

Ripon and Leeds Diocesan Council for Social Concern

Annual Report and Accounts

1 APRIL 2013 TO 31 MARCH 2014

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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 2014 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.

TRUSTEES/DIRECTORS as at 31 March 2014:

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:

Mrs. Helen White Mr. Adrian Lodge

Mrs Elaine Webster Revd. Canon Adrian Alker

Appointed by the Trustees:

Mrs. Janet Betts

Retiring Trustees: Dr. Richard Byrn retired from the Board in October 2013

Trustees' Secretary: Mrs. Susan Teet

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

Telephone: 0113 245 6772

Website: www.rldcsc.co.uk

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

MANAGEMENT COMMITTEE:

Chair: Mrs Sallie Davies, JP

Deputy Chair: Mr Adrian Lodge

Treasurer: Mr. Frank Blake

Members: Mrs. Carol Cochrane Mrs. Jill Dilks,

Mrs. Judith Poole, JP

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

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.

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

www.rldcsc.co.uk

COMPANY REPORT

FOR THE YEAR ENDED 31 MARCH 2014

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 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 the work of the West Yorkshire Community Chaplaincy Project, which offers support to men leaving HMP Leeds.

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. The 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. The Strategic Manager also prepares a 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/Directors, 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 Directors 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 via the Charity's Annual Report.

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. If reserves exceed the target figure, the surplus would be applied in accordance with the Charity's primary aims and objectives.

Investment of reserves.

The reserves of the charity are held in the freehold property, investments managed by CCLA, and short term 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) Make appropriate donations as agreed in the memorandum and articles of association.
- 4) Examine ways to promote the work of the Company via the website and Newsletter for the parishes in the Diocese.
- 5) Continue to evidence the 'public benefit' provided by the charity.
- 6) Recruit a new Trustee/Director and Management Committee members with relevant skills.
- 7) Remain aware of the need to be inclusive and encourage diversity.
- 8) Maintain a skills audit of Trustees/Directors
- 9) Set aside money to offer further training to Trustees as needed
- 10) Monitor the Business Risks of the Company and APs, setting strategy and targets to identify and manage the needs for strategic change.
- 11) Contribute to national debate about Approved Premises and maintain an appropriate relationship with NOMS, NPS (National Probation Service) and CRCs (Community Rehabilitation Companies)
- 12) Establish and develop constructive relations with other APs, and in particular all IMAPs in England.
- 13) Have regard to environmental and fair trade 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) Have regard to environmental and fair trade issues.

Developments

- 1) Consider appropriate uses of 'AP rent' income.
- 2) *Continue to* 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) Ensure that systems are put in place to comply with auto-enrolment legislation.
- 6) 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 have undertaken 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 Gibson Booth as 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

The past year has been dominated by changes proposed under ‘Transforming Rehabilitation’. Probation Trusts will cease to exist from the 31st May 2014 and Probation will be split into the National Probation Service (NPS) and Community Rehabilitation Companies (CRC). On the 1st June 2014 both will remain in public ownership, but from the autumn of 2014 the CRCs will be sold off to other private sector and third sector companies. The NPS will generally work with offenders deemed to pose a very high or high risk of harm to the public, with medium and low risk work transferred to the CRC’s. Approved Premises will remain within the NPS, with the ten independent premises being contract managed under this structure.

It has therefore been a year of uncertainty for those involved in Criminal Justice Services. This has impacted on the morale of staff. The lack of concern about the possible consequences for the public of bringing in changes too quickly without proper structures and processes to support them has been a cause of concern for many. The Probation Service has demonstrated significant reductions in re-offending over the past few years and the transforming rehabilitation agenda appears to be more about ideology than addressing more challenging aspects of service delivery and building on positive achievements.

At the same time Cardigan House and Ripon House have continued to provide a positive effective service for residents. We have continued to focus on ways to develop our service and ability to deliver structured activities, all aimed at supporting positive outcomes for residents.

Transforming Rehabilitation

Lynda Marginson has been appointed as the North East Regional Director for NPS and Bill McHugh has been appointed as Head of West Yorkshire CRC. Lucia Saiger-Burns will manage our contract as the Regional Head of Public Protection. There are twenty-two Approved Premises in the North East Division, five of which are independent.

At the time of writing it isn’t clear whether we will retain our computer access to NPS systems and what access we will have to CRC systems when residents are supervised through these,

having been assessed as 'medium rather than high risk'. We are also unaware as to whether we will be able to continue with staff secondments beyond the next twelve months and, if we are, whether it will be financially viable to do so. At this time there are still many more questions than answers, hopefully the next few months will bring some clarity.

Contract

The negotiations that started many years ago have now concluded. We now have a two year contract to deliver services according to the Approved Premises Service Specification, lasting until March 2016. Along with this we have a service level agreement, safeguarding arrangements, already in place with the National Probation Service and Community Rehabilitation Companies. This will last until the Community Rehabilitation Companies are sold off in the autumn and the new providers commence in April 2015. The new Contract brings targets around occupancy, successful completions and ratios in relation to high and medium risk offenders. These are achievable and we will be further developing our systems for monitoring and evaluating our service.

Death of a Resident

On the 15th April 2013 a 34 year old resident was found dead in his room at Cardigan House. This was a very sad and difficult time for staff and residents. The death was investigated by the Prisons and Probation Ombudsman, who investigate all deaths in custody and Approved Premises. The cause of death was undiagnosed ischaemic heart disease. The Ombudsman concluded that there was nothing anybody could have done. Staff were able to attend the funeral and offer some comfort to the deceased's family by letting them know that his last few days had been spent at Cardigan House trying to rebuild his future. All staff were offered counselling to assist them in coming to terms with the death.

Personality Disorder

The three Women's Approved Premises in the North of England (Ripon House, Adelaide House and Edith Rigby House) are working towards becoming enabling environments. The National Enabling Environments in Prisons and Probation Project (NEEPPP) is run via the Royal College of Psychiatrists Centre for Quality Improvement. There are ten standards to achieve in order to receive the quality kite mark. This will assess whether our service is appropriate for working with women with personality disorder, and going through the process, making changes to practice where necessary should have a positive impact on our work with all residents.

Managing Your Mind Group

This group has started at the Leeds Women's Centre and is a partnership between Ripon House, the Together Women Project and Leeds Personality Disorder Clinical Network. It takes place over several two hour sessions and aims to help women who may or may not have a personality disorder diagnosis to understand what they feel and why they feel it, with the aim of helping people control their emotions and hence make better decisions. It is early days, but hopefully this group will deliver positive outcomes for many women.

Partnership Work

Our close working relationship with West Yorkshire Probation Trust has continued throughout the year. It will be a shame to say goodbye to the Trust, but hopefully we will be able to develop relationships with the NPS and CRC's.

During 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. Unfortunately the demise of the Trust is likely to mean that we are unable to continue to fund Esteem because the Trust paid half of the cost. We will therefore be looking at other opportunities to provide activities outdoors for residents, so that the development that this can bring isn't entirely lost.

We have continued our relationship with Bradford University. Eugene and I have gained our Stage Two 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.

At Cardigan House we've developed the old coach house into a workshop and plan to further develop projects to enable residents to achieve vocational qualifications. The gardens and outdoor activities continue to be popular. We continue to develop our structured activities adding to the range of groups and programmes available.

At Ripon House the art group continues to be popular along with a range of educational activities around alcohol, drugs and general healthy lifestyles. In addition, all women have access to activities run by Together Women, which compliment our programmes.

Cardigan House Approved Premises

Staffing

David McLeish has continued to lead the staff team since his appointment in April 2012. He has been assigned to the National Probation Service and for the foreseeable future we will retain his secondment. David has continued to bring new ideas and different ways of working to the operational team.

Over the year the staff team has been stable. The only departures have been two staff furthering their careers. Laura Robinson (ARO) left at the end of February to take up a role with Police Intelligence. George Frost (RO) left during March to become a Police Officer with North Yorkshire Police.

Sean Harvey has taken an ARO Post on a temporary contract until the end of July 2014. Will Toms (ARO) is currently doing an act-up to cover the RO vacancy. Both have been a positive addition to the team.

All house staff have continued to support the work of the residential team and create an atmosphere where residents can flourish.

Congratulations go to Angela Shanks, who successfully completed a six weeks observational placement from Leeds Trinity in January 2013, and to Phil Higgins, who successfully completed his six months social work placement, from Bradford University.

Ripon House Approved Premises

Staffing

Eugene Doherty has continued to manage the staff team with skill and enthusiasm. He has also been assigned to the National Probation Service and will continue with us for the foreseeable future.

The staff team has been stable throughout 13/14, with no additions or departures.

The house staff continue to do an excellent job keeping the place clean and tidy and creating a positive atmosphere.

Congratulations go to Lucy Fowler, who successfully completed a six week observational placement from Leeds Trinity in January 2013, and to Nick Starr-Riley who successfully completed his social work placement from Bradford University in March 2014

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 sound financial management has ensured that we are able to continue to deliver an effective service within budget.

We thank all those who have worked at Cardigan or Ripon over the past year and we wish all those who have departed to pastures new a happy and successful future.

The future

Both premises have prospered in what has been a difficult year for those involved in Criminal Justice Services. We are reviewing what we do and how we do it to ensure that we can demonstrate effective practice. Our performance in terms of completions and demonstrating that residents haven't re-offended during and following their stay has never been as important and will be critical in our survival post March 2016. We know from our positive results with residents that we have firm foundations on which to build. We will therefore continue to develop our services and opportunities despite the challenges that lie ahead. What is most important is that we continue to provide a safe enabling environment where residents can turn their lives around.

Louise Cantley Strategic Manager