

Progress to Change

Trustees' Annual Report and Accounts

1 APRIL 2015 TO 31 MARCH 2016

CONTENTS

	Page
Charity Information	2
Statement of Purpose/Aims	3
Company Report	4
Chairman's Report	9
Strategic Manager's Report	10
Consolidated Accounts (extracted pages)	
Statement of Financial Activity	-7-
Balance Sheet	-8-
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 20 September 2016 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

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

TRUSTEES/DIRECTORS as at 31 March 2016:

Appointed by the Bishop of Leeds:

Mr. Frank Blake (Chair)	Mr. Nigel Wainman.
Mr. Adrian Lodge	Mrs Diana Favre

Appointed by the Board of Trustees:

Mrs. Louise Bloomfield	Mrs Jill Dilks
Mr. David Burgess	Mrs Jean Stafford, JP.

Retiring Trustees:	Mrs. Sallie Davies	March 2016
	Mrs. Helen White	March 2016
	Revd. Canon Kathryn Fitzsimons	March 2016

Company Secretary: Mrs. Susan Teet

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

Telephone: 0113 245 6772

Website: www.progresstochange.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 BOARD MEMBERS:

Chair: Mr. Frank Blake

Deputy Chair: Mr. David Burgess

Treasurer: Mr. Nigel Wainman

Members: Mrs. Carol Cochrane; Mrs Jill Dilks; Mrs Diana Favre; Mr. Adrian Lodge;
Mrs. Judith Poole, JP; Mrs Jean Stafford, JP.

Strategic Manager: Mrs. Louise Cantley

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

STATEMENTS OF PURPOSE

Progress to Change

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 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.

Articles of Association

CURRENT CRITERIA FOR GRANT GIVING:

- * Grants given only within the Diocese of Leeds (also known as 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.

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

www.progresstochange.co.uk

COMPANY REPORT

FOR THE YEAR ENDED 31 MARCH 2016

STRUCTURE, GOVERNANCE and MANAGEMENT

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 2015 the Trustees further reviewed and updated the Articles of Association of the Company. These were amended by a Special Resolution dated 22 September 2015.

Recruitment and Appointment of Trustees.

The Trustees of Progress to Change and the Board members are the same people. Under the requirements of the Articles of Association Trustees are appointed for a period of four years, after which they can be re-appointed for one further term of four years. Five are appointed by the Bishop of Leeds and four are appointed by the Board of Trustees.

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

To ensure a broad skills mix, Trustees are asked to provide a CV and list of skills on their 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

Organisational Structure

The Board of Trustees, of up to 9 members, has overall responsibility for the management, strategic direction and policy of the charity. 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.

Day to day management of the two Approved Premises (also referred to as hostels) is delegated to the Strategic and Operational Managers. The Managers have responsibility for 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.

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.

Arrangements for setting key management personnel remuneration

The Trustees consider that the key management personnel of the charity are the trustees and the senior management team who are jointly responsible for the direction, day to day and strategic management of the Charity.

All Trustees give their time freely and do not receive any pay or recompense other than genuine expenses. Details of any trustee expenses are provided in note 10 to the financial statements.

The pay and benefits of senior staff is reviewed on a regular basis and is benchmarked against the salary scales used within the Probation Service for equivalent roles.

Risk Management

The trustees maintain a Risk Register of the potential risks which the charity is exposed to. The risks are grouped under five headings – Governance and Management Risks, Operational Risks, Financial Risks, Environmental/External Factors and Compliance Risks.

The individual risks under each of the above are reviewed by the Trustees and the Strategic Manager at the Trustees July Governance Meeting and periodically at other meetings of the trustees if the risks under any of the five headings are perceived to have changed.

The Trustees have put in place steps to mitigate the risks the charity faces. Policies and procedures are in place to ensure compliance with health and safety regulations, food hygiene regulations and fire regulations.

As explained under “Objectives and Activities“, the principal activity of the two Approved Premises is to provide enhanced supervision in a residential setting, including rehabilitation, risk management, and monitoring. The majority of offenders are on licence following release from custodial sentences. There are particular risks associated with this work. The charity has a team of appropriately qualified key management personnel who undertake regular training as well as working closely with the Ministry of Justice and the National Probation Service.

Robust Risk Management procedures are in place in all aspects of the charities day to day activities in this regard.

The risk management systems and procedures are continually reviewed by the key management team and annually by the Trustees.

All the identified risks are managed by regular training and awareness for staff working on day to day operations and by ensuring accreditation is up to date and having robust policies and procedures in place.

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 Articles 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 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 2015. 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 targets and objectives for the coming year. The Strategic Manager also prepares a Business Plan which is approved and monitored by the Management Board. 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 Charity'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 Charity 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) 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.
- 2) The Approved Premises need to hold short-term reserves to meet the costs of un-planned events and planned internal maintenance of the buildings.
- 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.

Given the stated background as to why reserves are needed, the trustees are of the view that the level of unrestricted income reserves of £1,176,444 are at an appropriate level to enable the charity to meet its objectives and activities in the future.

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 Aim and Objectives have been agreed for 2016/17:

Aim: Continue to manage the affairs of the Charity in accordance with the requirements of the Charity Commission, the Ministry of Justice, our Articles of Association, and in line with our financial plans.

Objectives:

- Prepare a first feasibility study for the possibility of providing 'follow-on' accommodation.
- Review staffing structures.
- Review staff remuneration structure.
- Review the use of internal and external space at both APs.
- Review and revise all policies to update the charity's name and policy content.

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;
- 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.

Auditor

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

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as each trustee is aware, there is no relevant audit information of which the company's auditor is unaware; and
- each trustee has taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption

Registered office:
20 New Market Street
Leeds
LS1 6DG

Signed on behalf of the trustees

.....
Mr. Frank Blake, Chairman

* * * * *

CHAIRMAN'S REPORT

It has been another very busy year with a number of major decisions taken and implemented. One item which has occupied a great deal of our time has been the selection of a new name for the charity, and the ensuing re-branding. As reported last year, this came about as a result of Diocesan re-organisation. After wide consultation and much discussion, the Trustees agreed on the name 'Progress to Change', and the legal wheels were put in motion. We are grateful to Bishop Nick Baines and Ven. Paul Hooper for their support and advice, and for introducing us to Mark Sebright who kindly guided us in our choice of company logo and colours.

Combined with this, the Trustees took the opportunity to revise and update the charity's Articles of Association. The appointment of Trustees was reviewed and the decision taken to balance out Diocesan and Board appointments. We also agreed to widen our grant giving area to match that of the Anglican Diocese of Leeds.

Also as a result of the name change and re-branding, the Board agreed that the website needed an update. Following a recommendation from one of our newly recruited Trustees, Diana Favre, Robert Jones of Village Web Design was asked to give our site a fresh look. Another of our new Trustees, David Burgess, volunteered to take some photographs of the buildings to illustrate the site. The finished product is, we hope, more dynamic and user friendly.

Re-organisation of the Probation Service has led to a number of changes which have impacted on our relationship with it. Having previously used the services of NPS seconded staff to work as Team Managers, the decision was taken that when the existing managers were re-located, we would employ our managers directly. As a result of this, Emma Falk and Clare Maguire were appointed to these roles, and are proving a great asset, bringing a wealth of experience and great enthusiasm.

There have again been a number of changes to our Board during the past year. Sallie Davies retired as Chair at the AGM in September, but generously agreed to continue on the Board for six months to facilitate a more managed hand-over. I was elected Chair and Nigel Wainman took up my former role of Treasurer.

Diana Favre joined the Board in July 2015, and David Burgess joined in September. Both have quickly proved themselves an asset to the charity. The March 2016 meeting saw us saying thank you and farewell to Sallie and to Helen White. Helen has been involved with the charity for over eighteen years, initially on the Cardigan House Management Committee before joining the Board of Trustees in 2008. Canon Kathryn Fitzsimons, also tendered her resignation due to parish and diocesan commitments. To replace them, Jill Dilks and Jean Stafford, already members of the Management Board, were invited to join the Board of Trustees.

The finances of the charity remain strong and we have achieved our objective of accumulating reserves sufficient to protect us at a time of considerable change. Louise Cantley describes in her report how the environment in which we operate is under review but she also makes clear that any significant change to our funding is not imminent. This, and our own financial resources, give the Trustees confidence that we can continue, and indeed extend, the valuable work which the charity carries out.

We also continue to consider long term plans for the development of the charity and investigations have begun into the provision of move-on accommodation for residents when they leave the APs. However with a number of relatively new Trustees and the time involved in changing the charity's name, it was decided to carry this issue over for future discussions.

I conclude by thanking Louise Cantley and her staff for their work over the year, and also my fellow Board members who contribute their skills and experience in steering the charity through ever-changing seas.

Frank Blake, July 2016

STRATEGIC MANAGER'S REPORT

Introduction

The last year has seen the changes to the Criminal Justice System, brought about by the transforming rehabilitation agenda, begin to take shape. This has proved to be a challenging time for the National Probation Service (NPS) and Community Rehabilitation Companies, (CRCs) because they are establishing separate identities, working to new processes and are also trying to maintain joined up working. The NPS has been undertaking a review of all of its work in order to try and address inconsistencies in practice and procedure, with the aim of being able to provide a quality, equitably resourced public service across England and Wales.

A programme called E3 has been created to define and implement the changes necessary to achieve a consistent way of working. E3 stands for Effectiveness, Efficiency and Excellence. Effectiveness in better delivering on both performance targets and securing the outcomes of reduced re-offending and public protection. Efficiency in ensuring that every penny spent has the greatest impact. Excellence in the way that it operates as an organisation. E3 has implications for staffing and the operational models of all approved premises and hence a significant part of the last year has involved being part of this process and looking at the changes Ripon House and Cardigan House will need to make in the future.

In addition we have continued to develop our service and our buildings better to meet the needs of residents. Our enhanced regime has focussed on developing activities across the nine pathways linked to successful resettlement and based on desistance research. Engagement and service user involvement have been a key theme across all our work. We have continued our journey towards becoming an Enabling Environment (EE) at Ripon House and we have extended this to Cardigan House. In addition, Ripon House has been part of a restorative thinking pilot, implementing a culture of restorative practice to foster an inclusive residential environment. It has been a very busy year.

Contract

Our current contract with the Ministry of Justice, National Offender Management Service (NOMS) was due to end at the end of March 2016, but was rolled over for a year. There is the facility to do this for a further year, up until the end of March 2018. During 2015 there was an internal audit of the NPS management of the contracts of the independent approved premises and it was concluded that the audit process was unsatisfactory. As a result of this in January 2016 we were introduced to a new structure for managing our contracts via David Rainbird, Becky Hart and Liz Smith. Liz Smith will take a lead role in the management of our contracts alongside the operational head of approved premises for the North East NPS area. This gives clear roles and responsibilities and importantly clear guidelines on what the independent approved premises can expect in terms escalation procedures where solutions to issues are not identified at a local level. New guidelines for contract meetings and audits are being drawn up, thus increasing accountability for all. Our new contract will take account of staffing and operational changes and 'best practice' suggested as a result of E3.

Engagement and Service User Involvement

Over the past year we have had a major focus on engaging residents and trying to free up staff to spend more time with individual residents and the resident group. As a result of this work we've identified a number of champion roles at Ripon House in the areas of gardening, cleaning, engagement, and well-being. Residents sign up for a week, do a number of tasks and encourage others to get involved. In addition we've added guest speakers to our resident meetings bringing with them access to volunteering opportunities and a rich programme of activities. Residents have made cards, which we sell for charity and soaps, candles and

jewellery that they plan to sell at craft fairs and other events. A number of residents are very talented and this opportunity enables them to channel their energy positively and gives them confidence that they can achieve success.

One of our relief staff Pam Bircumshaw has developed 'busy bags,' which helps women when they are bored, feeling low, or struggling not to self-harm. These are filled with various activities and contain everything needed for an activity, including instructions. Pam has also been instrumental in utilising free activities in Leeds, from parks to museums, going with residents and introducing them to what is available.

At Cardigan House furniture restoration and building things from donated wood is enabling residents to develop useful skills. The garden is thriving and a duck has joined the chickens in laying eggs. Trips have continued, for example to Whitby and the Dales, introducing residents to things that they can do on a limited budget.

Both buildings have been developed in terms of layout and decor to give them a modern user-friendly feel. This has been appreciated by residents and staff.

Enabling Environments (EE Award)

Ripon House has continued to prepare a portfolio of evidence towards the EE award. There has been a delay owing to operational management changes, and a change of psychologists. Ripon hopes to gain the award by the end of the next financial year. Cardigan House is in the process of registering for the award and beginning their journey.

Restorative Thinking

Ripon House was selected to be part of a pilot for this project, funded by the National Offender Management Service (NOMS) Equality Unit and commencing in September 2015. The aims of the pilot are:

- To develop pro-social inclusive environments that encourage meaningful service user engagement.
- To encourage and foster positive professional relationships between staff and service users.
- Developing an understanding of the needs of service users to influence more meaningful relationships, with potential to improve outcomes for previously unidentified needs.
- To rigorously test the impact to restorative practices as an approach.

This fitted in well with EE principles and staff engaged in training around managing issues using the approach. This involved asking a series of questions around What happened?; What were your thoughts and feelings at the time?; How do you feel about what has happened?; Who has been affected and in what ways?; and What needs to happen to repair the harm?

The intended outcomes of the pilot are:

- Data indicating enhanced resettlement for residents and improved overall compliance with the approved premises environment.
- Protection of staff and other residents and a reduction in disruptive behaviours within the approved premises environment.
- Reduced indicators of residents experiencing isolation associated with their protected characteristics (via analysis of complaints received)
- Products that will help to inform and enable new and complementary means of working with individual and specific groups.

The evaluation of the pilot is currently taking place and it will be interesting to see if the statistics suggest it has had a significant impact.

E3

The E3 project has reported that approved premises will continue to provide the three inter-related but distinct functions of public protection, rehabilitation and residential services and that all approved premises will continue to deliver an enhanced regime.

As a result of identified 'best-practice' we will be making the following changes during the next financial year:

- A standard rota will operate across both approved premises
- Both premises will move to double waking night cover, instead of one awake and one sleeping.
- Case managers will work during the day, (as current at Cardigan) outside of this both approved premises will be staffed by support workers.
- Operational staff at Ripon House will be female. This will require the transfer of two male staff to Cardigan House. This is based on research carried out with women offenders and is about operating a 'trauma informed' service. We value what male workers can bring in terms of being positive role models and we will still have men delivering activities at Ripon House and in non-residential operational roles.

The above will mean changes for staff and recruitment of new staff, given the double cover. In addition we will be appointing a reception worker and project worker at Ripon house, to mirror the structure we have in place at Cardigan House. The new structure will support delivery of the enhanced regime and better engagement of residents.

Partnership Work

We have maintained our key relationships with other West Yorkshire Approved Premises and Probation Officers and we have developed new partnerships across the NPS North East Division. Other key relationships with MAPPA, Together Women, Bradford University and various move-on housing agencies continue and we have developed a number of new relationships with various agencies, such as the Wortley Community Centre and Tim Chippendale, who now operates a mental health screening and assessment service across the Leeds approved premises. As a result of our partnerships we are able to offer more help and opportunities for residents to get involved in volunteering in their local communities, which assists with successful resettlement. Our relationship with the other independent approved premises also continues to develop and thrive, assisted by support from the National Approved Premises Association (NAPA).

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

Following the changes brought about by the move to the NPS and the disbanding of Probation Trusts, the Trustees decided that it was no longer financially viable to have managers seconded from the NPS. In October 2015 Eugene Doherty, who had managed the Ripon House staff team since 2010, returned to the NPS, in Leeds. David McLeish left Cardigan House in January 2016 and took up a post in Rotherham. Our thanks go to Eugene for cementing Ripon House's role as a women's approved premise and managing it with a safe pair of hands and to David for his skill in beginning to develop the case manager role. In January 2016, following a very successful recruitment process, Emma Falk was appointed to take on the operational manager role at Ripon House and Clare Maguire took over at Cardigan House. Both managers bring a number of years' experience working with offenders, managing teams and developing partnerships with other agencies.

Cardigan House Approved Premises

The staffing structure that was implemented in September 2014 is paying dividends and Jo Clayson and Linda Fell are now developing their case manager role further, looking to deliver more groups and activities spanning the nine resettlement pathways. Their increased mobility has made communication and service delivery more effective in terms of pre-release work through to seeing residents successfully resettled in the community.

Andy Brown is now a full-time project worker and this change has enabled him to further the development of the workshop and gardening projects. Andy has worked tirelessly on engaging residents to take up opportunities.

Over the year the staff team has been stable. The only departure was Emma Wraith, who left to take up a new role as a police officer with West Yorkshire Police. It is encouraging that staff are able to use the experience that they have gained with us to move on to careers of their choice.

Ripon House Approved Premises

The staff team has been stable throughout the year. Chantelle Mapuranga is currently on maternity leave and Lucy Fowler (previously a student here) is covering her post.

Congratulations go to Peaceman Inem who successfully completed his 70 days placement, during July 2015, as part of MA in Social Work at Bradford University.

The house staff at both premises continue to do a fantastic job, giving the residents quality food and keeping the buildings clean and tidy.

The finance and administration team have also had a very productive year and as well as managing our own pay rolls they have successfully taken over the administration of the payrolls of Ozanam House and St Christopher's approved premises, in Newcastle.

Thanks also go to our relief pool of staff, who cover staff holidays and sickness, on occasion with little notice. We would not be able to maintain our premises without them and the energy and commitment that they bring.

Finally a big thank you to all staff, residents and partner agencies who have been involved with Cardigan House and Ripon House 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 continues to be uncertain, but this is no different to any other service in these times. The next year will be important in terms of implementing staffing and operational changes as a result of E3, which will be more far reaching at Ripon House than Cardigan House. We hope that this will be positive in terms of engaging our residents and making a real difference to their lives and opportunities for the future. Our services continue to deal with residents who present a risk of harm to others, but are also themselves vulnerable adults who have often had challenging lives. Our role continues to be supporting residents to get the help and assistance that they need, in a safe environment, so that they can successfully resettle and be the best that they can be.

Louise Cantley
July 2016