

Progress to Change

Trustees' Annual Report and Accounts

1 APRIL 2016 TO 31 MARCH 2017

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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 19 September 2017 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 2017:

Appointed by the Bishop of Leeds:

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

Appointed by the Board of Trustees:

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

Retiring Trustee: Mr. Frank Blake 31 March 2017

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, 27 Park Row, Leeds, LS1 5QB

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 Louise Bloomfield; Mrs. Carol Cochrane; Mrs Jill Dilks;

Mrs Diana Favre; Mrs Lynn Hague; Mr. Adrian Lodge;

Mrs Jean Stafford, JP; Revd Tony Whatmough.

Strategic Manager: Mrs. Louise Cantley

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 September 2016.
- * 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 2017

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 also reviewed and updated the Company's Articles of Association. 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 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 Directors have appraised their performance and achievements over the past year. They, together with both hostels, have met their targets.

In June 2014 The National Probation Service was created as part of transforming rehabilitation programme. A programme known as E3 was published to address the inconsistencies in service operation and delivery by defining and implementing changes necessary to achieve a consistent way of working. E3 stands for Effectiveness, Efficiency and Excellence. Please refer to the Strategic Manager's Report on page **10** for further information about this.

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.

The amount received from the Ministry of Justice, who fund the activities of the charity, were unchanged during the past year. Overall income for 2017 amounted to £1,440,118 (2016 £1,452,143). Expenditure during the past year was a little higher at £1,425,942 (2016 £1,409,376).

The charity's investment portfolio increased in value in line with an improvement in investment valuations during the year. The net gains on investments during the year was £167,450 (2016 £8177 loss).

As set out in note 14 Pensions and other benefits following an actuarial review a loss of £203,000 has been reflected in this year's Statement of Financial Activities (2016 Gain of £117,000).

The net movement in funds for 2017 was a loss of £21,374 (2016 £151,590).

Given the many changes to staffing during the year as outline in this report the Trustees are satisfied with the overall financial position of the charity.

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.

The charity does not currently undertake any additional fundraising activities. Should this situation change, regard would be taken of the Charities (Protection and social Investment) Act 2016.

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 £1,407,570 (2016 £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 Future Periods

The Charity plans to investigate future outreach work with residents once they have left the AP. The following aims and objectives have been agreed for 2017/18:

OPERATIONAL PERFORMANC:

1. Ensure that we comply with targets outlined in our contract with NOMS.

USE OF RESOURCES

- 2, Achieve the Enabling Environments Award at Ripon House.
Register and begin to put together the Portfolio at Cardigan House.
3. Map and develop structured activities across all nine resettlement pathways.
4. Ensure relevant training is available to staff.

ORGANISATIONAL CAPABILITY

5. Participate in the development of the new contract for IAPs.
6. Consolidate the staff changes made as a result of E3.
7. Further develop supportive working relationships with the other Independent Approved Premises.
8. Promote the work of the AP's and the Charity to other organisations.

BUILDINGS AND MAINTENANCE

9. Maintain the current buildings ensuring that they remain fit for purpose.

ADMINISTRATION AND FINANCE

10. Ensure that our Computer Systems are fit for purpose and that critical information is stored on non NPS Systems.

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

.....
Mrs. Jill Dilks, Chairman

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CHAIRMAN'S REPORT

As ever this has been a year of change in the criminal justice world. After the Transforming Rehabilitation reforms, which created a National Probation Service, we have changed our staffing structure to fit the principles of the E3 programme. Following a period of consultation this programme was implemented nationally from June 1 2016. The Strategic Manager's report outlines our changes in detail. It was a sensitive and costly task which was undertaken with considerable managerial skill. We now feel well placed to fulfil the specifications of future contracts with the government and to serve our residents.

Grateful thanks are due to all our staff and especially to Louise Cantley and our two AP managers, Emma and Clare, for their leadership and drive. Both hostels provide a sympathetic but stimulating environment.

There were changes to the Board as we said farewell to Judith Poole. She had given 15 years of service to the charity and we shall miss her experience and her judgement. The Board has been enriched by the appointment of Lynn Hague and Revd. Tony Whatmough and we welcome them. I should like to thank all Board members for their contribution to the running of the Charity and the variety of expertise which they put at its disposal. I am also grateful to Susan Teet, our Company Secretary, for her continued capable support, and to our auditors Gibson Booth.

Frank Blake retired in March 2017 after two years as Chairman following eight years as treasurer, initially for Cardigan House, then latterly for the charity as a whole. The charity owes much to him for his astute care of the finances and his crisp and clear leadership. Our accumulated reserves provide us with an opportunity to extend our work with residents and we shall begin to formulate plans immediately.

We look forward to a year in which the Board can establish a Contract with HMPPS for future years and plan how to further improve the experience for our residents. I am confident that we have a staff structure, a management team and buildings fit for purpose. This will enable us to provide the best opportunity, in a safe and supportive environment, to those who wish to turn from offending and make changes for themselves – as embodied in our title 'Progress to Change'.

Jill Dilks,
August 2017

STRATEGIC MANAGER'S REPORT

Introduction

The past year has been dominated by changing our staffing structures at both premises to accommodate the demands of the National Probation Service E3 programme. As a result we have recruited a number of new staff and we have said goodbye to a number of others. In addition we have put energy and enthusiasm into improving the range and quality of activities offered at both premises across the nine pathways linked to successful resettlement, in order to benefit residents. We have also spent time adding colour and comfort to our buildings ensuring that they have a homely feel. Our involvement of residents in the services that we provide has been extended and we have developed further partnerships with external organisations.

The road to E3 at Ripon House and Cardigan House

The National Probation Service was created in June 2014 as part of the transforming rehabilitation programme. The aim of the E3 programme is to address the inconsistencies in service operation and delivery by defining and implementing changes necessary to achieve a consistent way of working. E3 stands for Effectiveness, Efficiency and Excellence.

Effectiveness in delivering on performance targets and securing the outcomes of reduced re-offending and public protection; Efficiency in ensuring that every penny spent has the greatest impact; and Excellence in the way that it operates as an organisation.

The E3 project has confirmed 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.

During 2016 we gradually moved to a staffing model applicable to both premises and with the same operational rota. The operational team at each premise was designed to consist of two case managers, eight support workers, a project worker and a receptionist / administrator.

In addition all operational residential staff at Ripon House are now required to be female. This comes under Genuine Occupational Qualifications special case exemption, as defined under the Employment (sex discrimination) Act 2000. This is about taking a "trauma informed" approach to the work. Most of the women who come to Ripon House have experienced some form of trauma before they became offenders, for example many have experienced sexual abuse or domestic violence. Trauma informed services require staff to gain knowledge of the ways in which individuals may have perceived, adjusted to, and responded to their traumatic experiences and have a commitment to modify practices that may unintentionally trigger reminders of the traumatic event or the feelings of helplessness. Having men employed in positions where they have to check on women during the night, however professional the male staff are can unintentionally cause distress. Men are still employed in non-operational roles and we have continued to have men delivering activities, ensuring positive male role models at Ripon House.

The case managers deliver key work with residents and work Monday to Friday during office hours. The focus is on engagement and one to one work with residents. In addition they deliver activities and liaise with probation and MAPPA partners. Pre-release engagement and providing some move-on support is also part of this role.

Support workers undertake tasks focusing on residential services and work day-time and waking night shifts. Their roles are varied and include giving medication, carrying out room searches, assisting with benefit claims and medical appointments, supervising meals, running some activities and supporting the delivery of others. At night two support workers work as a pair, supporting one another and monitoring and dealing with any issues, including self-harm and regular checks of the bathrooms, landings and communal areas. This ensures residents are safe.

The project worker assists in the delivery of engagement and purposeful activity work, running groups and organising trips that utilise free activities in and around West-Yorkshire.

The receptionist / administrative worker assists with engagement and activities and manages the referral process.

As a result of the implementation of this model two staff took voluntary redundancy, one retired and another transferred from Ripon House to Cardigan House. Our staffing structure and rotas are now fit for purpose to manage the demands of the future.

Contract

Our current contract with the Ministry of Justice and probation, which has recently changed its name to: Her Majesty's Prison and Probation Service has been rolled over for a final year up until March 2018. Keith Laughton has replaced Simon Fraser as our contract manager and regular monitoring and accountability are in place. Work is continuing on a new contract for all the independent approved premises that will be in place from April 2018. 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 further developed our social enterprises. At Ripon House residents make cards, soaps, lip balm and candles. One of our Trustees, Lynn Hague, runs a card making session for women, which has proved very popular.

We have developed the garden, planting some vegetables and a range of flowers that the residents maintain.

In addition we've had a number of bicycles donated and residents are able to enjoy a trip into Leeds, or ride round the park on these.

At Cardigan House our wood craft continues with residents making increasingly amazing things with scrap wood. The garden and wildlife continues to flourish.

Both buildings have undergone some redecoration utilising bright colours in different areas increasingly the homely feel. This has been appreciated by residents and staff.

Enabling Environments (EE Award)

Ripon House has completed the portfolio and the mock assessment re EE status. The mock assessor gave positive feedback re the enabling feel and positive comments from residents. We expect the final inspection and portfolio reading to happen within the next six weeks and hope for a positive outcome. Cardigan House has commenced the journey to EE status.

Partnership Work

We have maintained our key relationships with other approved premises across the north east and beyond. Our work with MAPPA, Together Women, Bradford University, Mental Health and GP surgeries, and various move-on housing agencies continues. As a result of our partnerships we are able to offer more help and opportunities for residents, which helps their 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).

There are many exceptional projects I could write about, but three projects stand out over the last year and have therefore earned a special mention. Shaun Lawrence from "The Reader" has delivered a project encouraging residents to read and share their thoughts about poetry, short stories and anything else that they care to bring. Shaun starts the group off, residents can sit and listen or join in; it is up to them. Most residents find some benefit, even if it is just being calm and peaceful for an hour. For others the group has a much more profound impact. "I really believe that it's the reading groups that have helped me more than anything else – they are a different kind of medicine and it's through them that I've found a way back into life".

James Day runs music projects. Residents have enjoyed playing the guitar, singing and drumming. The benefits of drumming when feeling annoyed about something and using the guitar to focus your attention positively have all been commented on as helping residents to maintain their mental health and develop their confidence. Some have discovered new hobbies and skills as a result of trying new instruments.

Artlink engaged a number of women to express positive feelings in pictures and work this up into a canvas to which they all contributed. It was heartening to witness how creative the

women were and how they worked collaboratively. All received their personal copy of the canvas and a certificate. A large canvas is on display in the dining room. It was interesting to see that communication between participants improved significantly during the project. Talking about and reflecting upon creative work enabled them to express difference of opinion in a non-confrontational manner. The project was successful in achieving its aim of increasing the participants' self-esteem, confidence and willingness to step outside of their comfort zone and try something new.

NAPA – National Approved Premises Association

During the last year NAPA has seen its central funding reduced and a move to a part-time director. NAPA now solely represents the independent approved premises and delivers training to meet needs. Over the past year both premises have benefited from professional boundaries training and managing aggressive and violent behaviour. NAPA will continue to be an important voice for the independent sector.

Staffing

The many changes to the operational structure have already been reported on, but there has been little change to other structures that have undergone significant changes in recent years. The managerial structure has remained stable. Emma Falk has settled in well at Ripon House and Clare Maguire has established herself at Cardigan House. They have both contributed to the further development of the regimes and premises bringing creativity and enthusiasm to their roles.

The finance and administration team have also had a very stable and productive year maintaining budgets and consolidating good practice.

The house staff at both premises continue to do an amazing job, giving the residents food of high quality and keeping the buildings clean and tidy, all to budget.

Thanks 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. It has been a difficult year that has seen much change, but the change has been necessary and positive for the future.

Goodbye and good luck

We thank all of the following who have moved to pastures new over the last year for their work and wish them a happy and successful future. Jane Balmford, Sharron Waterworth, David Coverdale, Christine Ford, Georgia Moore, Annette Davies, Marc Neal, Chelsea Issott, Chris Wray and Lucy Fowler.

The future

The climate that surrounds criminal justice work continues to be challenging. However the changes we have made to our staffing structure and operational model have put us in a good position to face whatever the future brings. Despite the changes our partnerships, activities and service user involvement have continued to flourish. We have also begun to consider expanding our work in order to assist our more vulnerable residents when they leave the approved premises and re-integrate into the community. As well as presenting a risk of harm to others, most of the women and men who use our services are amongst the most disadvantaged in society. This is an ongoing issue that prison and continued austerity does not solve. We will continue to provide an enabling and safe environment where residents can change their future.

Louise Cantley
Strategic Manager
June 2017