

Progress to Change

Trustees' Annual Report and Accounts

1 APRIL 2017 TO 31 MARCH 2018

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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 2 October 2018 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 2018:

Appointed by the Bishop of Leeds:

Mrs. Diana Favre Mrs. Lynn Haigh
Mr. Adrian Lodge Mr. Nigel Wainman.
Revd. Tony Whatmough

Appointed by the Board of Trustees:

Mrs. Jill Dilks – Chair Mr. David Burgess
Mrs. Carol Cochrane Prof. Alastair Hay

Retiring Trustee: Mrs. Louise Bloomfield – resigned July 2017
Mrs. Jean Stafford – resigned October 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: Mrs. Jill Dilks

Deputy Chair: Mrs. Diana Favre

Treasurer: Mr. Nigel Wainman

Members: Mr. David Burgess; Mrs. Carol Cochrane; Mrs. Lynn Hague;
Prof. Alastair Hay; Mr. Adrian Lodge; 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 2018

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 Directors, of up to 9 members, has overall responsibility for the management, strategic direction and policy of the charity. Board Meetings are held bi-monthly.

Day to day management of the two Approved Premises (APs) is delegated to the Chief Executive and Operational Managers. The Managers have responsibility for operational management of the APs, 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 Board 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.

Remuneration Policy

Introduction: Progress to Change is committed to paying its employees fairly so that the best people for the job are attracted and retained.

Employee Salaries: The pay and benefits of senior employees are reviewed on a regular basis and are benchmarked against the salary scales used within the Probation Service for equivalent roles.

Payments to Trustees: All trustees give their time freely and do not receive any pay or recompense other than for reasonable out of pocket expenses.

Remuneration Committee: The Remuneration Committee reviews the remuneration of all senior employees and makes recommendations to the Board of Trustees for implementation. The Remuneration Committee comprises the Treasurer of the charity along with at least two other trustees. The Treasurer will act as chair of the Remuneration Committee.

The Committee will:

- Make salary recommendations to the Board for all senior employees
 - Review any recommendations for pay increases for Hostel employees that are put forward by the Chief Executive & Finance Manager in advance of presentation to the Board.
 - Make recommendations to the Board in respect of cost of living increases
- Recommendations of the Remuneration Committee must be ratified by the Board of Trustees.

Risk Management

The Directors 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 directors and the Chief Executive at the July Board Meeting and periodically at other meetings of the directors if the risks under any of the five headings are perceived to have changed.

The Directors 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 charity’s 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 Directors.

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 APs work in association with the regional Probation Service, Community Rehabilitation Companies, local GP practices, local housing organisations, alcohol and drugs services and other third sector organisations.

Nationally, the APs work collaboratively with their funders, the Ministry of Justice, and Her Majesty’s Prison & Probation Service. We are also a member of the National Approved Premises Association (NAPA), ensuring that national standards are constantly attained.

The Directors thank all of 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

Our qualified Approved Premises Managers and trained staff teams liaise closely with the Probation Service, Ministry of Justice, 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 Chief Executive also prepares a Business Plan which is approved and monitored by the Management Board. The Trustees have appraised the performance of the Key management personnel over the past year. They together with both Approved Premises, have met their targets.

More detailed information about the performance of our two APs can be found in the Chief Executive's report on page 10.

FINANCIAL REVIEW

An annual budget for each AP is submitted to the Board of Directors for approval. Budget Reviews take place at every Management Board meeting (a minimum of six such meetings per year). Both APs 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, increased to £1,379,641 (2017: £1,365,952) during the past year. Overall income for 2018 amounted to £1,461,132 (2017: £1,440,118)

Expenditure during the past year increased to £1,559,964 (2017: £1,440,118).

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 £21,192 (2017: £167,450).

As set out in note 19 "Pensions and other benefits" following an actuarial review a gain of £2,000 has been reflected in this year's Statement of Financial Activities (2017: loss of £203,000).

The net movement in funds for 2018 was a loss of £45,640 (2017: loss of £21,374).

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.
- 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 and commitments 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 acceptable level to enable the charity to meet its objectives and develop its plans for future charitable activities.

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

The investment policy's 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:

- 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.

The policy has regard to areas of Risk, Liquidity, Time Horizon, the charity's Ethical Policy, Management, Reporting and Monitoring.

The policy is approved by the Trustees and is reviewed annually.

PLANS FOR FUTURE PERIODS

The Charity continues to investigate future outreach work with residents once they have left the AP. We are also taking measures to address the requirements of the General Data Protection Regulations 2018 which come into force on 25 May 2018.

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

CHAIRMAN'S REPORT

The two doorways on the cover of this report – one of Cardigan House and the other of Ripon House – are a sign that we welcome all those who come through them. We aim to assist individuals to turn from a life of offending to take their places as useful members of the community. The 3 months they spend with us after entering those doors will, we hope, be a time of change and development for them.

We have become accustomed to years of re-organisation and change within the Criminal Justice world. However, this year for us has been one of steady consolidation. In both APs we have our new more appropriate staffing structure in place and most importantly we have a fresh contract with the Ministry of Justice. Much effort went into the drafting of this agreement and for the first time the demands upon us are realistic and the funding provided is appropriate. Credit must go to the officials in the MoJ who took time to understand our situation and to NAPA which facilitated many meetings. This situation marks a close and welcome relationship between ourselves and HMPPS.

An independent AP has freedoms and advantages compared with the National Probation Service APs. We own our buildings, are managed by a Board of Trustees and have the ability to provide more than the bare essentials for the nurture of our residents. However, we bear many costs concerned with the buildings, for instance insurance and maintenance, which do not have to be carried by those in Crown Properties and this essential difference is now recognised.

The Chief Executive's report gives the detail of our focus during this year. The securing of the Enabling Environments award by Ripon House and the progress towards it by Cardigan House are noteworthy achievements. This award, given in conjunction with the Royal College of Psychiatrists, is based on the evidence, which we must provide, of how well the service provides a setting:

- where people experience a sense of belonging
- where all involved contribute to the growth and well-being of others
- where people can learn new ways of relating to one another that respect the contributions of all parties.

The Trustees congratulate all the staff on this success achieved while continuing with their normal routine. Our three Managers, Louise, Clare and Emma, have been excellent leaders and we value their continuing vision and commitment.

During the year Louise Bloomfield had to resign as a Trustee, as a young baby and her career as a lawyer left her with little time. We were, however, pleased to welcome Professor Alastair Hay to the Board. We were also sorry to receive the resignation of Jean Stafford as a Trustee on health grounds. We shall miss her enquiring mind and wish her well with recovery. Carol Cochrane, who has long been a member of the Management Committee agreed to become a Trustee and so make a very welcome addition to the Board. I should like to thank the Trustees for their support and for the range of skills which they so readily put at our disposal.

The Trustees are grateful for the impeccable administrative support so long provided by our Company Secretary Susan Teet and for reliable financial surveillance from Patrick Heaton at Gibson Booth, our auditors.

As outlined in the Chief Executive's report, the Planning Group aims to complete its research and formulate plans for ways in which the charity can provide further for residents when they leave the AP. However, our core responsibility remains the rehabilitation of those leaving custody and facing new challenges and opportunities. We believe that in a secure and comfortable setting with the intervention of trained staff, individuals can adapt and grow away from their past. We are confident that Progress to Change is well placed to provide this service.

Jill Dilks, July, 2018.

CHIEF EXECUTIVE'S REPORT

Introduction

This year has been one of consolidation for both premises. During 2016-2017 we made a number of changes to staffing structures and the organisation of activities. Staff and residents have settled in to new ways of doing things and we are seeing the benefits of this. Our activities and partnerships have continued to develop and flourish, despite the uncertainty that permeates elsewhere in the criminal justice system. Our buildings continue to be warm, homely places where residents can feel comfortable while they try to make positive changes to their lives.

Contract

The financial year 2017-18 was the final year of our contract with the Ministry of Justice. The negotiations that took place throughout 2017 regarding the new contract from April 2018 were time consuming and at times frustrating, but the end result is very rewarding. From April 2018 we have a new three year contract which meets our delivery costs, enabling us to continue to deliver a quality service and maintain and improve our buildings.

Coll Judgement 2017

Historically, women offenders released on licence and requiring an approved premises bed for public protection purposes have been placed away from their home area, with no financial assistance to maintain family links and view accommodation in their home area.

In May 2017, a woman who was serving a prison sentence brought a case against the Ministry of Justice claiming that women were experiencing discrimination because of the lack of approved premises places. There are 6 approved premises for women in the country, compared to 94 for men, which means women are generally located much further from home. The Supreme Court ruled partly in her favour and stated that individual women who felt that they had been less favourably treated as a result of the provision of approved premises could bring a sex discrimination claim in the county court.

The low numbers of women in comparison to men requiring an approved premises place means it is not viable to provide more approved premises, but recognising that this disadvantages women who live in areas where there is no approved premise within a reasonable distance is vital. Hopefully, going forward this will mean a package of support for women living away from their home area, ensuring that individual assessment according to need determines what financial support is available. This will hopefully be significant for women who come to Ripon House from outside the West Yorkshire area.

Enabling Environments (EE Award)

In November 2017 Ripon House achieved the Enabling Environments Award, with a glowing report. In order to gain the award services have to prepare a portfolio of evidence for ten standards. The assessors reported that Ripon House was one of the best environments that they had visited with great evidence of staff and residents working in partnership. We held a celebratory event at Ripon House on the 13th December to recognise this fantastic achievement. The male approved premises only started to be registered for this award during 2017 and Cardigan House has done some excellent work getting ready for the submission of their portfolio later in 2018.

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Planning Group

During 2017 a group made up of the Strategic Manager and Trustees was established to begin to consider what additional assistance could be offered to residents, possibly at the time that they move on. To date the group has identified that what is needed in this area is more research to consider if there is other work that could be done with residents that would be beneficial once they are in the community. Research asking former residents this and other relevant questions once they have been in the community for a period may be a way forward with this. The group intends to progress this further during 2018-19.

Engagement and Service User Involvement

We continue to strive to engage with service users and get them actively involved in how the services operate and develop. A major part of this is encouraging residents to display and develop any talents that they have. This includes having champion roles that residents take on during their stay, including engagement, gardening, cleaning and activities. Some residents thrive in these roles and actively encourage others. Residents at Cardigan enjoy looking after the chickens and duck and ensuring that they are put away and safe from foxes at night.



One of the highlights of the last year is residents putting on a music event for other residents, staff and trustees at Cardigan House on the 13th December 2017. Residents played guitar and sang to the audience, with some brave enough to do a solo performance. It was evident how talented our residents are and it demonstrated the huge value of the music project at both premises.



Over the past year we have further developed our social enterprises. Residents from Ripon House have attended local events and sold cards, candles and soaps that they have made.



At Cardigan House our wood craft continues with residents making bird boxes and planters for sale and some residents are making their own pieces of furniture in preparation for move on. Funds raised from these activities are used to fund day trips out for residents, building their confidence and self-esteem.

In March residents at Ripon House participated in a visit from Mark Burns-Williamson the Police and Crime Commissioner for West Yorkshire. They confidently explained some of the challenges they faced in finding suitable accommodation in West Yorkshire and in their home areas and how worries about this impacted on them. This is something he committed to take forward and discuss with his colleagues operating in other areas. He was impressed with the range of things on offer and how residents were equipping themselves for the future. Both buildings continue to be upgraded seeking residents views and utilising bright colours in different areas increasing the homely feel. This has been appreciated by residents and staff.

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.

All our partnerships and projects are positive and worthy of mention but it is impossible to give a full account of them all. The following have stood out during the last year.

Residents at Ripon House participated in the ifemale project, which was organised in partnership with Karol Thornton. The aim of this was to encourage women to take control of their personal financial circumstances. It involved visits to Yorkshire Bank to open Readycash accounts and meet staff. Financial empowerment coaching sessions and the embedding of digital and math's skills, leading to increased employability. Women who attended the sessions were presented with their own smart phone. Many of our residents experience difficulties opening bank accounts and often fall prey to loan sharks to enable access to cash, so this was a really positive event and the links made has enabled staff to assist residents opening bank accounts going forward

Residents at Cardigan House have had regular sessions with an artist exploring their creative talents, and encouraging them to talk about emotions, self-esteem and confidence. One of the positive outcomes of this is a mural on the office wall, which has become a strap line for Cardigan House and service provision.

Women at Ripon House have been enjoying flower arranging sessions provided by a local woman. The calm atmosphere this generates enables women to relax and often they will open up about things that are worrying them, or use the activity to distract them from self-harm or other difficult issues.

NAPA – National Approved Premises Association

The National independent Approved Premises Association has had an important role with independent approved premises over the past year. The organisation has helped with the contact negotiations and has taken on a key role working with the National Probation Service Reference Group, which makes recommendations re policies and procedures in approved premises to the Governance Group. This means that the independent premises are represented at this level. The independent premises have developed much greater solidarity in recent years working together and supporting each other, which has been a huge benefit to all, particularly in contract negotiations during the last year.

Staffing

As mentioned earlier this has been a year of consolidating changes made previously to our staffing structure.

The management team has remained complete and given we now employ our own managers we can look forward to continued stability in this area. Emma Falk and Clare Maguire have lead and enabled creative change at both premises, both supporting and developing staff.

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.

There has been some changes with staff moving to other organisations to further their careers or relocate to a different place and as a result we have welcomed the following new operational staff: Julie Young, Stephen Lawlor, Nu Van Lelyveld, Sue Sharpe, Andy Abbishaw, Steph McLindon and Rebecca Sellan.

We have also created a new position combining project work and maintenance work, appointing Vincent Turner. Yvonne Sames has taken on a part-time cook role reducing our reliance on agency staff for cover during periods of leave / sickness.

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. We value all that you do to keep the approved premises positive places to be.

Goodbye and Good Luck

We thank all of the following who have moved to pastures new over the past year for their work and commitment and wish them a happy and successful future: David Rawden, Chantelle Simmonite, Faye Linley, Chantelle Mapuranga and Jamie-Lea Ferguson.

Congratulations to Helen Baxter who successfully completed her 100 days placement at Ripon House as part of her social work degree at Bradford University.

The future

The climate that surrounds criminal justice work continues to be challenging. However we now have a new three year contract and the opportunity to continue to develop our services. Despite challenges our partnerships, activities and service user involvement have continued to develop and flourish. Our activities enable residents to develop their skills and increase their employability which improves their self-esteem and confidence to live independently. This is a much more cost-effective way of enabling people to desist from offending, than expanding the prison estate. As well as presenting a risk of harm to the public, many of our residents have experienced disadvantage in significant areas of their lives, which has influenced the past choices that they have made. What is most important is that we continue to provide a safe enabling environment where residents can turn their lives around.

Louise Cantley
Chief Executive
June 2018