

# Progress to Change

formerly  
*Ripon and Leeds Diocesan  
Council for Social Concern*

Trustees' Annual Report and Accounts

1 APRIL 2014 TO 31 MARCH 2015

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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 15 September 2015 and, together with the annual report, have been submitted to the Charity Commission. The opinion of the auditor was unqualified.

## CHARITY INFORMATION

### Progress to Change

(Formerly known as 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 2015:

Appointed by the Bishop of Leeds (formerly Ripon & Leeds):

Mrs. Sallie Davies (Chairman) Mr. Frank Blake

Revd Canon Kathryn Fitzsimons Mr. Nigel Wainman .

Appointed by the Bishop of Leeds (formerly via the Council for Mission):

Mrs. Helen White Mr. Adrian Lodge

Appointed by the Trustees:

Mrs. Louise Bloomfield

Retiring Trustees:	Revd. Dr. Colin Cheeseman	October 2014
	Mrs Jan Betts	October 2014
	Revd. Canon Adrian Alker	January 2015.
	Mr. Ian Bradshaw resigned	February 2015
	Mrs Elaine Webster	March 2015

Company Secretary: Mrs. Susan Teet

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

Telephone: 0113 245 6772

Website: [www.rldcsc.co.uk](http://www.rldcsc.co.uk) / [www.progresstochange.co.uk](http://www.progresstochange.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 BOARD MEMBERS:

Chair: Mrs Sallie Davies

Deputy Chair: Mrs. Helen White

Treasurer: Mr. Frank Blake

Executive Members: Mr. Adrian Lodge; Revd. Canon Kathryn Fitzsimons;  
Mr. Nigel Wainman.

Non-Executive Members: Mrs. Carol Cochrane; Mrs. Jill Dilks; Mrs. Judith Poole, JP.

Strategic Manager: Mrs. Louise Cantley

The NPS Contract Manager (Community) has observer status at Operational Meetings.

## **STATEMENTS OF PURPOSE**

### **Progress to Change**

(formerly known as 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 and Leeds (to be widened to the Diocese of West Yorkshire and the Dales)
- \* 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 bi-monthly. 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) / [www.progresstochange.co.uk](http://www.progresstochange.co.uk)**

# COMPANY REPORT

FOR THE YEAR ENDED 31 MARCH 2015

## STRUCTURE, GOVERNANCE and MANAGEMENT

### a) Governing Document

Progress to Change (formerly known as the Ripon and Leeds Diocesan Council for Social Concern) is a Company Limited by Guarantee and 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.

As a result of the creation of the Diocese of Leeds in 2014, and following a special resolution, the company was incorporated under the revised name of Progress to Change with effect from 15 August 2015.

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, and are currently in the process of review.

### b) Recruitment and Appointment of Trustees.

The Trustees of Progress to Change 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.

Note: As a result of diocesan changes the appointment process and Articles of Association are currently being reviewed.

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

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, efforts are made to recruit individuals with appropriate

### c) Organisational Structure

The Board of Trustees of up to 9 members has met quarterly and is responsible for the strategic direction and policy of the charity. Management of the two Approved Premises (also referred to as hostels) has been delegated to a Management Committee and to the Strategic and Operational Managers.

As from 1 January 2015 meetings of the Board of Trustees and Management Committee were combined – MC members becoming non-executive members of the combined Management Board. Meetings are held bi-monthly.

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. 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.

### **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.

Policies and procedures are in place to ensure compliance with health and safety regulations for staff, residents and visitors to the hostels. These procedures have been 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 association with the National Probation Service, Community Rehabilitation Companies, local GP practices, Safer Leeds, Together Women Project, local housing organisations, alcohol and drugs services and other third sector organisations.

Nationally, the hostels work collaboratively with their funders the Ministry of Justice and National Offender Management Service. We are also a member of 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, and are currently being updated. 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 Board meeting (a minimum of six such meetings per year). 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

- Progress to Change 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**

The following Aims and Objectives have been agreed for 2015/16:

Aim: We will continue to manage the affairs of the Charity in accordance with the requirements of the Charity Commission, the MOJ, our memorandum and articles of association, and in line with our financial plans.

### Objectives:

To complete the change of name procedures.

To formalise our relationships with the new diocese, especially the appointment of new Trustees and Diocesan representation on the Board of Trustees.

To finalise the implementation and communication to staff of the new pension scheme before the due date for auto-enrolment.

To prepare a first feasibility study for the possibility of providing 'follow-on' accommodation.

## **RESPONSIBILITIES OF THE TRUSTEES**

The trustees (who are also the directors of Progress to Change 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  
.....  
Mrs Sarah Davies, Chairman

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**CHAIRMAN'S REPORT**

It has been a very busy year with a number of major decisions taken. Perhaps the one which has occupied most time has been the issue of the adoption of a pension scheme to comply with the government's auto-enrolment requirements. After much discussion, the Trustees agreed to close the current West Yorkshire Pension Fund (WYPF) scheme to new members and adopt the Peoples' Pension. This scheme will be offered to all staff who are not in the current WYPF scheme and to all new members of staff joining us. It remains to be seen just how many make the decision to opt out.

As with pension schemes throughout industry, the West Yorkshire Pension Fund is in deficit. We continue to make the additional annual payments requested by the Fund and to make a



contribution to reducing our deficit.

The other major change which has impacted on the work of the Trustees has been the re-organisation of the Probation Service into two parts – the National Probation Service remaining in the public sector and dealing with offenders convicted of serious offences and the Community Rehabilitation Companies which will be in the private sector and deal with all other offenders. Approved premises work with serious offenders and so we remain in close relationship with the National Probation Service. Ripon House works with residents convicted of a wider range of offences and it may be that we shall develop a contact with the CRCs, but as yet this has not happened.

The split of the Probation Service has led to a number of changes which have impacted on our relationship with it. The contract the Service was proposing was not acceptable to us and we were advised that much work would have to be done before we should sign. If we continue to use NPS staff as hostel managers we should have to pay VAT on their salaries. We should also have to pay an increased pension contribution. This is not financially viable and the decision has been taken that, when the current managers leave, we shall employ our managers directly.

After many years of close working relationships with the West Yorkshire Probation Trust we now find ourselves almost as rivals. As before, we have to have a NPS representative at meetings at which we discuss operational issues but it is no longer appropriate that they have sight of our financial affairs or be party to discussions relating to staff. The decision was taken, therefore, to take the opportunity to re-organise our meetings and the membership who attend. A meeting to discuss operational matters is held with attendance by NPS, followed by a private meeting. The membership of the old Management Committee has been merged with the Trustees. Non-trustees take a full part in the discussions of the private meeting, but do not have voting rights on matters concerning the Trustees. The new committees are working well and the Trustees value the additional input they now have to their meetings.

At the same time as reorganising the meeting composition and schedule, the opportunity was taken to re-consider the format of the AGM. Attendance has always been problematic and the training element difficult to arrange. It was decided, therefore, to hold the AGM at our September meeting and arrange training as the need arises.

The merging of the dioceses in West and North Yorkshire has prompted a further set of decisions. Our current name – Ripon and Leeds Diocesan Council for Social Concern – is no longer accurate and the area covered by the new Diocese is much wider. RLDCSC has never really explained who we are and what we do. So, after much searching for names, the decision was taken to change our name to Progress to Change and to maintain our link with the Diocese by way of a strap line '*in association with the Diocese of West Yorkshire and the Dales*'. In the coming months the legal formalities will be completed and a new identity formed. One change we have made is to widen our grant giving area to match that of the new.

Because of the pressure caused by pensions, diocesan reorganisation and changes to the Probation Service, it has been difficult to focus on the future direction of the Charity. However, the decision has been taken to explore the possibility of extending our work into the provision of 'follow-on' accommodation and it is hope that progress will be made during 2015/2016.

Finally, I have to report changes to the Trustees. Colin Cheeseman resigned at last year's AGM as he was retiring and moving away from the area. I was appointed as Chair to replace Colin. Jan Betts also resigned at the AGM due to other commitments. Canon Adrian Alker resigned early 2015 as he was retiring and had moved away from the area. Ian Bradshaw was unable to continue as he has had a succession of serious illnesses which made it difficult for him to fulfil his obligations as a Trustee. Elaine Webster has been offered a post with VSO in Cambodia for 18 months which makes it impossible for her to continue. We were sorry to lose them all and thank them for their contributions. In their place we are delighted to welcome Louise Bloomfield. Nigel Wainman and Canon Kathryn Fitzsimons. Without the work of the Trustees

and the other members of the Board the valuable work with which we are associated could not be done.

The report would not be complete without thanking Louise Cantley and her staff for their work over the year – our Approved Premises and the work done in them continue to improve. All those who visit, whether from Probation or the community, are full of praise for what they see.

Sallie Davies

June 2015

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## **STRATEGIC MANAGER'S REPORT**

### **Introduction**

The past year has been dominated by changes to the Criminal Justice System on a national level. At the end of May 2014 West Yorkshire Probation Trust was dissolved, along with other Probation Trusts and the National Probation Service (NPS) and Community Rehabilitation Companies (CRC) were born. Work was split between the two with the NPS retaining very high and high risk of harm offenders and medium and low risk offenders being managed by the CRCs. The Approved Premises Estate, including the Independent Approved Premises were retained as part of the NPS. This change continues to present a number of opportunities and challenges for Independent Approved Premises.

At a time of huge uncertainty we have continued to develop the staff teams, structures and what we are able to offer residents while they are with us. We have taken on 'Footsteps Training' at both premises, in order to develop residents' ability to manage themselves and work towards living 'better lives'. In addition we have begun to work towards the Enabling Environments Award (EE) at Ripon House which involves examining and improving every aspect of what we do and how we do it. We are also involved in the Approved Premises National Review, which involves looking at structures, risk management, public protection and rehabilitation. The overall aim of this is a better more efficient service.

Despite the uncertainty we have continued to focus on the risks and needs presented by residents and have maintained a good level of service. Our aim is simple – to reduce the risks presented by residents and enable residents to address issues in their lives, so that they can move-on to live successfully in the community.

### **Transforming Rehabilitation**

In the latter stages of 2014, the Community Rehabilitation Companies were put out to tender. In the North East Division, of which we are part, there are now a number of different providers. Purple Futures (an organisation consisting: of Interserve plc, a private organisation; 3SC, a social enterprise; Addaction, a charity; P3, a charity; and Shelter, a charity) was successful in bidding to run West Yorkshire Community Rehabilitation Company. They have started to set the future direction of work, although at this time little has changed at ground level.

A number of issues regarding access to systems have been resolved. We have retained our computer systems and NPS email addresses. We are able to access all computer records for residents across North East Division, whether they are NPS or CRC cases and we can get temporary access to those residents from outside the North East for the duration of their stay

at Ripon House or Cardigan House. Access to computer based and other training continues to be problematic, where it does exist it involves travel across the division. Hopefully this will improve.

The other major issue caused by the split was our access to Criminal Record Checks for new and existing staff. We were not able to resolve this with the NPS, or CRC's so we have accessed a service provided by North Yorkshire County Council. The Council operates as an umbrella body for organisations who complete less than 100 checks per annum. This is working well and enables us to be self-sufficient in applying for necessary checks.

The shared manager 'on call' system may be replaced in the future. The NPS has indicated that it may move to running its own rather than a shared system. We have operated separate systems in the past, but this would increase our costs substantially and there is a 'quality of life' issue for managers, who would then be 'on call' one week in three rather than one week in eight. We hope that this issue will be considered further.

## **Contract**

Our current Contract with the Ministry of Justice, National Offender Management Service (NOMS) lasts until the end of March 2016. There is a facility to role this over for a further two years taking it to March 2018. In May 2014 the management of all the Independent Approved Premises contracts moved across to the NPS. After a brief spell with Paulette Forbes-Williams the management of our contracts was moved to Simon Fraser who is the NPS Head of Approved Premises for West Yorkshire and South Yorkshire. Simon also attends our operational meetings. The role of the NPS in managing our contracts seems to be a conflict of interest, although NOMS does not view this as an issue. We continue to achieve targets around occupancy, successful completions and ratios in relation to numbers of high and medium risk offenders. At the time of writing we do not know what will happen in 2016, much depends on the outcomes of the Approved Premises Review.

## **Enabling Environments (EE Award)**

This work was delayed in getting off the ground, mainly because of difficulties involved in recruiting Psychologists. Ripon House does not have its own Psychologist, but has support from Claire Sehair and Roxanna Zomorrody one day per month. Their main role is to support the staff team in terms of working with residents with a range of difficulties. 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. We participated in a four hour briefing led by Drew Agnew in April. We are currently beginning work on our Portfolio.

## **Footsteps**

In August 2014, Jackie Walker delivered a briefing for staff on the Footsteps behavioural change programme. There are ten modules in the Footsteps programme allowing an individual luxury time to explore where in life they currently are, and where they could be if they so choose. The sessions range from developing self-belief and embracing change, through to becoming emotionally intelligent and managing stress. Jackie then provided training for a number of staff from Cardigan House and Ripon House. Staff have used the material to provide one to one sessions for residents and a couple of groups have been delivered at Cardigan House, with very positive feedback from residents. We hope to offer more group programmes and embed it in our regime at both premises over the next twelve months.

## **Review of the Approved Premises Estate**

A national review has recently commenced and it will look at every aspect of Approved Premises from the staffing and delivery model through to quality standards and communications. The main aim of the review is to identify where efficiency savings could be made. I am involved in the Independent Approved Premises and Women's Approved Premises work streams. The timescale is very tight with reports due in the Autumn.

## **Partnership Work**

We have maintained our relationships with other West Yorkshire Approved Premises and Probation Officers. Key individuals remain in post in NPS North East Division, although we now have to develop relationships across the whole of North East Division. Other key relationships with MAPPA, Together Women, Bradford University and various Housing Projects continue.

During the past year we have continued to develop our relationship with the other Independent Approved Premises. The meeting of the Faith Approved Premises Cluster Group has become an annual event at St Deiniols and is useful for sharing innovations and supporting one another.

## **Staffing**

As stated in Sallie's introduction the other major change brought about by the NPS is in relation to seconded staff. We have therefore taken the decision to employ our own Team Managers when David McLeish and Eugene Doherty return to the NPS. We have mixed feelings regarding this issue, but the financial implications alone mean it is no longer a viable position.

## **Cardigan House Approved Premises**

David McLeish has continued to lead the staff team and is likely to remain in post until the end of 2015. David has overseen the move to a changed model of staffing, which is working well. In August 2014, the two Residential Officers (RO's) Jo Clayson and Linda Fell changed their job roles to Case Managers and started working 9am to 5pm Monday to Friday, rather than different shifts. This has enabled them to focus on key work with residents and be more available to communicate with Probation Officers. They also attend MAPPA, do some pre-release visits to prisoners and generally assist residents with move-on plans and attending appointments.

Andy Brown currently works a split role as Project Worker and Hostel Worker. In addition to maintaining the gardening project, Andy has got the workshop up and running, enabling residents to participate in furniture restoration, learning new skills and developing their confidence. The workshop has provided a useful addition to what we are able to offer in terms of structured activities.

Over the year the staff team has been stable. Three Hostel Workers were appointed in August 2014 to support new working arrangements. Marc Neal, Richard Sunderland and Rebecca Moss joined the staff team. Rebecca left in December 2014 and Emma Wraith was appointed in March 2015. Chantelle Haslam, joined the staff team as a Receptionist / Administrator in November 2014. She has brought with her considerable experience of work with our service users gained at Forest Bank Prison.

There were three significant departures during the year. Alwyn Roberts (gardener) retired in August 2014 at the age 75. He had taken on the role as a hobby at age 60, following leaving his previous role. The gardens are now looked after by Andy Brown and residents as part of the project team. Will Toms (RO) left to join the NPS and undertake the PQF in order to qualify as a Probation Officer. He had built significant experience during his time as a Hostel Worker and RO. Sean Harvey (temporary Hostel Worker) left to join GeoAmey as a prison escort.

Congratulations go to Angie Lupton who successfully completed her six months social work placement from Bradford University and has now commenced work as part of the relief pool.

### **Ripon House Approved Premises**

Eugene Doherty has continued to manage the staff team for the past year. He is set to return to the NPS in Autumn 2015. During his 5 years he has cemented Ripon House's role as a Women's Approved Premise, expanding our range of partners and developing our one to one interventions.

The staff team has been stable throughout 14/15, with one departure and one addition. Lindsay Grimes, Assistant Residential Officer (ARO) left in February 2015 to take up a new role in mental health support and Chantelle Mapuranga was appointed to the role in April 2015. Chantelle had been covering the vacant position on a temporary basis, following qualifying as a social worker.

The house staff at both premises continue to do an excellent job keeping the place clean and tidy, feeding residents good quality meals and creating a positive atmosphere where residents are able to develop and flourish.

Finally, the Finance and Administration Department, which operates from Ripon House, but covers both premises has continued to develop under the leadership of Rachel Kyle. During 2014 we were approached by two Independent Approved Premises in Newcastle, Ozanam House and St Christopher's. They previously had their payrolls administered by Northumbria Probation Trust, but following the dissolution of the Northumbria Probation Trust this had transferred to the Northumbria Community Rehabilitation Company. This was no longer a viable arrangement following the sale of the CRC's and they wanted it to be done by another independent approved premise. The Finance Team started administering the payrolls for both premises in April 2015. This is additional business and appears to be going well.

We thank all staff, residents and partner agencies who have been involved with 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**

The future for independent approved premises is uncertain, but this is no different to any other position in the Criminal Justice Service, whether NPS or CRC. Both staff teams continue to work with residents to a high standard and embrace change. The next year will be important in terms of the reports of the different elements of the Approved Premises Review and where efficiency savings are identified. We hope that this will be positive for our service and that we will continue to be part of public protection and rehabilitation services. As well as being high risk to others, many men and women who come to us are also amongst the most needy in society and this is an ongoing problem that prison does not resolve and is not going to disappear. We will continue to provide a safe environment where residents can get assistance to try and live 'better lives'.

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