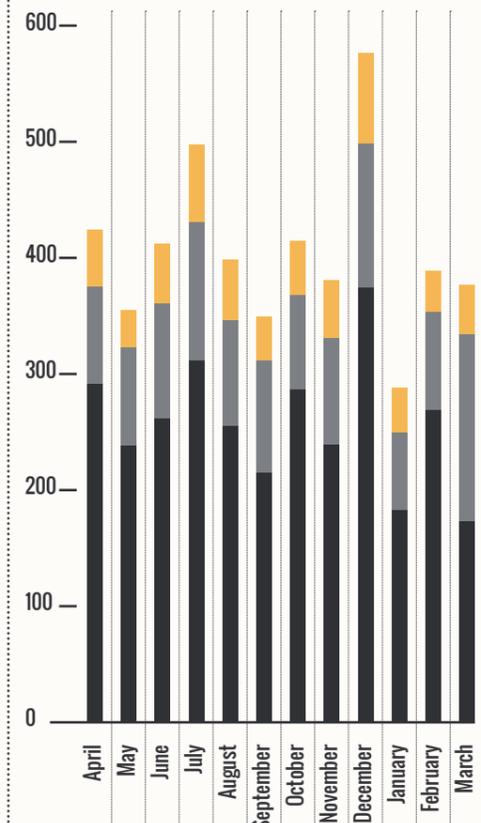
Caring Dads is a parenting programme for men against whom there have been allegations of domestic abuse. We normally aim to offer 4-6 courses each year and in 2016/17 we ran 6 courses. Referrals come mainly from Children's Services and recent courses have had a high level of demand. Our programme for the year 2017/18 is fully funded, following successful applications to grant giving Trusts. For several years we have received funding from Hertfordshire County Council's Targeted Parenting Fund. For the last two years this was increased to 2.5 courses per year, but for next year it will revert to 2 courses.

In the last year we lost two of our long-standing Group Facilitators. We need to train new ones. The only available training course was in Leeds and the cost of sending a number of trainees on a week-long course would have been prohibitive. We therefore took the decision to send our new Professional Lead, Jackie Toofail, on the course with the expectation that she and one of our trained and experienced Facilitators would develop an in-house course to enable us to train enough people with relevant experience to enable us to offer a full programme of courses in the future.

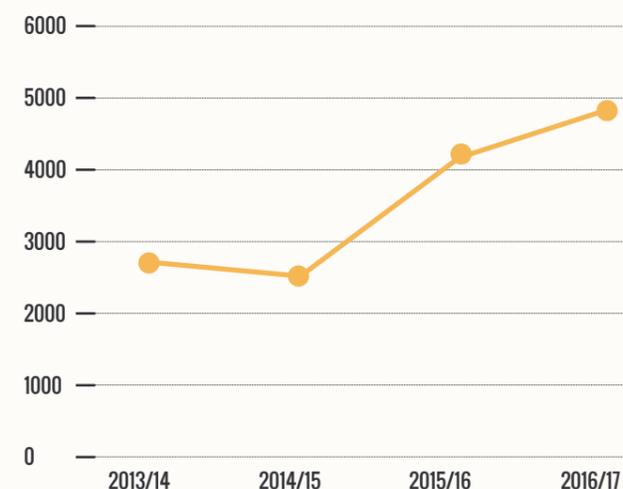
This "trainer training" is scheduled for September/October 2017 and we have a good number of potential trainees wishing to undertake the course.

PLAY AREA USAGE IN 2016 / 2017

- 9 - 12 yrs
- 6 - 8 yrs
- 2 - 5 yrs



PLAY AREA VISITORS 2013 TO 2017



The High Sheriff for 2016/17, Stelio Stefanou, asked to visit one of our courses before the end of his year in office. Following his visit he said,

"Breaking the cycle of domestic abuse was the main theme for my year as High Sheriff. I was delighted to visit the Caring Dads Programme, meet the dads and Group Facilitators and sit in during part of a group session. I was heartened by the dads' reports of the positive changes they had made to their relationships and communications with their children and to other areas of their lives. The Group Facilitators had clearly created a positive and non-stigmatising group environment, enabling the dads to take responsibility for their behaviours, recognise their strengths and bring about behaviour change that would improve the life-chances of their children."

The last word goes to one Dad who said,

"Ultimately this will help you be a better father to your children. They are worth it!"

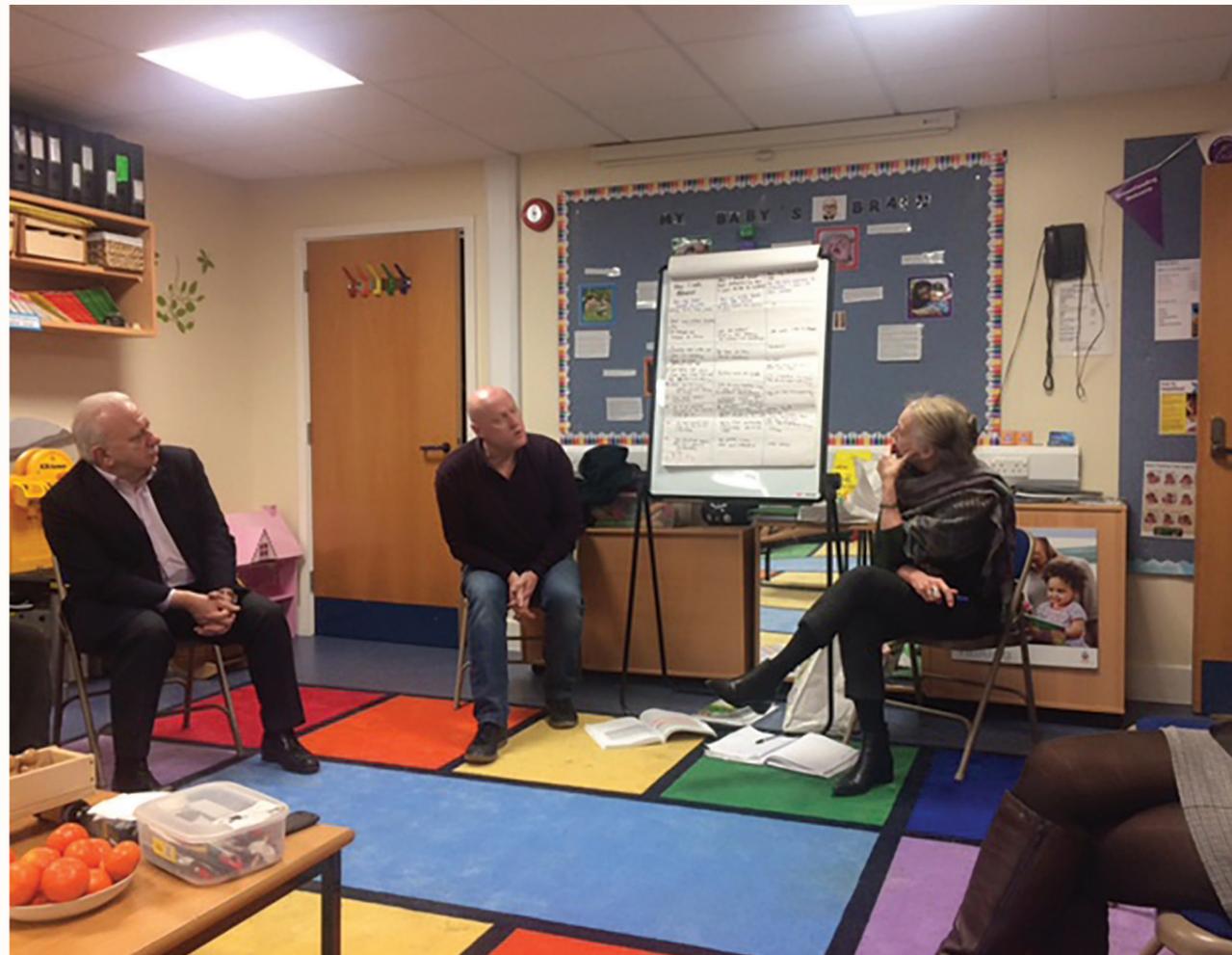
HACRO Small Grants

Thanks to a Legacy from our founder Sam Clarke and generous donations, HACRO is able to make small grants to people who have nowhere else to turn.

Typically HACRO gets referrals to this scheme from BeNCH CRC and Hertfordshire Constabulary. Here is what a big impact a small helping hand can have on someone's life in their time of need:

- Grant Recipient Larry – Larry successfully finished his licence period in May 2017. Through HACRO's grant of £43, Larry successfully applied for his provisional driving licence. This enabled him to be able to get a Moped and then be able to get work.
- Grant Recipient Mike – In January Mike was able to buy a winter coat with the £50 grant received from HACRO. Mike said this really helped him out in his time of need during the winter months. He was of no fixed abode and outside most of the time. The coat gave him some much needed warmth. In following up on Mike's progress we can now report that he is working at the moment and asked for his thanks to be passed once again for the help from HACRO.

Right- Stelio Stefanou, High Sheriff of Hertfordshire 2016-17, visits a Caring Dads meeting.



SUPPORTING EMPLOYMENT

One of the main factors enabling ex-offenders to not reoffend is having a job and much of HACRO's focus is on employability. Many of the people we work with lack qualifications and have not maintained a consistent work record. In addition they face the disadvantage of having a criminal record which leads employers to reject them even if they might otherwise be suitable for the job.

Business Venture at HMP The Mount

Pie Shops, Charity websites, Environmental Waste Programmes, Exclusive Car Hire, Building Surveyors, Electricians, Plumbers, Nutritional Programmes, Gyms, Toy and Craft Shops, Ancestry websites, T- shirt designers and manufacturers, Travel websites, Restaurants, Educational website Teaching programmes and many, many more.....These are just a selection of the entrepreneurial and inventive business ideas that as a HACRO Business Tutor Volunteer at HMP The Mount, one is likely to come across.

We look to support the People Plus Tutors who are employed at The Mount by a weekly review of course members' ideas as well as conducting website and library research for these interesting and varied business plans as the course attendees do not have access to these research facilities whilst they are in custody.

Wendy Sherlock, Course Co-ordinator at HMP The Mount, says,

"The Business Venture course is designed for learners who have a potential business idea and want to explore the viability and all aspects of start-up. Over three years we have had a huge range of ideas from the small self-employed craftsman, chicken farming in Albania to potentially large technology and software enterprises and an algorithm business for share investment. The course runs for 5 mornings for 8 weeks. The business theory covers everything that would be needed to start up and compile a comprehensive plan. To make the experience more realistic for the learners, we have volunteer mentors come in from HACRO, who not only provide support in discussing the ideas and making suggestions but actually undertake research on behalf of the learners. This could be costs for fitting out a restaurant or the competitors in a particular area. This is invaluable, as it makes the work they are doing, a realistic exercise. At the start of the course, the men present their idea to the rest of the class at its basic level and at the end they do a full business plan presentation in Dragons Den style to the mentors. In spite of being nervous, they all participate and we have had some wonderful ideas presented. The experience gives them confidence in themselves and their ideas and a potential avenue for them to work towards for when they are released."

And here's a comment from one of the Business Venture course members,

"I have just finished the Business Venture course. I was assisted by the volunteers and believe they were extremely helpful. They did research on my business idea which is car rental for under 25s and provided me with lots of figures and data that I would have had no other means of accessing. They also gave me ideas which, without them, would not have occurred to me. Many thanks for their support, I feel my business plan is viable now"

Barista Training at HMP the Mount

"Two cappuccinos and a latte, please"... "Mine's a flat white"... "Just an Americano, please, no milk". Snatches of conversation you can overhear every day in a Starbucks, or a Costa, but in a prison??

Well, yes, actually, these are conversations going on in every visits session at HMP The Mount. Thanks to our "Cool Bean Café" run in the Visits Hall of the prison, named and manned by the men themselves who gain an accredited barista qualification while doing so, visitors have been enjoying High Street style coffee shop quality (at much lower prices) served by baristas who really know what they're talking about. They can tell you about the rich blend of arabica and robusta beans, how they're roasted to perfection, and that's before being able to tell you about the care and maintenance of their precious coffee machine.

The barista qualification is accredited by the Speciality Coffee Association of Europe, a well-respected trade body. The training is delivered by a past president of the association no less, who fits in training sessions at the prison between his trade visits to Guatemala, Sumatra, and other exotic coffee growing regions.

The nature of the system means we can't really keep track of our alumni. But we do know that one works as a barista in a coffee shop in London. And we do know that being in employment greatly reduces re-offending.

What do the men think? Here's what one says, in his own words:

"I have been working in the visitor's café in The Mount for a couple of months now. It has been a fun and valuable experience. Working behind the counter and interacting with the public, really allows me to escape the reality of prison for a couple of hours..."

In 2016-17 we trained 29 baristas at HMP the Mount and HMP Bedford.

Project STRIVE- Leaving Prison Behind

Around 100 people commit 80% of the burglary and shoplifting in Hertfordshire. Most have no qualifications, no work experience, chaotic lives, and often a history of substance abuse. ... just the sort of people who might do voluntary work?

What sort of voluntary work are we talking about?

Take Emmaus St Albans, who provide accommodation and work for people experiencing homelessness and social exclusion. HACRO voluntary work includes: gardening within the grounds; rubbish clearing and repairing of pot holes in roads of Emmaus grounds; tidying shrubbery throughout the property; building and putting up marquees for the Emmaus Open Days.

Or over at Digswell Community Project Nursery in Welwyn, the HACRO project team learned about horticulture, built a play area, did general ground maintenance, made garden furniture for sale and experienced a range of work skills to enhance their employability.

How do you finance that?

Initially we were funded by Hertfordshire Constabulary, Charitable Trusts and BeNCH Community Rehabilitation Company. But money became tight, so, we applied to join the HCC Building Better Opportunities project (BBO), co-funded by the European Social Fund and the Big Lottery. And in August 2016 became one of 27 project partners across Hertfordshire.

Our part of BBO (called STRIVE) aims to help disadvantaged people into work, or making a contribution to society. HACRO offers mentoring support and Engagement Activities, where ex-offenders can experience trade skills such as tiling, bricklaying and plumbing among others.

Does it work?

Yes. Participants get used to team working as an alternative to committing crime. Some obtain City and Guilds qualifications; others start training and a growing number move into full-time work.

Here are some recent participant quotes:

"I have been involved with HACRO for over two years. I have been going to projects and I have learnt so much. Wood work is something I have never done before but was taught by Tony and I made a Garden Well which I am very proud of. Working with HACRO has helped build my confidence. The projects are a great way to build up self esteem and learn how to work as part of a team. If I never had the projects run by HACRO I'd feel lost."

I was released from jail on to C2 where I was introduced to Tony at the 10M projects whilst here Tony helped me with getting a job with Blue Sky he was a massive help getting the job and keeping me on the straight & narrow with his positive comments & suggestions.

I have been with Tony from Hacro for over 4 years now Tony has been working with me onezone and has helped with alot of differant problems and helped turn my life around to make me the better person I am now I have been out of trouble since working with Tony. Although Tony stoped working with me he still kept in contact and got me full time work I now have a family and a job now thanks to Hacro

EVENTS & AWARENESS BUILDING

HACRO Achievement Awards

The inaugural HACRO Achievement Awards were held on 31 May 2017 with the intention of celebrating the significant achievements some offenders had made in turning their lives around. We also recognised the contributions of HACRO partners, staff and volunteers who work so hard to help offenders to make these changes.

The winners each received a certificate of Achievement and a voucher for £100 in addition to the congratulations of all present. For some of the winners this was the first time they had been recognised for anything positive in their lives.

The event was made possible through sponsorship from the High Sheriff for 2017-18, Will Hobhouse, who presented the certificates. Other sponsors included Veolia, McMullen and Sons, The Stefanou Foundation, the Rotary Clubs of St Albans Priory, Harpenden Village and Hatfield and our President, Yasmin Batliwala. We also had the support of Welwyn Hatfield Council, who offered us the use of their excellent council chamber. The event was attended by over 100 people.

There were 10 Awards to former offenders and in each case we heard a citation detailing why they were receiving their Award. Here are two examples:

- Upon release Peter was street homeless, but he was determined to turn his life around. He was helped with his drug misuse, housing, finances and lifestyle which led him to be temporarily housed in a hostel, which was the first step towards his success. Peter showed how he could manage a tenancy and was eventually housed by Stevenage Borough Council. He has gone from being released from prison, homeless and using drugs, to now managing his own tenancy, remaining abstinent and spending time with his family as a dedicated father to his children. Peter has demonstrated how he has managed to grasp a good balance of leading a healthy happy lifestyle.
- Steve had an entrenched class A drug addiction since his teenage years. He was an extremely prolific criminal during this time. In August 2014 he was accepted onto the C2 program and began engaging with Police, Probation and Drug services. Over the course of the following 19 months he stopped misusing all controlled drugs and has worked closely with CGL to address his addiction. Steve has progressed through attending key work sessions and counselling and has substantially reduced his medication to a level where he will no longer require any. Steve continues to be randomly drug tested and continues to provide negative tests.

After the event comments received from those present included:

"I enjoyed the evening enormously and found the journeys as described very moving. The young people who received the awards were very brave and I am sure they will go on to bigger and better times."

Cllr Carol Crump, Mayor of Broxbourne.

"For me it was a very inspiring and motivational event. To be able to hear some of the service user stories was very uplifting and heart warming."

Simon Cohen Westminster Drug Project.

HACRO thanks our sponsors and all who made this event possible.

HACRO and Social Media

Facebook, Twitter, Websites, Blogs, Smartphones - words that were not in the dictionary when HACRO started in 1974 - now it is almost impossible to think of developing any sort of marketing and awareness programme without the use of at least one and hopefully all of them.

At HACRO we have worked really hard in the past 18 months at improving our knowledge and indeed our own skill sets at how best to take advantage of the wonderful opportunities that are now available to promote the HACRO message via modern day communication techniques.

We are also now issuing a blog on a different and relevant topic each month, so please visit our website www.hacro.org.uk and enjoy the read! A regular newsletter is also now being published and sent out via email to all of our Members, Partners and Trustees. This can then be forwarded to any other contacts that might be interested in what we do.

If you would like to be added to our list of contacts to receive this information electronically, please call us or contact us via the website. HACRO has always evolved to meet new challenges and to illustrate how much improvement we have seen in our social media programmes, please take a look at the chart below. It may even be possible in the near future to read about HACRO via its own Mobile App. Now that would be something to read alongside our traditional literature and website features!

SOCIAL MEDIA PERFORMANCE

FACEBOOK	JAN	FEB	MARCH	APRIL	MAY	JUNE
Post Reach*	793	495	797	1,397	781	782

WEBSITE PERFORMANCE

WEBSITE	JAN	FEB	MARCH	APRIL	MAY	JUNE
Users	267	253	307	264	280	321
Page Views	1,348	1,278	992	816	1,340	1,583

OUR SUPPORTERS

HACRO owes a huge debt of gratitude to all who support us – our volunteers, our partners, and our donors; and to our President, Trustees, the invited members of our management committee and our staff. Thank you all very much!

STEP INSIDE - Volunteer Recruitment

What a bumper year we have had for volunteer enquiries and applications, helped by the new HACRO website which itself generated 10 enquiries. Dacorum Volunteer Centre triggered most enquiries (19) with Hertsmere and St Albans VC's also providing a useful number. Positive outcomes were also evident this year with a nearly 50% return rate on completed applications returned resulting eventually in 26 volunteers having a Step Inside screening interview by our stalwart Step Inside interviewers – Anne Wyburd, Danny Bonwitt, and Phil Reed – and more recently joined by Peter Spencer, one of our Trustees.

Volunteer recruitment for the Visitors Centre Tea Bar at HMP The Mount has been this year's priority requirement resulting in referral of 12 new volunteers for the Tea Bar. However, significant teething problems with the Ministry of Justice's new security vetting system and priority to recruit 2,500 new prison officers, meant severe delays in getting clearance for our volunteers but our worthy band of newly referred volunteers persevered!

So thank you to all our wonderful volunteers for your perseverance, enthusiasm, and time.

Here are two volunteers' experiences in their own words:

"I applied to be a volunteer after a talk at WI. I phoned (HACRO) and was sent a form which I completed and returned. I had a visit from a volunteer who explained about the prison and volunteering there. I think I was asked to complete another form on Excel which I couldn't do so I went into the office in the prison for it to be done there. A couple of weeks before I was given a date for the health and safety course and very shortly after that I did my first shift at the visitors' centre. I have found everyone to be very helpful and friendly including the visitors."

"I don't think I have yet been inducted into the role I volunteered for - Parks and Gardens. I have been waiting for the personal safety training. I could not complete the key holders' training as the correct paperwork had not been completed. I was asked meanwhile if I'd like to help out at the tea room, which has been great as I've worked with such amazingly lovely women."

Acknowledgements

HACRO thanks the following partner organisations for their work with us over the past year:

BeNCH CRC (Small Grants)
Blue Sky
CLiNKs (Fundraising, Volunteering report)
Community Action Dacorum (Payroll services)
CDA Herts (Play Area at HMP The Mount)
CIBO Food and Drink Ltd (Cool Bean Café, payroll services)
CRI/SOVA (Payroll services)
Digswell Community Garden Centre (Leaving Prison Behind)
Emmaus St Albans (Leaving Prison Behind)
Hertfordshire Community Foundation (Building Effectiveness)
Hertfordshire Constabulary (Leaving Prison Behind, Small Grants and AGM facilities)
Hertfordshire County Council (Caring Dads and STRIVE)
HMP The Mount (Visitors Centre, Play Area, Cool Bean cafe)
National Probation Service (Office Accommodation)
Ormiston Families Trust (Visits Hall coffee bar at HMP Bedford)
PACT (Family Services Commissioning at HMP The Mount)
SCG Projects (Website and Social Media)
University of Hertfordshire (User Survey at HMP the Mount)

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

Amicus – past employees of Marks & Spencer
Anonymous donors
Bedfordshire County Council
Christopher Laing Foundation
Cllr. Mills-Bishop (Herts Community Fund)
E Dennis
Emmaus
Groundwork (East)
F Leonard
Friends of the Mount Prison
Garfield Weston Foundation
Gather Round Ladies Club Watford
Heath Hill Ladies' Club
Hertfordshire Community Fund
Hertfordshire Constabulary
Hertfordshire Fire and Rescue Service
HMP The Mount
Kim Kemery
Langley House Trust
Mr and Mrs Walduck
Penny Williams
Pensioners' Voice in North Bushey
Rotary Club of Hatfield
Rotary Club of St Albans
Rotary in Harpenden
Sodexo Justice Services
St Albans Tangent Group
Stelio Stefanou, High Sheriff of Hertfordshire 2016 - 17
Synergy Financial
The Giving Machine (on behalf of online shopping organisations)
The Prince's Trust
The Targeted Parenting Fund (Hertfordshire County Council)
Tuesday Circle Group
Veolia
Watford Central U3A
Watford New Hope
Will Hobhouse, High Sheriff of Hertfordshire 2017 - 18
Woodward Charitable Trust



THE HACRO TEAM

President

Yasmin Batliwala JP

Vice Presidents

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

Trustees (functional responsibilities shown in brackets)

Neil Ashley (Chair)
Peter Sweetman JP (Treasurer & IT)
Andrew Bayram (HR)
Valerie Beale JP (Business Development & Caring Dads)
Stephen Charge (Marketing)
Carol Beeden (Mount Tea Bar & Play Area)
Ken Gilhespie (Barista Training)
Peter Spencer JP (Step Inside & Projects)

Invited Members of Management Committee (organisations they represent in brackets)

DCS Mick Ball (Hertfordshire Constabulary)
Joanne Hudson (HMP The Mount)
Alex Kwellner (HCC)

Staff (job titles in brackets)

Joanna McIntosh (Project Support & Development Worker)
Tony Franklin (Project Strive Mentor)
Heather Moore (Tea Bar Supervisor)

Office Volunteer

Justine Beal



Left- HACRO on Leaving Prison Behind project work.

FORMAL ACCOUNTS

This was the first full year of operation of HACRO as a Charitable Incorporated Organisation (CIO), and the formal accounts reflect only the CIO operations.

For added clarity also included is a combined Statement of Financial Activity, which shows how the consolidated finances of old and new organisations developed over the past two years. The full accounts can also be found on our website www.hacro.org.uk and are downloadable.

HACRO CIO / BALANCE SHEET

Accounts for year to 31 March 2017

		2017	2016
CURRENT ASSETS			
Cash at bank:	Lloyds	40,139	46,103
	COIF	9,999	9,999
Debtors		0	0
Cash in hand		20	20
		50,158	56,122
CURRENT LIABILITIES			
Creditors		0	0
TOTAL ASSETS LESS LIABILITIES		50,158	56,122
INCOME FUNDS			
Unrestricted		13,525	8,652
Restricted		36,633	(27,274)
Transferred from HACRO		0	74,744
TOTAL FUNDS		50,158	56,122

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.

HACRO CIO / STATEMENT OF FINANCIAL ACTIVITIES

Accounts for year to 31 March 2017

	RESTRICTED FUNDS	UNRESTRICTED FUNDS	TOTAL 2017	TOTAL 2016
INCOME				
Donations		6,492	6,492	280
Subscriptions		990	990	320
Tax refund		0	0	0
Management fee		7,181	7,181	12,006
HACRO Trading		0	0	1,000
Activities in the furtherance of HACRO objectives:				
Project work	76,505		76,505	(6,059)
Small grants			0	0
Others		420	420	0
AGM		1,918	1,918	0
Bank interest		43	43	0
TOTAL INCOME	76,505	17,043	93,548	7,547
EXPENDITURE				
Cost of activities in furtherance of HACRO objectives	(78,941)		(78,941)	(21,215)
Fundraising		0	0	0
Families in Focus				
Project Worker		(11,107)	(11,107)	(4,562)
Management and administration				
Donations and subscriptions paid		(240)	(240)	(20)
Small grants		(43)	(43)	541
AGM		(1,701)	(1,701)	0
Web site		(3,858)	(3,858)	(72)
Management		(3,623)	(3,623)	(841)
TOTAL EXPENDITURE	(78,941)	(20,572)	(99,512)	(26,169)
Net movement	(2,436)	(3,528)	(5,964)	(18,622)
Funds at 1 April 2016	39,069	17,053	56,122	
Transfer from HACRO			0	74,744
FUNDS AT 31 MARCH 2017	36,633	13,525	50,158	56,122

HACRO CIO / STATEMENT OF FINANCIAL ACTIVITIES

Accounts for year to 31 March 2017

	RESTRICTED FUNDS	UNRESTRICTED FUNDS	TOTAL 2017	COMBINED TOTAL 2016
INCOME				
Donations		6,492	6,492	4,098
Subscriptions		990	990	1,480
Tax refund		0	0	1,153
Management fee		7,181	7,181	12,006
HACRO Trading		0	0	4,000
Activities in the furtherance of HACRO objectives:				
Project work	76,505		76,505	70,922
Small grants			0	0
Others		420	420	0
AGM		1,918	1,918	590
Bank interest		43	43	77
TOTAL INCOME	76,505	17,043	93,548	94,326
EXPENDITURE				
Cost of activities in furtherance of HACRO objectives	(78,941)		(78,941)	(68,117)
Fundraising		0	0	0
Families in Focus				
Project Worker		(11,107)	(11,107)	(9,125)
Management and administration				
Donations and subscriptions paid		(240)	(240)	(20)
Small grants		(43)	(43)	630
AGM		(1,701)	(1,701)	(916)
Web site		(3,858)	(3,858)	(1,722)
Management		(3,623)	(3,623)	(2,493)
TOTAL EXPENDITURE	(78,941)	(20,572)	(99,512)	(81,762)
Net movement	(2,435)	(3,528)	(5,964)	12,564
Funds at 1 April 2016	39,069	17,053	56,122	43,558
Transfer from HACRO			0	
FUNDS AT 31 MARCH 2016	36,634	13,525	50,158	56,122

HACRO CIO / NOTES TO THE ACCOUNTS

Analysis of funds

	BALANCE 31-03-16	INCOME	EXPENDITURE	TRANSFER	TO/FROM UNRESTRICTED	BALANCE 31-03-17
RESTRICTED FUNDS						
Operations - The Mount	2,872	8,542	(9,619)			1,795
Sam Clarke	1,620	589	(81)			2,128
Caring Dads	27,951	19,711	(24,721)			22,941
Leaving Prison Behind	5,588	30,134	(29,881)			5,841
Project Strive		17,529	(14,587)			2,942
CAB - The Mount	741					741
Acc Off - Watford	297		(52)			245
	39,069	76,505	(78,941)	0	0	36,633
UNRESTRICTED FUNDS	17,053	17,043	(20,572)			13,525
TOTAL FUNDS	56,122	93,548	(99,512)	0	0	50,158

REPORT OF THE INDEPENDENT EXAMINER TO THE TRUSTEES

I report on the accounts of HACRO CIO (charity number 1163064) for the year ended 31 March 2017 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

Design by SCG Projects

www.scgprojects.co.uk

0796 199 4000