



**RLDCSC**

**Annual Report  
and Accounts**

**1 APRIL 2012 TO 31 MARCH 2013**

**Ripon and Leeds Diocesan  
Council for Social Concern**

# Ripon and Leeds Diocesan Council for Social Concern

Annual Report and Accounts

1 APRIL 2012 TO 31 MARCH 2013

## CONTENTS

	Page
Charity Information	2
Statement of Purpose/Aims	3
Chairman's Statement	4
Trustees'/Directors' Report	5
Strategic Manager's Report	10
Consolidated Accounts (extracted pages)	
Statement of Financial Activity	-9-
Balance Sheet	-10-
Notes to Financial Statement	-11-

### **Summarised Accounts**

The summarised accounts shown in the Annual Report are not full statutory accounts but a summary of information extracted from those accounts. For more information, the full accounts and the auditors' report can be consulted. Copies may be obtained from the secretary - Mrs S Teet, 20 New Market Street, Leeds, LS1 6DG. Tel: 0113 245 6772.

The full audited accounts were approved by the Trustees on 25 September 2013 and, together with the annual report, have been submitted to the Charity Commission. The opinion of the auditor was unqualified.

## **CHARITY INFORMATION**

### **Ripon & Leeds Diocesan Council for Social Concern**

Company Limited by Guarantee. Company No. 3286672. Charity No. 1065423.

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### **TRUSTEES/DIRECTORS as at 31 March 2013:**

Appointed by the Bishop of Ripon & Leeds:

Revd. Dr. Colin Cheeseman (Chairman)

Mr. Frank Blake                      Mrs. Sallie Davies, JP

Appointed by the Council for Mission:

Dr. Richard Byrn                      Mrs. Helen White

Mr. Adrian Lodge                      Revd. Canon Adrian Alker

Appointed by the Trustees:

Mrs. Janet Betts

Retiring Trustees:                      Dr. Gabrielle Syme retired from the Board in June 2012

Trustees' Secretary:                      Mrs. Susan Teet

Registered Office:                      20 New Market Street, Leeds, LS1 6DG.

Telephone:                                  0113 245 6772

Website:                                      www.rldcsc.co.uk

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Bankers:                                      NatWest Bank plc, 8 Park Row, Leeds, LS1 5HD

Royal Bank of Scotland

Auditors:                                      Gibson Booth, New Court, Abbey Rd. North, Shepley, HD8 8BJ

Solicitors:                                      Wrigleys, 19 Cookridge Street, Leeds, LS2 3AG

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### **MANAGEMENT COMMITTEE:**

Chair:    Dr. Richard Byrn

Deputy Chair:                                  Mrs Sallie Davies, JP

Treasurer:                                      Mr. Frank Blake

Members:                                      Mrs. Carol Cochrane                      Mrs. Jill Dilks,  
Mrs. Judith Poole, JP                      Mrs. Anessa Rush

Ex Officio:                                      Revd. Dr. Colin Cheeseman, Chair of Trustees

Mrs. Anne Beckett, JP, WYPT Representative

Strategic Manager:                      Mrs. Louise Cantley

The Area Manager for APs, West Yorkshire Probation Service, has observer status

## STATEMENTS OF PURPOSE

### **Ripon & Leeds Diocesan Council for Social Concern**

Company Limited by Guarantee. Company No. 3286672. Charity No. 1065423.

#### **OBJECTS:**

- \* To maintain the premises known as Ripon House and Cardigan House as Approved Premises within the meaning of the Offender Management Act 2007 and
- \* To support and further all or any charitable activities carried out in connection with the Church of England in the Diocese of Ripon and Leeds and in particular
  - The promotion of temperance and of higher standards of moral life in the individual, the family and the community;
  - The rehabilitation of offenders and particularly those addicted to drugs or alcohol or otherwise in need of help;
  - The relief of distress or suffering arising from offending behaviour.

#### **Memorandum & Articles of Association**

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#### **CURRENT CRITERIA FOR GRANT GIVING:**

- \* Grants given only within the Diocese of Ripon & Leeds
- \* Present funding of projects is examined carefully, as are other possible sources
- \* Particular consideration is given to people within the criminal justice system who have mental health and/or multiple needs.
- \* Grants may be made to individuals as well as groups. Groups should be of charitable status or seeking it.
- \* There is no percentage split on giving, but an awareness of the balance between groups and individuals is maintained
- \* The Trust's hostels are supported throughout
- \* Criteria are reviewed every five years – last reviewed March 2011.
- \* Grants will generally be between £100 and £1,000.
- \* The Trustees meet quarterly. Grant applications will be considered at their March and September meetings.

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More information about our work can be found on our website:

**[www.rldcsc.co.uk](http://www.rldcsc.co.uk)**

## CHAIRMAN'S STATEMENT

We live and work in a world of rapid and significant change. In early January this year the Ministry of Justice published its consultation, 'Transforming Rehabilitation'. We were asked to comment on it. The Ministry of Justice has said that this consultation contains "the most significant reforms to tackling reoffending and managing offenders in the community for a generation." The plans set out there would open up the majority of current probation services to private companies and voluntary sector organisations on a payment by results basis. As the Ministry of Justice itself says, "The market will be opened up to a diverse range of new rehabilitation providers." What this would leave of the current Probation Service is what is being called "a new refocused and streamlined public sector service (which would) be tasked with keeping the public safe from the most dangerous and high-risk offenders." All of this could clearly have a significant impact on the environment within which Cardigan House and Ripon House work and could eventually have an effect on that very work itself. It was, therefore, a matter of regret to find that in the whole of this consultation there was no mention of the work of the Approved Premises, still less of the Independently Managed Approved Premises. At present it is difficult to see exactly what is going to come out of the present process of reform. We must simply await developments with great interest.

Change of a different sort is also going to affect the charity. The decision of the General Synod of the Church of England in July to approve the establishment of a new diocese of West Yorkshire and the Dales, replacing the dioceses of Ripon & Leeds, Bradford and Wakefield, will have a direct impact on us. The aims of this Charitable Company's are set out in its Memorandum of Association. The first aim relates to the work of Ripon House and Cardigan House. The second, however, permits wider charitable activities within the present diocese of Ripon and Leeds. The directors will need to consider, with legal advice, the extent to which and in which ways that aim of the company needs to change to take account of the new diocese. This may well be opportune since the administrative and management changes which have been made for Ripon House and Cardigan House in recent years have, almost for the first time, put the directors in a position to consider the future direction of the charitable company in relation to that second aim.

Meanwhile, and in amongst all this change and potential for change, the work of Ripon House and Cardigan House continues and continues to a high standard. The fact that it does so is due to the work of many people. During this past year Dr Richard Byrn has continued to chair the Management Committee and I need to thank Richard for all his work this past year and for many years before that. Louise Cantley, with our two Operational Managers, David McLeish and Eugene Doherty, lead the staff of the two hostels very ably and we thank them all for their very hard work. I must also mention my fellow directors, amongst whom we are very pleased to welcome Mrs Elaine Webster this year. Equally I must thank Susan Teet, who does so much to assist our work. In the midst of change it remains, and will always remain our purpose to offer a high quality service in providing structured accommodation for men and women within the Criminal Justice system.

Colin Cheeseman  
Chair of Trustees

# **COMPANY REPORT**

## **FOR THE YEAR ENDED 31 MARCH 2013**

### **STRUCTURE, GOVERNANCE and MANAGEMENT**

#### **a) Governing Document**

The Ripon and Leeds Diocesan Council for Social Concern (a Company Limited by Guarantee) incorporates the work of the two Approved Premises – Ripon House and Cardigan House – and their related assets and liabilities. Our registered charity number is 1065423. The charity has its office at 20 New Market Street, Leeds, LS1 6DG.

Social Concern was incorporated on 3 December 1996. Following a special resolution, the company was incorporated under the revised name of Ripon & Leeds Diocesan Council for Social Concern with effect from 27 December 2000.

During 2008, the Trustees reviewed and updated the Memorandum and Articles of Association of the Company. These were amended by a Special Resolution dated 29 July 2008.

#### **b) Recruitment and Appointment of Trustees.**

The Trustees of the Ripon & Leeds Diocesan Council for Social Concern and the Board members are the same people. Under the requirements of the Memorandum and Articles of Association the Trustees are appointed by the Council for Mission and the Bishop of Ripon & Leeds to serve for a period of four years, after which they can be re-appointed for one further term of four years. One member is similarly appointed by the Board of Trustees.

Members have a wide range of backgrounds and skills, bringing expertise in business, education, the judiciary, social work, homelessness and the Church.

In an effort to ensure a broad skills mix, Trustees are requested to provide a list of their skills on appointment. A skills inventory is maintained and, in the event of particular skills being lost due to retirement, individuals with similar skills are approached to offer themselves for appointment to the Board of Trustees.

#### **c) Organisational Structure**

The Board of Trustees of up to 9 members meets quarterly and is responsible for the strategic direction and policy of the charity. Management of the two Approved Premises (also referred to as hostels) is delegated to the Management Committee and the Strategic and Operational Managers. Appointments to the Management Committee may be made at any time and shall normally be for an initial term of three years. Membership may thereafter be renewed for up to three years. This may be further extended in exceptional circumstances after a specific case has been made to and approved by the Trustees. Management Committee membership is ratified each year by the Trustees at their Annual General Meeting.

The Managers have responsibility for day to day operational management of the hostels, individual supervision of staff and ensuring that the staff teams continue to develop skills and working practices in line with best practice.

#### **d) Trustee Induction and Training**

New members are provided with an information pack. Trustees who have served on the hostels' Management Committee are already familiar with the practical work of the charity. Additionally, gaps in knowledge are identified by individual members and visits and training are organized to enable members to have sufficient information about the work of the charity to contribute effectively.

Annual Meetings usually incorporate a training element. Last year's meeting focused on Restorative Justice.

#### **e) Risk Management**

The Trustees have conducted a review of the major risks to which the charity is exposed and

confirm that systems have been established to review risks regularly and that they have taken the necessary steps to mitigate the risks the charity faces.

Under the guidance of Royal Bank of Scotland Mentor Services, policies and procedures are in place to ensure compliance with health and safety regulations for staff, residents and visitors to the hostels. These procedures are reviewed and updated by the mentor service to ensure that they continue to meet the needs of the charity.

#### **f) Related Parties**

In so far as it is complementary to the charity's objects, the charity is guided by local and national policies. Both hostels work in partnership with West Yorkshire Probation Service, local GP practices, Safer Leeds, Together Women Project, local housing organisations, alcohol and drugs services and other third sector organisations.

Nationally, the hostels work in partnership with their funders, the Ministry of Justice, and the National Approved Premises Association (NAPA), ensuring that national standards are constantly attained.

The Trustees thank all our partner agencies for their commitment to and assistance with our work.

### **OBJECTS AND ACTIVITIES**

The charity's purposes as set out in the objects contained in the company's Memorandum of Association are to:

to maintain the premises known as Ripon House and Cardigan House as Approved Premises within the meaning of the Offender Management Act 2007, and

to support and further all or any charitable activities carried out in connection with the Church of England in the Diocese of Ripon and Leeds and in particular:

- the promotion of temperance and of higher standards of moral life in the individual, the family and the community;
- the rehabilitation of offenders and particularly those addicted to drugs or alcohol or otherwise in need of help;
- the relief of distress or suffering arising from offending behaviour.

These objects were last reviewed and updated in 2008. The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities

#### **The focus of our work**

The Charity supports those individuals who are on post custody licence, community order or bail. Cardigan House mainly works with men assessed as posing a high risk of harm to the public. Ripon House works with women assessed as posing a high or medium risk of harm to the public

A qualified Approved Premises Manager and trained staff team liaise closely with the Probation Service, Ministry of Justice, National Offender Management Service, and Criminal Justice System. Staff work with residents to help them address their offending behaviour, and so reduce the risk of re-offending and the risk of harm to the public.

#### **Achievements and Performance**

Each year the Trustees agree a range of targets and objectives for the coming year. Also, the Strategic Manager draws up an annual Business Plan which is approved and monitored by the Management Committee.

The Trustees have appraised their performance and achievements over the past year. They, together with both hostels, have met their targets.

## **Financial Review**

Each hostel submits an annual budget to the Trustees for approval. Budget Reviews take place at every Management Committee meeting (a minimum of six such meetings per year) and finances are reviewed at each quarterly meeting of the Trustees. Both hostels continue to manage their finances in a prudent and resourceful way.

### **a) Principal Funding Sources**

The Ministry of Justice is the principal funder of both Cardigan House and Ripon House. Detailed information on this and the Trust's Finances is set out in the Financial Accounts at the end of this Report.

### **b) Reserves Policy**

The Board of Trustees, as part of its strategic planning, aims to maintain the central reserves at a level which is sufficient to enable the Council to fulfil its charitable objectives and its responsibilities as an employer.

The Trustees have established a policy whereby the funds of the Approved Premises not committed or invested in tangible fixed assets ('the free reserves') are maintained at a level which the Board feels is sufficient to maintain the continuing activities of the charity on the basis of the funding arrangements with the Ministry of Justice. The level of reserves is - reported to the Ministry of Justice.

Why reserves are needed. As part of its Business Risk Assessment, the Board has established that the charity needs to maintain short-term and long-term reserves to reduce the impact of risks from internal and external factors.

- 1) The Approved Premises need to hold short-term reserves to meet the costs of un-planned events and planned internal maintenance of the buildings.
- 2) As owner of the two properties known as Cardigan House and Ripon House, the Board needs to hold sufficient central reserves to cover major building works and underwrite any capital grant funding provided by the Ministry of Justice.
- 3) The Board also has overall responsibility for the employment of staff and, should income sources be disrupted, needs to have sufficient reserves to meet ongoing costs until further funding is secured.

#### Level of reserves.

In considering the level of reserves the Board took into account key areas of financial risk. These equate to approximately 50 per cent of annual operating costs.

In 2011, the Board began to charge rent to Ripon House AP and Cardigan House AP for use of the buildings. The rental income is being transferred into the Central Reserves Fund until a satisfactory balance has been achieved.

Should the reserves fall below an agreed level, the Trustees will take action to raise additional funds in order to keep the charity financially healthy.

#### Investment of reserves.

The reserves of the charity are held in the freehold property, investments administered by the Ripon and Leeds Diocesan Board of Finance and short term building society and bank accounts.

With regard to risk, as the balance of the Central Reserves Fund increases, investment advice will be sought by the Trustees when necessary.

### **c) Investment Policy**

#### Objectives

The overall financial objectives are:

- effective management of the charity's assets that are not required for imminent use.
- to protect the reserves of the charity and maximise investment income..

The Investment objectives are to:

- produce the best financial return within an acceptable level of risk
- produce a total return of at least RPI plus 3% over the long term



## Risk

- inflation risk mitigated through investment in tangible and intangible assets
- capital volatility can be tolerated if the exposure is limited
- diversification of assets is required
- sterling base currency
- minimum A\* credit rating for deposit taking institutions, maximum £100k cash deposit per counterparty

## Liquidity

- the Board of Trustees aims to distribute grants of £500 to £1,000 per annum
- minimum 70% in assets realisable within 3 months
- minimum 6 months' worth of total running costs in cash or lower risk liquid investments.

## Time Horizon

- long term

## Ethical Policy

- invested in line with the charity's aims

## Management, Reporting and Monitoring

- RLDCSC uses CCLA, a professional investment management firm. An annual valuation is produced.
- two authorised signatories are required to sign instructions to the investment manager.
- the Board of Trustees agrees investment strategy and monitors the investment assets.

## Approval and Review

This policy has been approved by the Trustees and will be reviewed annually

## **Plans for the Future**

Targets for the coming year have been agreed as set out below:

### General

- 1) Continue to manage the affairs of the Charity in accordance with legal requirements.
- 2) Continue to manage the finances of the Charity with prudence.
- 3) Secure an appropriate written contract with the Ministry of Justice.
- 4) Make appropriate donations as agreed in the memorandum and articles of association.
- 5) Continue to promote the work of the Company via the website and twice yearly Newsletters for the parishes in the Diocese.
- 6) Continue to evidence the 'public benefit' provided by the charity.
- 7) Recruit a new Trustee/Director with relevant skills.
- 8) Remain aware of the need to be inclusive and encourage diversity.
- 9) Maintain a skills audit of Trustees.
- 10) Set aside money to offer further training to Trustees as needed
- 11) Monitor the Business Risks of the Company and APs, setting strategy and targets to identify and manage the needs for strategic change.
- 12) Contribute to national debate about Approved Premises and maintain an appropriate relationship with the Probation Service
- 13) Establish and develop constructive relations with other APs, and in particular all IMAPs in England.
- 14) Have regard to environmental issues.

### Approved Premises

- 1) Continue to maintain, and seek to improve, Cardigan House and Ripon House as properties apt and fit for the purposes set out in the Trust Deed.
- 2) Support the Management Committee of Cardigan House and Ripon House to continue its functions of supervising the work done by both Approved Premises.
- 3) Monitor the performance of Cardigan House and Ripon House against national and local targets.
- 4) Continue to encourage Management Committee attendance at the Annual Training Event/AGM

- 5) Support Ripon House in raising its profile as an all female Approved Premises.
- 6) Support Cardigan House in developing its work with high and very high risk offenders.
- 7) Continue to encourage effective financial management.
- 8) Continue to have regard to environmental issues.
- 9) Have the two properties, Cardigan House and Ripon House, revalued, including a review of the rental income valuation.

#### Developments

- 1) Consider appropriate uses of 'AP rent' income.
- 2) Seek professional advice on prudent investment of reserves.
- 3) Be proactive in developing collaborative working with other Approved Premises.
- 4) Review the appointment of employment law advisors.
- 5) Require all Trustees to undertake ACAS training on Disciplinary/Grievance issues.

#### Staff

- 1) Require the Management Committee to ensure that good employment practices continue to be implemented.
- 2) Monitor and appraise the Strategic Manager in her role.
- 3) Require Managers to undertake ACAS training on Disciplinary/Grievance issues.

### **RESPONSIBILITIES OF THE TRUSTEES**

The trustees (who are also the directors of Ripon & Leeds Diocesan Council for Social Concern for the purposes of company law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the 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 accounting 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 that 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.

## **Auditors**

A resolution to reappoint external auditors for the ensuing year will be proposed at the forthcoming annual general meeting.

Registered office:  
20 New Market Street  
Leeds  
LS1 6DG

Signed on behalf of the trustees

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Revd. Dr. Colin Cheeseman, Chairman

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## **STRATEGIC MANAGER'S REPORT**

### **Introduction**

It has been a year of uncertainty for those involved in Criminal Justice Services. Changes at ministerial level and a major review of service provision and funding have been undertaken and whilst the foreseeable future for Cardigan House and Ripon House appears secure until 2015, other services face a very difficult few years.

At the same time it has been a very positive year in terms of service delivery. Both premises have been well occupied and have undergone some physical work improving the environment for residents and staff and we've continued to develop and expand our partnership work with other agencies. The staff teams have continued to learn and develop in the face of new challenges.

### **Transforming Rehabilitation**

In the middle of 2012 Chris Grayling replaced Ken Clarke as Secretary of State for Justice and two new Parliamentary Undersecretaries of State, Jeremy Wright and Helen Grant replaced Crispin Blunt, who returned to the back benches. Chris Grayling is a big supporter of payment by results and taking a hard line on justice issues. A review of Probation was already underway with the aim of reducing re-offending, reducing costs and introducing reforms. This followed several other documents outlining commission-ing intentions and Justice Select Committee Enquiries into effectiveness of services.

Transforming Rehabilitation was published in November 2012 with a consultation period until February 2013. The consultation period had little impact on 'Transforming Rehabilitation' and effectively Probation Trusts will cease to exist from autumn 2014. A new National Probation Service will remain in the public sector managing 30% of its current work including risk assessments, MAPPA, high risk work and court work. All other work, approximately 70%, including community payback, accredited programmes and supervision of medium and low risk offenders will be contracted out to other organisations in the private

and voluntary sector. Statutory supervision will be increased to cover all offenders sentenced to less than 12 months custody.

Until 2015 the current arrangements for Approved Premises will remain unchanged, as it is mainly high risk offenders that are accommodated in this way and are subject to enhanced supervision. The Probation Service will continue to manage the premises for which they currently have responsibility and the ten independent providers will continue to manage their premises.

There are huge concerns about the implications of these changes, as much has been said about what the government would like to see, but little about the process for achieving this in a very ambitious timescale. Approximately 70% of current probation staff will move over to new providers, with obvious concerns re redundancies. It is expected that work to identify which cases will transfer and which will remain will be identified by the autumn. There is not presently enough information to assess the potential implications of these changes for Cardigan House and Ripon House, but clearly there will be many changes in who we do business with, particularly in the Women's sector, as many of the women we currently work with are assessed as medium risk of harm.

### **Contract**

Negotiations continued throughout 2012/13 and it would now appear that we are approaching a finished document that we would be prepared to sign. It will be a commercial contract, but within it we would have 6 months' notice of termination with NOMS meeting redundancy and closure costs in the event that they cease to commission us in the future. We would be guaranteed monthly funding in advance, as we have now and although there is no clause re capital grants there is a commitment to do what they can to meet our needs.

### **Serbian Visit**

In June Ripon House hosted a group of representatives of Serbia's Prison and Probation Service who were on a week's visit to West Yorkshire Probation Trust (WYPT). Serbia is trying to gain access to the European Union and have to improve in a number of key areas including reforms to the justice system. We had to conduct our presentation through interpreters, which was both interesting and time consuming. They were particularly interested in services for women, because these do not exist in Serbia. Hopefully we've been able to sow some positive seeds.

### **Personality Disorder**

In June Ripon House agreed to be part of a bid to NOMS to pilot Restorative Justice Interventions for women offenders. This involved WYPT, Askham Grange and New Hall Prison's and Victim Services. The bid was successful. Training was provided for our representative Lucy Wilkinson (RO) by Restorative Solutions.

In practice it will involve small numbers of women and it has to be victim initiated. Following initial training WYPT staff and those working in prisons are identifying cases that may be suitable. This will increase what we are able to offer offenders and victims and the staff involved will receive regular updates to their training increasing their development. It will also benefit our relationships with the other services involved.

### **Partnership Work**

Our close working relationship with West Yorkshire Probation Trust has continued throughout the year. We have continued to part fund Esteem along with the Trust and St John's Approved Premises. Through Esteem all our residents have access to outdoor activities providing an opportunity to learn new skills, develop confidence and challenge

themselves. During the past year Ian Cullen has developed accreditation for Esteem courses via the Open College Network. This has meant our residents can gain qualifications in teamwork, leadership and safety, whilst participating in Esteem. This may assist them to gain employment in the future and will certainly improve their confidence.

We have continued our relationship with Bradford University. Eugene and I are currently undertaking our Practice Educators Awards, following changes to registration and course content for students on the BA and MA Social Work Courses. We provide fantastic placements for students and the opportunity for our staff and residents to benefit from the skills the students bring. Leeds University students have provided Creative Writing Courses for residents and the opportunity to participate in drama at both premises.

In June 2012 the Principal of Shipley College attended Cardigan House to present Certificates to several residents past and present who had completed courses in Horticulture. This continues to be a fantastic opportunity for residents to further their skills and make use of the garden.

Staff at both premises are actively developing structured activities. Furniture restoration is taking place at Cardigan House along with occasional trips to the Dales to take part in lambing and rebuild dry stone walls. A men's discussion group is up and running and other staff are running boxing groups, cooking and healthy eating and an outreach group for those who have moved on to their own accommodation, but are experiencing difficulties. At Ripon House the Healthy Minds / Healthy Bodies Course has continued to go from strength to strength. Pam Bircumshaw is now seeking accreditation from the Open College learning network for those attending. The alcohol group is also well attended providing education and advice for those wanting to reduce, abstain, or better control their alcohol intake.

## **Cardigan House Approved Premises**

### **Staffing**

David McLeish has continued to lead the staff team since his appointment in April 2012. David has settled in well and has continued to develop the staff team and worked to increase the level of structured activities at Cardigan House. His enthusiasm is having a positive impact on staff and residents.

Over the year the staff team has been stable. In August Sharon Collinson left her night care role to join Leeds City Council, as a Social Worker. We wish her well in her new role. This followed the departure of the other night care worker Cath Cooke who took redundancy in July, amid plans to move to Dominica. We thank her for her many years of service at Cardigan House. Cath's departure followed a review of the night cover arrangements. The night care worker role had been difficult to integrate and following careful examination it was decided to move to having five Assistant Residential Officers all doing a combination of night shifts, sleep in shifts and day shifts. Laura Robinson joined the team at the beginning of November and has been a positive addition. The staff team continues to be commended by many within West Yorkshire Probation Trust and beyond for their work with residents and positive approach, often in difficult circumstances.

Congratulations also go to Andy Brown (ARO) for his individual work with a number of very challenging residents. As a result of this he was nominated for a National Approved Premises Association (NAPA) award at the 2013 spring seminar and received a certificate of commendation.

Debbie Simmons continues to cook good food, and maintain a positive atmosphere and 5 stars for the running of the kitchen to Food Hygiene Standards. The gardens continue to be tended to high standard by Alwyn Roberts whose energy is timeless and Anne Briscoombe keeps the building clean and tidy. All house staff assist with creating a safe and positive environment where residents can flourish.

## **Ripon House Approved Premises**

### **Staffing**

Eugene Doherty has continued to manage the staff team with skill and enthusiasm. He has made a considerable contribution to management and support of residents at Ripon House and will remain with us for the foreseeable future.

In November Deborah Standing left her Residential Officer role to take up a Probation Officer post with Lancashire Probation Trust. Sharron Waterworth, Deborah's job share partner continues to fulfil her duties, with other shifts covered by the relief pool. Steph Johnston, ARO also moved on at the end of March 2013 to take up a new role with Leeds City Council leaving care team. Lindsay Grimes has just been appointed to the ARO role and will start in June 2013. We thank all those who have departed during the year for their hard work and commitment and wish them well in their new roles.

The house staff continue to do an excellent job. Well done to Jackie Waite who achieved 4 stars for her first year in the Ripon House kitchen. Christine Cullum has excelled in keeping Ripon House clean and tidy with a wonderful fresh smell.

Congratulations go to Lorna White, who successfully completed a six week observational placement from Leeds Trinity, in January 2013 and too Hazel Muyamba who successfully completed her Social Work placement from Bradford University, in March 2013, with Eugene Doherty acting as her practice educator.

Finally, the reorganised Finance and Administration Department, which operates from Ripon House, but covers both premises has continued to develop under the leadership of Rachel Kyle. Our processes and procedures are efficient and well managed and we are confident that the amalgamation has worked and will continue to take us forward.

### **The future**

The past year has again been a positive one for residents at Cardigan and Ripon House and despite many changes a high number of residents successfully resettled in the community. Our funding is confirmed for 2013/14 so we will be able to carry on working towards successful rehabilitation of residents and helping them to achieve positive change. The future beyond 2015 remains uncertain, much depends on how the changes to the system and demise of Probation Trusts into one National Probation Service, and a third of its current staffing operates in practice. From 2015 onwards Approved Premises may be subject to some form of competition and we would hope to be in a position to bid to continue to run our premises. What is clear is that austerity measures are likely to remain in place for the next few years and we will need to continue to make some difficult choices in order to demonstrate efficiency, quality and value for money. Whatever the future brings we will be in the best possible position to succeed if we can demonstrate a positive rehabilitative regime, with residents' success at the forefront.

*Louise Cantley* Strategic Manager