



Company registration number: NI040688

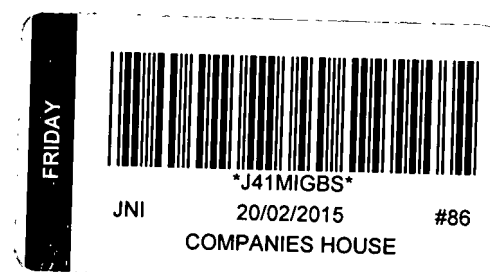
# TIDES Training and Consultancy

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 30 September 2014

J R McKee & Co  
Chartered Accountants & Registered Auditor  
Ratheane House  
32 Hillsborough Road  
Lisburn  
Co Antrim  
BT28 1AQ



## **TIDES Training and Consultancy**

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**TIDES Training and Consultancy**  
**Reference and Administrative Details**

Charity name	TIDES Training and Consultancy
Company registration number	NI040688
Principal office	Duncairn Complex Duncairn Avenue Belfast BT14 6BP
Registered office	Duncairn Complex Duncairn Avenue Belfast BT14 6BP
Trustees	Mr John Hart Mr David Gaston Mr Sean Pettis Ms Joanne Stuart Miss Helen Jane Nelson Mr Joe O'Donnell Mr Eric Rainey
Secretary	Mr Sean Pettis
Solicitor	Edwards & Co 28 Hill Street Belfast Co. Antrim BT1 2LA
Bankers	Bank of Ireland Limited 28 University Road Belfast BT7 1NH
Auditor	J R McKee & Co Ratheane House 32 Hillsborough Road Lisburn Co Antrim BT28 1AQ

## **TIDES Training and Consultancy**

### **Trustees' Report**

TIDES Training & Consultancy is an ethically based non-profit company which offers Conflict Management, Community Relations and Mediation Training. Our team designs and delivers programmes and mediation processes to empower people with practical skills to: deal with the challenges of everyday life, address the legacy of political violence and engage with a more globalised society.

TIDES have a reputation built on the proven ability to develop training programs and mediative processes that are creative and relevant. We work primarily across the Community, Public and Private sectors of Northern Ireland and have an extensive portfolio of work internationally.

We offer a number of consultancy options including:

- Capacity Building training and activities.
- Diversity and Good Relations training.
- Conflict-sensitive planning and strategic development, i.e. identifying potential conflicts and setting in place mechanisms to deal with them.
- Mediation Assessment, design and delivery
- Monitoring and Evaluation (Among other evaluation skills, TIDES staff are trained to administer the Rikter® Scale tool).
- Conflict Audit.
- Organisational Management.
- Tailored Conflict Management training.
- Advice on conflict-related issues.
- Mentoring and Coaching.

### **Our Vision**

*To Learn from the past*

*Effect change in the present*

*To Give Life to New Possibilities*

### **Our Mission**

TIDES is a social enterprise partnership of highly trained practitioners who work by invite and agreement in the field of conflict management, good relations and diversity to connect and build relationships and open new possibilities.

**Value Statement:** TIDES Corporate values are Compassion, Justice and Understanding and our work is underpinned by our belief in the principles of Transformation, Interdependence, Diversity, Equity and Sustainability.

## TIDES Training and Consultancy

### Trustees' Report

#### Governance and Management

The effective and efficient management of TIDES Training is guided by our principles and values, reflecting integrity and accountability. TIDES Training and Consultancy has a proactive approach in promoting good governance and operates under The Code of Good Governance for the voluntary and community Management Committees/ Boards.

Principle 1: Board leadership

Principle 2: Board's responsibilities, legal requirements and obligations

Principle 3: The effective board

Principle 4: Performing, reviewing and renewing board

Principle 5: Board delegation

Principle 6: Board integrity

Principle 7: Board openness

We continued our review of operating costs and the delivery of services to us, ensuring value for money. We retained the consultancy services for Human Recourses.

On the 10<sup>th</sup> October we held a strategic planning event in the Wellington Park Hotel it was facilitated by Paul White to allow everyone to input to the proceedings. From this we produced a working document and have now a strategic plan to take us through to 2017.

TIDES have entered a new strategic stage we are **growing the business and the workforce** by identifying and exploiting opportunities to diversify our client base. One that will harness the expertise, skills and knowledge within the organisation and help us grow the business to meet distinct social needs both locally and internationally.

A key message that emerged was that TIDES taking into account limited resources needs to focus on what we do best:

- Building Good Relations
- Peace Building through conflict management
- Improving Employability prospects through building capacity and ensuring labour mobility
- Mediation Services
- Training the Trainers in good relations and mediation skills

We set the focus on four priorities for 2014-2017:

1. Develop business opportunities in the Community, Public, Private and International markets
2. Develop and implement effective internal and external communications strategies with all key stakeholders

## **TIDES Training and Consultancy**

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3. Build the reputation of TIDES as a centre of excellence in Good Relations and Mediation Services backed by robust quality systems.
4. Ensure that TIDES is a well governed, financially secure charity that balances innovation with stability.

Building on our current work and strong organisational foundations, combining our strong sense of purpose with a highly business-like approach, we believe we can rise to both the opportunities and the challenges presented in this changing world to achieve the best possible results for those who use our services, for communities and for society as a whole. In order to diversify funding and income streams.

In 2014-17 we will look to expand our work in four specific areas:

- Private & Public Sector
- International Peace Building
- Apprenticeships
- Employability

Within this, specific priorities will include: pushing forward new systemic approaches to reducing conflict both in the community and the workplace; developing a good relations and mediation apprentice scheme for young people; promoting-whole community approaches to improving employment opportunities and increasing our International work. Building on our ethos and strong track record, we will also redouble our efforts to enable young people in tough situations to gain skills and access opportunities that help them on their path to adult life. Routes we will take include, of critical importance at this time, increasing the number of apprenticeships and other options open to young people who face the stiffest challenges in getting into work or training.

### **Operational Report**

#### **Good Relations Award**

We were all very proud when our Director Mary Montague was awarded the Community Relations Council Award for Exceptional Achievement. This is an acknowledgement of the skills and expertise of Mary as well as her tireless work in the field of Peace Building. The award also reflects the values and principles that Mary has instilled within TIDES as an organisation and how she has developed and inspired all those who work with her, especially the staff.

#### **Quality Assurance Systems**

We have completed a number of OCN quality audits including a full review of course materials and policies and procedures. In addition to improve the quality of our work for participants, we have participated in the JET Impact Assessment pilot. This resource is being developed as a universal assessment tool for both community/voluntary and statutory training providers. The results of this pilot will be published early next year.

## **TIDES Training and Consultancy**

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A number of governance, financial and HR Procedures have also been reviewed and updated. This will be an ongoing exercise for the management team.

During the year the Board of Trustees met quarterly with a number of additional sub group meetings to support the re-structuring process for the organisation.

#### **HR Matters**

##### ***Staff Training & Development***

The following staff training has been carried out the themes are Conflict Mapping through the use of Social Media; tendering for Business and general use of social media as a PR tool; management & leadership and our Office Manager continues to study in the Chartered Institute of Accountancy.

Other development opportunities included attending both local international practitioner conferences.

##### ***Staffing Issues***

We have faced a challenging redundancy process as the bric project ended in September 2014, alongside a restructuring of the leadership which included Mary Montague CEO moving to part time working as she coaches Liza Wilkinson on the CEO role. This and the bereavement of a colleague, has been unsettling to the staff team. We wish Denis, Laurie and Adree every success and will look forward to hopefully working with them again in the future as Associates, and keep Billy's family in our thoughts and prayers.

To bring stability and focus in the new financial year, through IIP, we will develop a *Managing Our Success* framework. This will link our individual successes and talents to our overall organisational objectives and provide opportunities for staff to develop their own skills in areas of work within TIDES strategic objectives. To facilitate this we have set aside a development fund to support this, although a number of staff are already engaged in training and development: Liza is working alongside CO3 on a senior Fellows Programme, that engaged staff, board and partners to complete a 360 questionnaire regarding her leadership, Gary has successfully completed the next stage of his accountancy exams and Laura is taking part in Management training with Paul White, the consultant that supported TIDES with our strategic plan. Paul is also supporting us to develop a 180 programme for all staff.

## **TIDES Training and Consultancy**

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#### ***Investors in People (IIP) Overview***

TIDES are currently working towards IIP accreditation. The decision to achieve this accreditation was twofold:

1. Quality assurance for potential funders/service contractors
2. To help us achieve our strategic objectives, through the process of effective management and development of staff.

To achieve accreditation TIDES management team have completed workshops and reflective practise sessions to improve our systems and practise in the following areas:

- Strategic planning
- Effective management
- Culture and communication
- Managing performance
- Developing people

In developing these themes out we have had to consider not only the business needs to sustain the organisation but also the culture and language that we use to convey IIP message's, ensuring it reflects the values of the organisation. This process also involved us considering the skills we need as an organisation moving forward, how we can encourage innovation with existing staff skills and how can we support staff development.

#### **Finance / Funding**

Financial, resource and risk management continues to be overseen by the Board of Trustees.

An independent financial audit report was completed for the period 2012/13 carried out by JR McKee & Co Chartered Accountants & Registered Auditor. This independent audit identified no significant risks.

To improve our financial management and control, we have improved and implemented a number of new internal systems such as SAGE project management and completed cost savings exercises to reduce the overhead costs of the organisation.

During this financial year we have submitted a considerable number of funding applications and tenders. Many have been successful unfortunately a number have been government funded projects where decisions have been deferred until department budgets are agreed. In the current climate of financial restraints this has become a concern for the sector as a whole. We continue to lobby the NI Assembly members to ensure good relations strategic objectives and actions are delivered.



## **TIDES Training and Consultancy**

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#### **Consultation / Networking**

We have carried out a number of consultations with OFMDFM and submitted a response to Richard Hass which was brought forward to the political parties. Other consultation responses include Peace IV, TBUC and more recent OFMDFM consultations. We continue to be active in good relations and interface practitioner's forums, DCAL Learning & Development forum, NEET Executive Forum and facilitate Newry & Mourne's Good Relations Forum within the Council.

#### **Delivery of Services**

This year we delivered a number of NI Open College Network Courses including:

Conflict Management Level 2: 112

Conflict Management Level 3: 27

Good Relations Level 2: 56

Contentious Cultural Issues Level 2: 86

Contentious Cultural Issues Level 3: 19

Labour Mobility level 2: 10

Developing Group and Team work Communication Skills level 1: 84

Developing Group and Team work Communication Skills Level 2: 19

Understanding Diversity within Society Level 1: 51

Decade of Centenaries Level 2: 41

Advanced Group work Skills Level 3: 10

**All our learners achieved their certificates**

## TIDES Training and Consultancy

### Trustees' Report



## TIDES Training and Consultancy

### Trustees' Report

#### Building Relationships in Communities (bric) Project



In July 2010 the Building Relationships in Communities (bric) programme was launched. Funded under Priority 2 Theme 2 of the EU Peace Programme, bric was designed to develop the good relations capacity of the Northern Ireland Housing Executive (Housing Executive). The 1<sup>st</sup> October 2013 -30<sup>th</sup> September 2014 was the final year of the project.

Delivered through a unique public private partnership involving the TIDES with NI Housing Executive and (RDC) Rural Development Council the programme facilitated an institutional capacity building process providing a lasting legacy towards a shared society within the largest provider of social housing in Northern Ireland.

This was achieved through the implementation of three distinctive and complementary themes:-

1. Changing Minds – a bespoke training programme designed to put good relations at the heart of the Housing Executive’s policies and service delivery functions;
2. Sharing Visions – to create opportunities to provide the Housing Executive with the skills to influence the removal / re-imaging of up to two physical interfaces. To develop a model that will enable the delivery of urban renewal areas founded on the principles of instilling community cohesion; and

## **TIDES Training and Consultancy**

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3. Crossing Borders – to explore housing policy on a cross border housing market delivery model in order to promote cross border participation and integration in border housing market areas. Delivered regionally over a four year period and during a time of significant change this innovative model of partnership and peace building focused on every aspect of the Housing Executive business empowering staff and resident communities to promote and embed good relations within their work and everyday lives.

#### **Programme outputs (At a Glance)**

2,911 programme beneficiaries

1,873 Housing Executive staff trained

91 estates/groups engaged

85 estates/groups trained in Good Relations

85 Good Relations plans developed

85 Cohesion projects established and implemented

359 mentoring and 208 reflective practice days

7 murals re-imaged and 2 contentious memorials transformed

6 research papers completed/published including consultant support for the Housing Executive's social enterprise strategy

New Visions for 20 Housing Executive and 2 Department of Justice peace walls;

A best practice guide to memorials on Housing Executive land

Report on Migration

Range of mediations within and between communities and the Housing Executive. These were themed around community tensions, murals, flags and memorials across Northern Ireland.

17 community houses refurbished broadening estate activities and increasing cross community contact.

Over 100 community study visits £454,000 invested in estate communities Operating across 3 regional and 12 area networks throughout Northern Ireland

With good relations and conflict management training delivered to over 1800 staff (from Board level to front line staff) the Housing Executive have taken the necessary steps to integrate good relations into its policies, procedures and service delivery functions.

## **TIDES Training and Consultancy**

### **Trustees' Report**

Bric has enabled Housing Executive staff and tenants to participate in a process of learning and understanding that included reflective dialogue sessions facilitating the sharing of ideas and learning across the organisation and with tenants from other Housing Executive areas. This has led to an exchange of practical solutions to often contentious issues around murals, memorials and bonfires resulting in the „shared“ designation of a further 85 estates.

Evidence would suggest that programme implementation has been very effective resulting in the over achievement of many of the defined targets. Financial implementation resulting in 93% expenditure of the revised Letter of Offer budget is considered effective in the context of the programme which worked across 3 organisations and with 91 estates (Refer to Section 5).

The results of the staff and estate surveys illustrate the impact the programme has made internally and externally. The bottom up, top down approach ensured that the programme reached every aspect of the business and through its engagement with communities has established good relations that undoubtedly will continue to grow and establish further impact in years to come.

Testament to the overall effectiveness and success of the programme is the mainstreaming of bric within the Housing Executive.

## **TIDES Training and Consultancy**

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#### **Learning & Recommendations**

- The importance of good engagement and partnership working to ensure communities are at the heart of the process
- The need for systematic peace building processes - the value of an integrated approach that recognizes the importance of training, reflective practice and practical actions designed to reinforce the benefits of good relations at every level.
- The value and role of independent mediation within and between communities and statutory service providers offering formal and informal back channelling and shuttle mediation processes
- The long term nature of support required often developed by small incremental steps
- Identification of early levers and successes supported by small projects
- Acceptance of the need for single identity work supporting capacity building with clear goals towards cross community contact and engagement
- Need to reward communities for the good work they are doing and support the continuation of the journey many communities/estates have set out on
- Identification of beacon communities/estates as demonstrations of the successes to be achieved from working together
- The importance of relationships and investing in staff and communities helping to improve the understanding of each other and their role in good relations
- The requirement for flexibility and the ability to adapt to changing community and organisational needs
- Recognition of invisible interfaces that exist within and between communities and the need to support emotional and physical development
- The value of a designated team of Good Relations Officers working to support internal and external change

## TIDES Training and Consultancy

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The Reflections on Success Conference was held in the Holiday Inn on the 16th September 2014. There were 160 participants from Community groups Statutory Agencies and International Peace Builders. This final event was opened by Pat Colgan SEUPB who stated that the project had been the jewel in the crown for SEUPB with outstanding outcomes and outputs. The final figures over exceeded all our targets. Mags Lightbody the new CEO of NIHE spoke and reassured the partners that the mainstreaming of Good Relations throughout the NIHE business was on target with Good Relations as a Key Performance Indicator on all the business plans.

#### **BCC mediation with BIP**

TIDES and BIP carried out fieldwork meeting with Key stakeholder in selected areas of Belfast e.g. Community reps, elected reps, PSNI, paramilitaries to offer support/assistance/training either on a single identity or cross community basis.

Tides and BIP carried out fieldwork meeting with Key stakeholder in North, South and West Belfast e.g. Community reps, elected reps, PSNI, paramilitaries to offer support/assistance/training either on a single identity or cross community basis.

At times this mediation built resilience into inter-community partnerships. The mediation was designed to enable the use of systemic peace building tools. The sessions look at the issues faced by communities and within partnerships and the impact of these challenges. It moved to take the challenges one by one and support the groups in finding solutions to those that they could address.

## **TIDES Training and Consultancy**

### **Trustees' Report**

#### **Twaddell Women**

TIDES carried out a mediative process with Twaddell Women. This work is an internal community situation. The mediation is addressing a number of issues. We carried out an assessment with the group and designed the mediation with them including residentials. The mediation was structured with sessions before each residential. Two residential events give the group the opportunity of being together outside their area and therefore the freedom to talk openly and honestly. The current work is funded by Community Relations Council.

#### **Belfast City Council Summer Review Events**

TIDES facilitated the Summer Review event for the Belfast City Council in the City Hall on the 21<sup>st</sup> October. From this we collated a report for both the Belfast City Council and OFMDFM. Reflection from the practitioners was essential to inform the following year's summer intervention strategy. The report has led to the BCC and OFDFM arranging early release of funding and more possibilities for interagency working.

#### **UNITED Communities Project**

TIDES Training as lead partner and Belfast Interface Project were awarded a Good Relations grant by OFMDFM in February 2014 to pilot a programme in response to community requests for support and resources that would develop collaborative working relationships amongst community and voluntary groups across each interface and between areas, including the development of shared action plans and shared uptake of good relations training.

The United Communities (Ucom) programme was scheduled to take place over the months of January to March 2014, however due to a delay in funding approval the programme had a late start. Acknowledgement must be given to the range of stakeholders who engaged with the project at short notice, both statutory and community, within two areas of contested space – Ligoniel / Ballysillan in North Belfast and the Glengormley area, in order to promote good relations and to build a united and shared community.

The initial meetings took place with each of the individual groups, a total of seven groups were consulted and attracted representatives from a range of statutory and community organisations such as: youth workers, local traders and Councillors, members of the Policing & Community Safety Partnership.

#### **Moyle Bonfire Work**

TIDES carried out an assessment for Moyle Council aimed at introducing guidelines which would help address tensions associated with PUL and CNR bonfires in the area. Tides met with representatives from statutory agencies such as PSNI, Housing Ex, PCSP, Environmental Services, Bonfire builders, Community reps. At the end of the assessment Tides submitted a report with suggestions to the GR unit of Moyle council.



## **TIDES Training and Consultancy**

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#### **Coleraine Council**

For the past 2 years Tides has been working with and supporting ex combatants/prisoners from the PUL community in Coleraine, particularly since the McDade murder. This work was aimed at building capacity through training, mentoring, workshops, and dialogue in order to support this group as it transitions away from politically motivated violence towards normalisation. This has involved re-education, re training and re engagement with wider community and society.

As a result a PUL Forum involving ex- prisoners and combatants from 4 estates in Coleraine has been established.

With Tides support this forum has agreed Action Plans, training programmes, study visits, and engagements with statutory agencies such as Council, PSNI, and NIHE.

The forum has established flags protocols, re imaging of murals, reduction in sectarian graffiti and the launch of more accepted imagery e.g 1 tapestry and 1 mural.

#### **Craigavon Council**

The partnership between Craigavon and TIDES continues, in this year we have delivered a number of workshops for both staff and councillors on Good Relations. We facilitated a number of residential training events for inter-community groups from the area discussing sensitive issues such as the past, flags and emblems, commemoration and the political context. A number of participants progressed to complete an advanced group work course. We did a shared history project with adults and youth which included study visits to Dublin and for the young people a study visit to the Battlefields of Flanders.



## TIDES Training and Consultancy

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#### North Down Council



This work is aimed at building on the work of our bric programme though North Down Peace 3. These are a further 2 groups of the Redburn Loughview forum.

The men's group decided as result of looking at issues of conflict in their area to work toward transitioning the bonfire to a beacon. To support them we took this as a case study and created a bespoke level three for their learning needs. The group completed this training and engaged with the council's bonfire committee to articulate the community needs. They carried out a community consultation which showed that the community do not want either a bonfire or beacon. It was decided that in that part of the area there would be a fun day only on the 11th July. From another part of the area there appeared paramilitary flags from one side of loyalism. After mediative discussions the group decided not to retaliate and put up other flags. This was welcomed by the PSNI.

#### Armagh Council

One of the programmes delivered for the council was a group made up of 4 young people from each of 4 secondary/grammar schools in the Armagh area.

The aim was to build relationships between schools pupils and council and give young people the opportunity to learn about GR issues within school and wider society. This resulted in cross school experience and the pupils where equipped to enable them to participate in a study visit to the death camps in Poland.

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#### **Banbridge Peace 3 Cluster**

TIDES have design and delivered a number of events addressing sectarian issues in and around the cluster area of Armagh Banbridge Craigavon and Newry and Mourne. We have had study visits to Dublin and L'Derry. The range of groups we worked with were very diverse with some very interesting conversations regarding identity and culture. The participants included rural republicans and rural loyalists who had never met. Conversations during the training brought about a new understanding of cultural expression such as the importance of the flag, the GAA and the Irish language.



#### **Drumcree Women's Institute and Ballyoran Senior Citizens.**

Drumcree Women with Ballyoran Women from the Portadown area. The group has been on a journey with TIDES over the past 18 months. The first activities were funded by Peace 3 and completed on a single identity basis. The next two activities brought the two groups together for the first time. The members of both groups did not want to see their relationship journey coming to an abrupt end so we applied and got funding through the Department of Foreign Affairs & Trade Reconciliation Fund to continue the work. These groups have lived through and experienced the division of what was once a shared town. We used a mixture of dialogue, study visits and drama. Through these events we had space for relationship building activities. We introduced the groups to the GRO Craigavon Council and we hope to be able to continue our work through Good Relations funding as the DFA project ends in December 2014.

#### **Ards Council**

April to June TIDES designed and facilitated bespoke training and mentoring to separate groups of men and women in the Ards area. The programme was designed to train separately because of gender concerns and ex combatant males wanted to be together.

## **TIDES Training and Consultancy**

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#### **Police Training**

One day training on Diversity with an emphasis on hate crime continues to be delivered by TIDES on an ad-hoc basis to the PSNI. This is to officers as part of their personal development towards promotion. The following comments have been made regarding the training.

*"Training has been very useful in assisting new trainers to critically examine their own knowledge attitudes and behaviours towards difference in our society".*

In evaluation of the course all have commented positively on input as both informative and challenging. The Iceberg story telling analogy works particularly well within the police organisation as there is significant use of storytelling to reflect cultural values.

#### **An Munia Tober**

This training included the design of a training package to be delivered to health professionals. The aim of the package is a diversity training on the Traveller Community Culture also sectarianism. The training courses helped prepare the participants to deliver the package.

#### **Pond Park**

This training was in preparation for a mediative intervention. The area sits as a shared neighbourhood close to a predominately loyalist estate. It is social housing. The community with support from the Vineyard Church set up a community group. The main aim of the group is to retain this as a mixed area. With the increase in flags over the past years many of the catholic families feel uneasy, the group are attempting to organise events to build the community spirit and reduce the fears of the families.

#### **Decade of Centenaries**

We delivered training across all the council areas we work in on this theme which looks at the historical background to the events and the impact of commemoration on local communities.

#### **Breakout**

One of the dreams Billy had was to see the Breakout programme be brought back and we are delighted to say that 2014 saw his dream realised. TIDES partnered with GEMS, Communication Workers Union, BMC and Royal Mail to work alongside 10 vulnerable Young men from South, East and North Belfast. The participants engaged in a 12 week programme that was delivered over 3 days a week at the Royal Mail site in Mallusk where they completed 2 Level II OCNs in Labour Mobility and Interpersonal communication skills, Essential skills in Maths and ICT from entry level up to level 2 for some as well as receiving work sampling and employability skills. During the programme we only lost two participants, one who was unelligable to work for Royal Mail due to the nature of their criminal record, and another as they got full time employment. However the remaining 8 all had interviews and were successful in being offered temporary contracts within Royal Mail to support the Christmas work load. The participants faced many personal challenges through the course of the programme making their successes even more impressive. TIDES have applied for more funding to support this programme and have already UNITE union interested as well as a number of new employers.

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#### **Other Adhoc training**

We delivered a number of training courses that are adhoc to groups such as Northern Ireland Youth Forum, Tar Arnall, Womens and young adults groups in Ardoyne and for the staff of Alternatives.

#### **Mediation Report 2013 - 2014**

Once again it is encouraging to report that the mediation department has had a positive year in terms of an increase in:

1. Long Term cases
2. New cases
3. Workplace cases
4. Development of practitioners
5. International profile
6. Bric mediations

1. Long Term cases

TIDES continued to facilitate long term mediative processes in South Down, Mid Down, and North Antrim. These processes have all helped reduce tensions associated with parades, flags and manifestations of sectarianism. In South Down flags protocols were agreed most of which were adhered to during the year.

It was particularly noticeable that there have been increased tensions between community and statutory agencies primarily over funding. These differences were manifested by an increase in the numbers of flags, the displaying of emblems, increase in graffiti, anti- social behaviour and memorials and a decrease in management of bonfires.

2. New Cases

In Dundrum, TIDES carried out an assessment for Down council PCSP and made proposals which helped reduce tensions around the 11th July bonfire in that area.

In North Down and Ards there has been a significant increase in the display of PUL paramilitary flags and proposed erection of paramilitary murals. Due to Tides interventions the murals have been delayed however as yet there has been no resolution between the parties. The flags continue to increase intra community tensions.

## **TIDES Training and Consultancy**

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In South Down, TIDES has been facilitating conversations between community reps from PUL and CNR communities and statutory agencies such as Council, PSNI and Housing Ex. These conversations are focussed at reducing manifestations of sectarianism and looking at displays of a newly designed and agreed flag in the Newcastle area during the Irish Open Golf tournament in May 2015.

Also in South Down, TIDES facilitated conversations between CNR and PUL reps and council staff which were aimed at agreeing protocols and reducing tensions in relation to the display and removal of election posters in Ballynahinch, Dundrum and Kilkeel.

In Kilkeel, TIDES facilitated conversation between PUL and CNR reps and PSNI aimed at reducing inter- community tensions in relation to vandalism of a local chapel and also claims of a sectarian assault on a young CNR girl and subsequent reprisal on a young PUL bandsman.

Tides also carried out a mediative process in the Lisburn area which helped reduce tensions between several residents. This was not along sectarian or paramilitary lines. One of the parties withdrew from the process resulting in Tides withdrawing.

#### **3. Workplace Cases**

TIDES has carried out formal mediations in 2 work place situations wherein 2 members of staff were having difficulties with one another. One of these cases was in Belfast and the other in Larne. Both of these resulted in one of the parties seeking employment elsewhere after being through the mediation process.

#### **4. Development of Practitioners**

TIDES continues to develop its pool of practitioners by providing supervision and support to its present practitioners and also by encouraging the development of practitioners within its present staff.

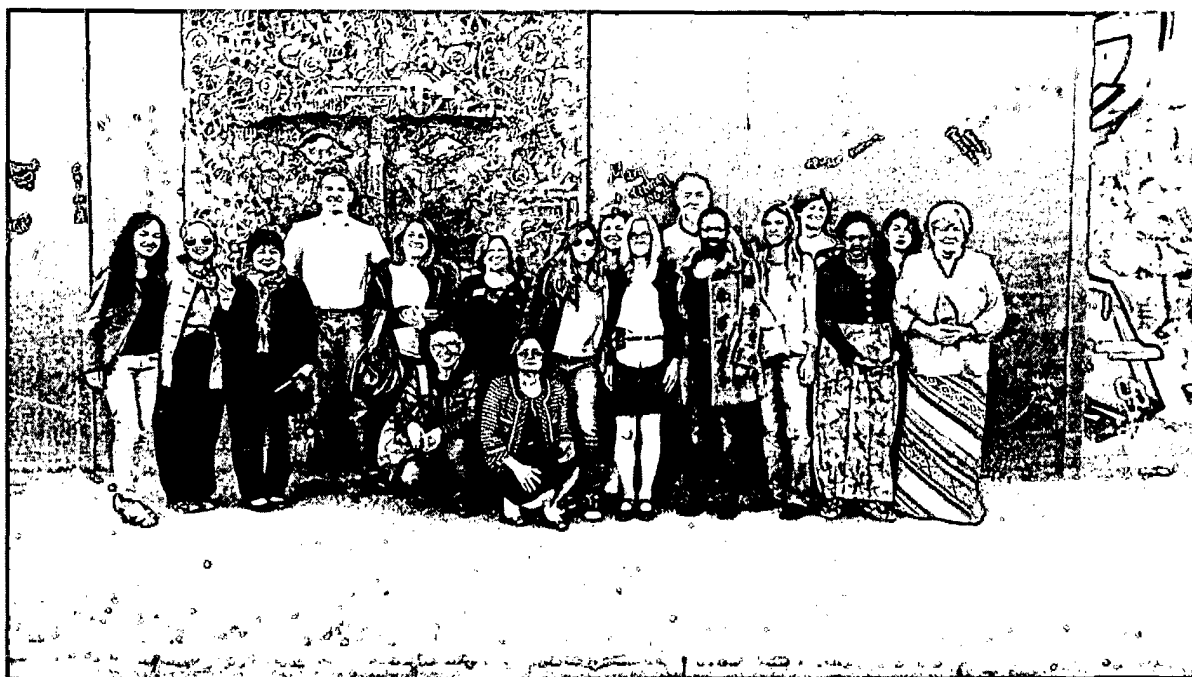
#### **5. International Profile**

In Sept 2014, Alan and Sean facilitated a workshop in Maynooth for the International Mediators Conference. The work in South Down was showcased and reps from PSNI and CNR formed a panel participating in a Q&A session with the audience.

## TIDES Training and Consultancy

### Trustees' Report

#### International Work



We are in partnership with Mediators Beyond Borders and have been training Women leaders from the Middle East and North Africa. They came to NI for the 2nd phase of the training and participated in the bric conference. The bric project is being used as a case study for their work. The participants came from Palestine Israel Lebanon Iraq Iran Armenia Egypt Syria Kenya Libya. Others from Liberia Ghana Sierra Leon could not travel due to the Ebola crisis. The training was held in the Holiday Inn Ormeau Road to allow easy walking access to the city.

The Lord Mayor and Deputy Lord Mayor hosted the group for morning tea. It was appropriate as both are women to learn from their personal stories of coming into politics. The participants visited a range of bric projects. They received advanced training in mediation, dialogue and restorative practices. They shared their issues on culture and flags and methods for challenging these. They met with the Twaddell Ladies who shared their story and listened to how women had faced conflict in the various parts of the world. There was a sharing of learning across the visitors and many of the local practitioners. Our community organisations felt motivated by the courage of the women and also through remembering how far we have travelled whilst recognising the journey is far from over.

## TIDES Training and Consultancy

### Trustees' Report



Finally we want to thank our dedicated board members and staff for the hard work over the year and we remember our wonderful colleague Billy Robinson. Billy taught us so many things about the work of peace building and the lessons he learnt over many years dedicated to addressing issues of sectarianism and conflict.

**Billy Robinson**  
**1942-2014**





## **TIDES Training and Consultancy**

### **Trustees' Report**

Small company provisions

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

Approved by the Board and signed on its behalf by:

.....*John Hart*.....

Mr John Hart

Trustee

Date: *26<sup>th</sup> January 15*.....

## **TIDES Training and Consultancy**

### **Trustees' Responsibilities in relation to the Financial Statements**

The trustees (who are also directors of TIDES Training and Consultancy for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

## **Independent Auditors' Report to the Trustees of**

### **TIDES Training and Consultancy**

We have audited the financial statements of TIDES Training and Consultancy for the year ended 30 September 2014, set out on pages 6 to 15. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (Effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the charitable company's members, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of trustees and auditors**

As explained more fully in the Trustees' Responsibilities Statement set out on page 3, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Independent Auditors' Report to the Trustees of**  
**TIDES Training and Consultancy**

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2014 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to smaller entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where we are required to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

A handwritten signature in black ink, appearing to read "J R McKee FCA".

J R McKee FCA  
Senior Statutory Auditor  
for and on behalf of:  
J R McKee & Co, Statutory Auditor

Ratheane House  
32 Hillsborough Road  
Lisburn  
Co Antrim, BT28 1AQ

Date: 26<sup>th</sup> January 2015

J R McKee & Co is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

**Statement of Financial Activities (including Income and Expenditure Account) for the  
Year Ended 30 September 2014**

		Unrestricted Funds	Restricted Funds	Total Funds 2014	Total Funds 2013
	Note	£	£	£	£
<b>Incoming resources</b>					
Incoming resources from generated funds					
Voluntary income	2	-	288,679	288,679	178,535
Investment income	4	113	-	113	134
Incoming resources from charitable activities	5	280,889	-	280,889	364,236
Total incoming resources		<u>281,002</u>	<u>288,679</u>	<u>569,681</u>	<u>542,905</u>
<b>Resources expended</b>					
Charitable activities	6	218,907	275,644	494,551	560,941
Governance costs	6	2,160	-	2,160	2,160
Total resources expended		<u>221,067</u>	<u>275,644</u>	<u>496,711</u>	<u>563,101</u>
Net income/(expenditure) before transfers		59,935	13,035	72,970	(20,196)
<b>Transfers</b>					
Gross transfers between funds		<u>2,161</u>	<u>(2,161)</u>	<u>-</u>	<u>-</u>
Net movements in funds		62,096	10,874	72,970	(20,196)
<b>Reconciliation of funds</b>					
Total funds brought forward		182,414	2,984	185,398	205,594
Total funds carried forward		<u>244,510</u>	<u>13,858</u>	<u>258,368</u>	<u>185,398</u>

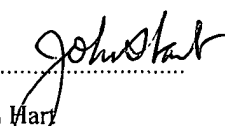
The notes on pages 8 to 15 form an integral part of these financial statements.

**TIDES Training and Consultancy (Registration number: NI040688)**  
**Balance Sheet as at 30 September 2014**

		2014		2013	
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	11		3,503		510
Investments	12		<u>1</u>		<u>1</u>
			3,504		511
<b>Current assets</b>					
Debtors	13	138,009		64,984	
Cash at bank and in hand		<u>120,738</u>		<u>147,973</u>	
		258,747		212,957	
<b>Creditors: Amounts falling due within one year</b>	14	<u>(3,883)</u>		<u>(28,070)</u>	
<b>Net current assets</b>			<u>254,864</u>		<u>184,887</u>
<b>Net assets</b>			<u>258,368</u>		<u>185,398</u>
<b>The funds of the charity:</b>					
<b>Total restricted funds</b>			13,858		2,984
<b>Unrestricted funds</b>					
Unrestricted income funds			<u>244,510</u>		<u>182,414</u>
<b>Total charity funds</b>			<u>258,368</u>		<u>185,398</u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

These financial statements were approved and authorised for issue by the Board on 26/1/15 and signed on its behalf by:

.....  
  
 Mr John Hart  
 Trustee

The notes on pages 8 to 15 form an integral part of these financial statements

## **TIDES Training and Consultancy**

### **Notes to the Financial Statements for the Year Ended 30 September 2014**

#### **1 Accounting policies**

##### **Basis of preparation**

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities (SORP 2005)', issued in March 2005, the Financial Reporting Standard for Smaller Entities (effective April 2008) and the Companies Act 2006.

##### **Fund accounting policy**

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Further details of each fund are disclosed in note 17.

##### **Incoming resources**

Grants that provide core funding or are of a general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Investment income is recognised on a receivable basis.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

##### **Resources expended**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

##### **Governance costs**

Governance costs include costs of the preparation and examination of the statutory accounts, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

##### **Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

##### **Fixed assets**

Individual fixed assets costing £100 or more are initially recorded at cost.

## TIDES Training and Consultancy

### Notes to the Financial Statements for the Year Ended 30 September 2014

#### Depreciation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Office equipment	25% straight line
------------------	-------------------

#### Investments

Fixed asset investments are included at market value at the balance sheet date.

Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the statement of the financial activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the statement of financial activities based on the market value at the year end.

#### Operating leases

Rentals payable under operating leases are charged in the statement of financial activities on a straight line basis over the lease term.

## 2 Voluntary income

	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
<b>Grants</b>				
Grants - other agencies	-	288,679	288,679	178,535



## TIDES Training and Consultancy

### Notes to the Financial Statements for the Year Ended 30 September 2014

#### 3 Grants receivable

	Unrestricted Funds	Restricted Funds	Total Funds 2014	Total Funds 2013
	£	£	£	£
Tides CRC	-	47,866	47,866	44,640
BRiC Project	-	236,153	236,153	130,895
Community Relations Council	-	4,660	4,660	-
Belfast City Council	-	-	-	3,000
	-	288,679	288,679	178,535

#### 4 Investment income

	Unrestricted Funds	Restricted Funds	Total Funds 2014	Total Funds 2013
	£	£	£	£
Interest on cash deposits	113	-	113	134

#### 5 Incoming resources from charitable activities

	Unrestricted Funds	Restricted Funds	Total Funds 2014	Total Funds 2013
	£	£	£	£
<b>Unrestricted funds</b>				
Fees and supplies	271,605	-	271,605	364,236
Dept. of Foreign Affairs and Trade (RoI)	9,284	-	9,284	-
	280,889	-	280,889	364,236

## TIDES Training and Consultancy

### Notes to the Financial Statements for the Year Ended 30 September 2014

#### 6 Total resources expended

	Unrestricted Funds £	Restricted Funds £	Governance £	Total 2014 £	Total 2013 £
<b>Direct costs</b>					
Employments costs	28,940	189,674	-	218,614	237,361
Establishment costs	6,921	5,110	-	12,031	11,053
Repairs and maintenance	334	-	-	334	1,555
Office expenses	2,183	1,318	-	3,501	3,912
Subscriptions and donations	-	-	-	-	7,731
Facilitation and Associates	36,638	-	-	36,638	70,031
Sundry and other costs	13,769	13,970	-	27,739	21,850
OCN Costs	5,596	8,709	-	14,305	29,320
Travel and subsistence	22,218	54,212	-	76,430	72,080
Legal and professional costs	3,952	-	-	3,952	7,782
	<u>120,551</u>	<u>272,993</u>	<u>-</u>	<u>393,544</u>	<u>462,675</u>
<b>Support costs</b>					
Employment costs	69,588	-	-	69,588	70,902
Establishment costs	19,453	446	-	19,899	17,977
Office expenses	5,280	2,205	-	7,485	4,338
Printing, posting and stationery	1,446	-	-	1,446	1,027
Auditors' remuneration	-	-	2,160	2,160	2,160
Bank charges	915	-	-	915	952
Depreciation of tangible fixed assets	1,674	-	-	1,674	3,070
	<u>98,356</u>	<u>2,651</u>	<u>2,160</u>	<u>103,167</u>	<u>100,426</u>
	<u>218,907</u>	<u>275,644</u>	<u>2,160</u>	<u>496,711</u>	<u>563,101</u>

#### 7 Trustees' remuneration and expenses

No trustees received any remuneration during the year.

## TIDES Training and Consultancy

### Notes to the Financial Statements for the Year Ended 30 September 2014

#### 8 Net income/(expenditure)

Net income/(expenditure) is stated after charging:

	2014	2013
	£	£
Auditors' remuneration - audit services	2,160	2,160
Depreciation of tangible fixed assets	1,674	3,070
	<u>                    </u>	<u>                    </u>

#### 9 Employees' remuneration

The average number of persons employed by the charity (including trustees) during the year, analysed by category, was as follows:

	2014	2013
	No.	No.
Charitable activities	9	9
Administration	2	2
	<u>          11          </u>	<u>          11          </u>

The aggregate payroll costs of these persons were as follows:

	2014	2013
	£	£
Wages and salaries	264,946	279,746
Social security	22,243	24,473
	<u>         287,189         </u>	<u>         304,219         </u>

#### *Senior employees*

During the year, defined contribution pension contributions on behalf of these staff amounted to £nil (2013 - £nil).

## TIDES Training and Consultancy

### Notes to the Financial Statements for the Year Ended 30 September 2014

#### 10 Taxation

The company is a registered charity and is, therefore, exempt from taxation.

#### 11 Tangible fixed assets

	Fixtures, fittings and equipment
	£
<b>Cost</b>	
As at 1 October 2013	20,118
Additions	4,667
As at 30 September 2014	<u>24,785</u>
<b>Depreciation</b>	
As at 1 October 2013	19,608
Charge for the year	1,674
As at 30 September 2014	<u>21,282</u>
<b>Net book value</b>	
As at 30 September 2014	<u>-3,503</u>
As at 30 September 2013	<u>510</u>

## TIDES Training and Consultancy

### Notes to the Financial Statements for the Year Ended 30 September 2014

#### 12 Investments held as fixed assets

	Unlisted investments  £
<b>Market value</b>	
As at 1 October 2013 and 30 September 2014	1
<b>Net book value</b>	
As at 30 September 2014	1
As at 30 September 2013	1
All investment assets were held in the UK.	
The charity has an interest in the following:	

	Principal activity	Address	Ownership	%
<b>Other entities</b>				
Tides Trading Services Limited	Dormant Company	7A Weavers Court, Linfield Industrial Estate, Belfast.	Ordinary Shares	100

#### 13 Debtors

	2014	2013
	£	£
Trade debtors	29,876	62,896
Other debtors	88	119
Prepayments and accrued income	108,045	1,969
	<u>138,009</u>	<u>64,984</u>

## TIDES Training and Consultancy

### Notes to the Financial Statements for the Year Ended 30 September 2014

**14 Creditors: Amounts falling due within one year**

	2014	2013
	£	£
Trade creditors	1,722	19,283
Other creditors	1	1,855
Accruals and deferred income	2,160	6,932
	<u>3,883</u>	<u>28,070</u>

**15 Members' liability**

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

**16 Related parties**

**Controlling entity**

The charity is controlled by the trustees who are all directors of the company.

**17 Analysis of funds**

	At 1 October 2013	Incoming resources	Resources expended	Transfers	At 30 September 2014
	£	£	£	£	£
<b>General Funds</b>					
Unrestricted income fund	182,414	281,002	(221,067)	2,161	244,510
<b>Restricted Funds</b>					
BRiC	1,873	236,153	(225,304)	(1,364)	11,358
Community Relations Council	18	47,866	(47,884)	-	-
Small Grants	1,093	4,660	(2,456)	(797)	2,500
	<u>2,984</u>	<u>288,679</u>	<u>(275,644)</u>	<u>(2,161)</u>	<u>13,858</u>
	<u>185,398</u>	<u>569,681</u>	<u>(496,711)</u>	<u>-</u>	<u>258,368</u>