



2018 ANNUAL REPORT

TLA **TURNING
LIVES
AROUND**

HEAD OFFICE STAFF

Janet Spencer
CEO

Alan Marriott
Finance Director

James Allen
Beacon Services
Co-ordinator

Jenn Bravo
TLA Services
Co-ordinator

Matt Harmon
Senior Property Manager

Sharon Brown
Senior Manager
Development and
Communications

Jocelyn Bass
Senior Manager, Flagship

Lesley Sendall-Long
Senior Manager, Beacon

Support team

Val Deville

Megan Williams

Sangita Mason

Karen Mustin

Sonia Njie

Tripta Passan

Ray Reed

Dave Vermond

Ancillary Staff

Tony Gebala

Maureen Jowett

Derek Preston

Pat Gidman



Janet



Alan



James



Jenn



Matt



Sharon



Jocelyn



Lesley

CHAIR'S FOREWORD

Preventing homelessness has never been more challenging but when we reflect on the last year Turning Lives Around has led again.

This has been in no small part to the dynamic leadership which has welcomed Sustain Wakefield to the organisation and developed pioneering initiatives to truly tackle homelessness in a sustainable way.

At a time when women in the UK have been identified as amongst the heaviest drinkers in the world, Carr Beck, our dedicated service for alcohol dependent women is increasingly recognised as a unique response to the issue of harmful drinking, while our partnership with Basis Yorkshire providing Housing First for sex working women has attracted attention from other local authorities and established us as a thought leader and exemplar of best practice.

Meanwhile our work with young people at Seacole has gone from strength to strength, culminating in 2018 with a nomination for Project of the Year in the Leeds Compassionate City Awards for the 2nd year running!

Pivotal to the success of all our services is the leadership of the Senior Management Team and the commitment and hard work of our operational staff. Yet they cannot work without steer and challenge.

To guarantee continued success we rely on a professional board to provide guidance and advice in a continuing volatile financial landscape.

As we look back on the year TLA is saying good-bye and thank you to some of our Trustees and welcoming new members to help direct the organisation through what promises to be a challenging year.

Chair
Ian Livingstone

BOARD OF TRUSTEES

(Seated L-R)

Michael Meadowcroft,
Ian Livingstone (Chair),
Janice Chattaway (Vice Chair)
& **Matt Seward**

(Back row L-R)

Martin Ford, Chris Wright,
Daniel Penman &
Mike White

Also on the Board
Emily Tebbs-Ogutu



CHIEF EXECUTIVE'S ANNUAL REPORT

The last year has been a whirlwind for Turning Lives Around. We started with a new name to better reflect our work, acquired Sustain Wakefield, launched Beacon in consortia with our city wide partners and continued our roll out of pioneering initiatives to tackle homelessness and meet the full force of Universal Credit head on.

Beacon has worked creatively to reach some of the most vulnerable members of our society. A member of the Beacon team has been seconded to Leeds City Council Outreach Team to support those most at risk and intervene in a more timely way. We have recently installed two dog kennels at one of our Intensive Support Environments to convince entrenched street sleepers with pets to leave that life behind.

Sustain Wakefield got off to a great start embracing the TLA ethos of pioneering strategies to tackle homelessness. The Peer Support Group has been a major contributor in managing successful new and existing tenancies. Clients support each other to discuss their challenges, exchange ideas to overcome adversity and have set up informal communication groups to offer support as they move their lives on to the next stage.

Seacole, our Intensive Support Environment in Harehills, continues to lead the way in the fight to tackle the dual tragedies of homelessness and the impact it has on the mental health of young people affected. The Seacole Team became accredited Leeds Digital Champions and used their new-found skills to help the young people open bank accounts, fill in job applications and apply for their own tenancies. They also redecorated the main house thanks to a donation from Leeds Housing Options, in recognition for their hard work and Support Worker, Kerri Walker, was a multiple award nominee.

Pleasantly, our work at supporting people with their problems and moving them into successful tenancies attracted the attention of Leeds City Council who have been working with us closely to provide emergency accommodation for families. This presents another challenge, that of finding good quality homes. We are tackling this by working with existing local landlords and seeking new ones to support our work.

Of course we could not go without recognising the work of Frank Vaughan who passed away in 2018. Frank had a rare gift to recognise what needed to be done, how he could best do it and then getting the job done.

Celebrating success gives us a warm feeling, but the future will be built on continued development of new practices and an extension to our services. We have already identified new projects and contracts born out of emerging client need and are determined to remain change leaders in preventing homelessness.



Chief Executive
Janet Spencer



Summary Income and Expenditure Account (to 31st March 2018)

| | Filed Liability 2018 (£) | Excl Pension Liability 2018 (£) | Filed Liability 2017 (£) | Excl Pension Liability 2017 (£) |
|--|-----------------------------|------------------------------------|-----------------------------|------------------------------------|
| INCOME FROM : | | | | |
| Donations and legacies | 1,534 | 1,534 | 780 | 780 |
| Charitable activities : | | | | |
| Contract funding | 1,438,624 | 1,438,624 | 1,443,484 | 1,443,484 |
| Income from rent | 2,190,262 | 2,190,262 | 1,903,085 | 1,903,085 |
| Investments | 24,000 | 24,000 | 24,000 | 24,000 |
| Total | 3,654,420 | 3,654,420 | 3,371,349 | 3,371,349 |
| RESOURCES EXPENDED : | | | | |
| Raising funds | 33,461 | 33,461 | 21,159 | 21,975 |
| Charitable activities : | | | | |
| Support Services | 1,818,790 | 1,759,790 | 1,510,835 | 1,453,835 |
| Housing Management | 2,078,415 | 2,078,415 | 1,771,193 | 1,771,193 |
| Day Care Services | 0 | 0 | 0 | 0 |
| Other Charitable Services | 0 | 0 | 19,771 | 19,771 |
| Total Outgoing Resources | 3,930,666 | 3,871,666 | 3,322,958 | 3,266,774 |
| Net Incoming / (Outgoing) Resources | (276,246) | (217,246) | 48,391 | 104,575 |

Summary Balance Sheet as at 31st March 2018

| | Filed Liability 2018 (£) | Excl Pension Liability 2018 (£) | Filed Liability 2017 (£) | Excl Pension Liability 2017 (£) |
|--|-----------------------------|------------------------------------|-----------------------------|------------------------------------|
| Assets | | | | |
| Tangible Assets | 314,300 | 314,300 | 281,311 | 281,311 |
| Investments | 165,001 | 165,001 | 155,001 | 155,001 |
| Current Assets | 294,372 | 294,372 | 429,884 | 429,884 |
| Current Liabilities | | | | |
| Creditors - amounts falling due within one year | 333,359 | 333,359 | 228,679 | 228,679 |
| Net Current Assets | (38,987) | (38,987) | 201,205 | 201,205 |
| Total Assets less Current Liabilities | 440,314 | 440,314 | 637,517 | 637,517 |
| Creditors - amounts falling due after one year | 42,058 | 42,058 | 47,515 | 47,515 |
| Total Assets excluding pension liability | 398,256 | 398,256 | 590,002 | 590,002 |
| Defined pension scheme liability | 373,000 | 0 | 276,000 | 0 |
| Net (Liabilities)/Assets incl pension liability | 25,256 | 398,256 | 314,002 | 590,002 |
| Represented by: | | | | |
| Restricted Funds | 204,556 | 204,556 | 204,556 | 204,556 |
| Unrestricted Funds | 193,700 | 193,700 | 385,446 | 385,446 |
| Pension Reserve | (373,000) | 0 | (276,000) | 0 |
| | 25,256 | 398,256 | 314,002 | 590,002 |

The results achieved during the 2017-2018 financial year were partly as a result of problems with the introduction and implementation of the new Beacon service, thankfully these are now well behind us. The organization moves forward knowing that performances have improved significantly.

During the 2017-2018 financial year the organisation launched the new Beacon service for supported housing for homeless men and women in Leeds. The Beacon service is being provided by three partners, TLA, Touchstone and Foundation with TLA being the lead partner. As there were previous providers of the homelessness service in Leeds this meant that there was a significant TUPE impact and with one off costs and recruitment difficulties the project has taken a long time to 'bed in'. The implementation of the Beacon service has therefore been a very challenging undertaking financially.

We continue to be very successful with the Flagship partnership project with our partners GIPSIL and Foundation. The Carr Beck and Seacole services also continue to thrive.

The Flowerpots Day Nursery venture completed its 3rd year in this financial year and with its Ofsted Good rating it is now also generating reasonable profits.

The stand-alone SOFA of the main charity made a deficit of £288,746 in the year, the subsidiary Flowerpots Day Nursery Limited made a profit in the year of £24,568.

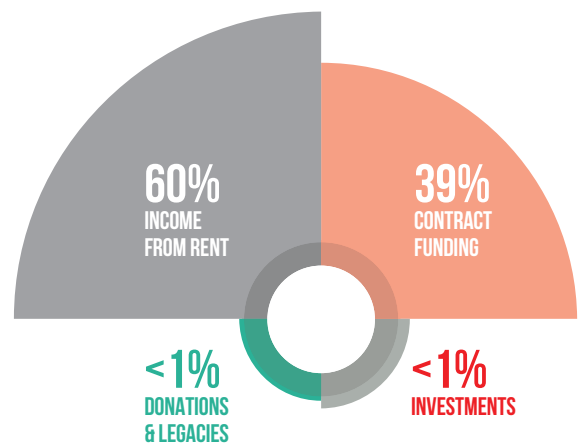
The organisation continues to look at other funding options from all regions in Yorkshire together with fundraising activities aimed at the private sector, philanthropic organisations and individuals.

As a result of the company having to comply with the requirements of FRS102 regarding Retirement Benefits within the financial statements, we are required to report the pension liabilities for the legacy staff from Leeds City Council that are members of the West Yorkshire Pension Fund (WYPF). The WYPF scheme is presently reporting a deficit, however, due to the long term nature of pensions this deficit is understood by the regulatory bodies such as Companies House and the Charities Commission to have little or no impact on the viability of the charity.

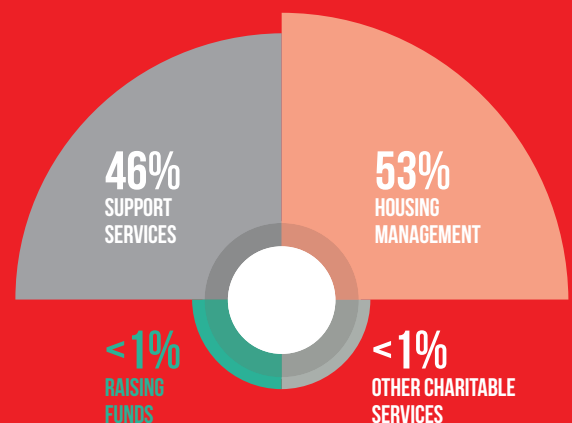
The summary reports also show the performance of the charity excluding the impact of the reporting requirements of FRS102 Retirement Benefits.

The financial statements were approved by the board on 6 November 2018 and were filed with Companies House and with

INCOME



EXPENDITURE



the Charity's Commission during December 2018. They are required to be prepared in accordance with the requirements of the Statements of Recommended Practice (SORP) 2005 issued by the Charity Commission.

“Turning Lives Around take on cases that other organisations may shy away from and are experienced in dealing with multi-complex needs.”

Karen Dennison,
Senior Support Worker,
Beacon Dispersed.

SEACOLE GIVING YOUNG PEOPLE A GOOD START

SEACOLE provides emergency accommodation for anything between three days and six months to young people in its Harehills Intensive Support Environment. More 16-24 year olds have received tailored support as Seacole has evolved and expanded its services to cope with the ever changing needs of service users. Proof positive that Seacole is successful is the fact that so many young people leave to successfully sustain independent tenancies.

Kerri Walker, senior worker attributes this to the regular introduction of new initiatives that support the young people in adulthood. She said: “The Seacole team took advantage of the Leeds Digital Inclusion Scheme to become Digital Champions. It means they can help our young people become more independent through the use of i-pads, mobile phones and apps.

“They are able to make their own way and we have seen fewer returning for further help once they have moved out.”

Initiatives include:

- Championing digital skills training for online banking, applications and keeping in touch with family through Leeds Digital Inclusion Scheme.
- 16 Days of Action, Seacole’s project on the White Ribbon Campaign to tackle domestic violence.
- Leeds Housing Options donated £250 they raised at a World Homelessness Initiative and this was used to redecorate some of the rooms young people use.

HANNAH’S SEACOLE CASE STUDY

Hannah Sellers, aged 17, has blossomed at Seacole.

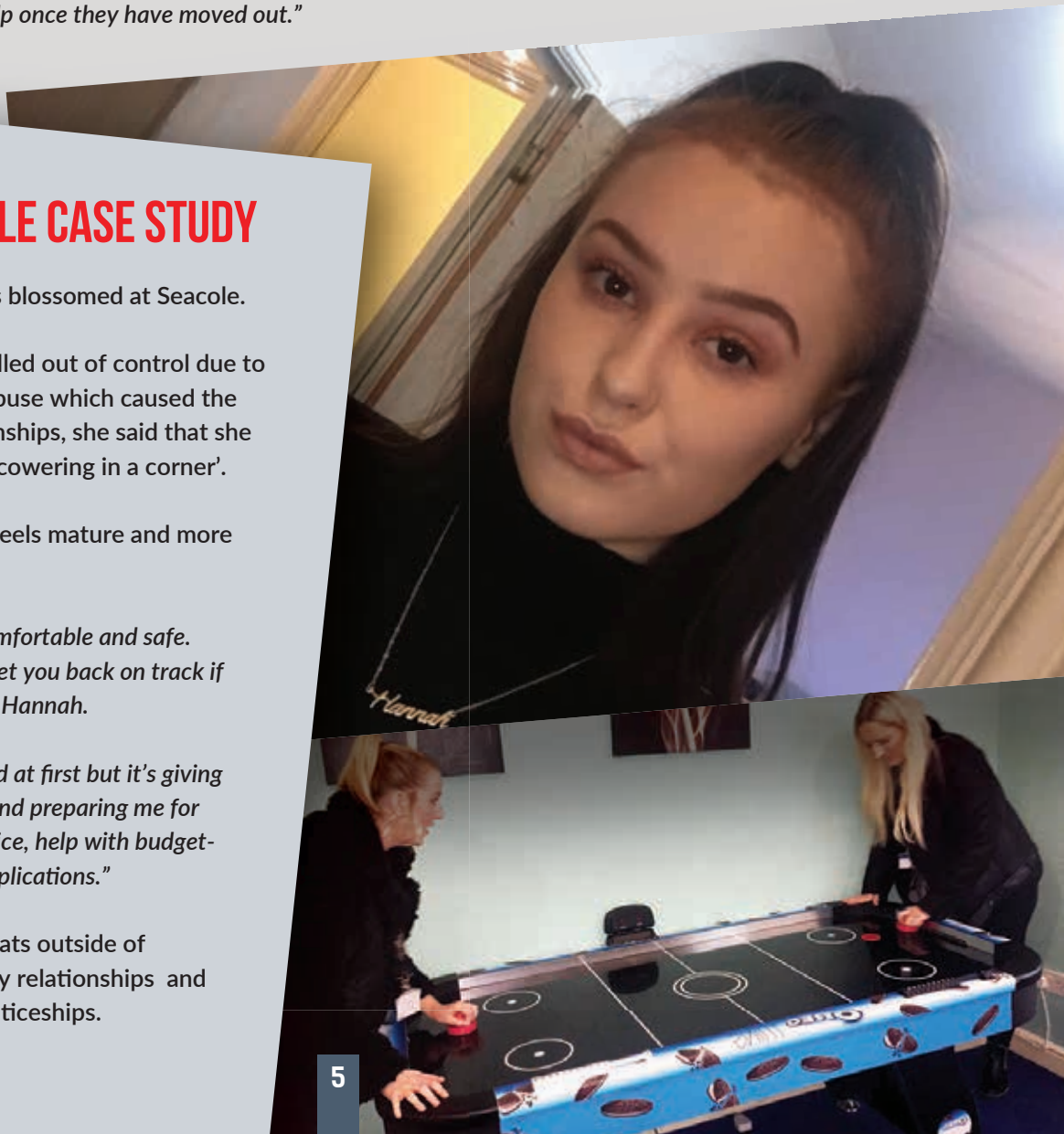
Homeless after her life spiralled out of control due to anxiety, drugs and alcohol abuse which caused the breakdown of family relationships, she said that she felt: ‘as shy as a little puppy cowering in a corner’.

Nine months later, Hannah feels mature and more confident.

“Seacole has made me feel comfortable and safe. Everyone is so supportive to get you back on track if you are losing your way,” said Hannah.

“Looking after myself was hard at first but it’s giving me the independence I need and preparing me for when I do get a flat. I get advice, help with budgeting, bank accounts and job applications.”

Hannah is now bidding for flats outside of Seacole, rebuilding her family relationships and applying for jobs and apprenticeships.





TURNING Lives Around has always done things differently and strives to go the extra mile. **Jayne Clarkson** is proof of this ethos in action.

Jayne has been supporting **Lisa Wood** since October. Jayne has helped remove the threat of Lisa's eviction by helping her to halve her rent arrears, tidy her home and rebuild her relationship with her landlord.

Because Lisa has problems reading and struggles to use the internet Jayne has supported her with job

applications, universal credit and other domestic admin vital to keeping a home.

"I see Jayne weekly and she's at the end of the phone if I need her. I'm trying to clear the debt so I can move and Jayne is helping me manage my money and is working with other agencies to help too. Jayne is very supportive, often going beyond the call of duty to help me – everyone should have a Jayne in their life."

STRONG START TO SUSTAINING WAKEFIELD

THE Housing Sustainment Pathway in Wakefield joined the Turning Lives Around family just over a year ago.

Providing a holistic approach for a diverse group of service users our team has stepped up to the mark working with young people, singles and families including ex-offenders and the elderly to provide support with tenancies, employment, education, healthcare and mindfulness.

A team of Support Workers, Senior Support Co-ordinators, Pathway Co-ordinator and a Volunteer and Peer Development Co-ordinator based at St Catherine's Church Centre, work with up to 235 clients helping with budgeting and benefits, social skills, home, training and employment and improving access to a wide range of health services from GPs, dentists and opticians and addiction support agencies.

To embed enduring pathways to prevent homelessness our Wakefield team has developed a highly successful peer support group that has brought together like-minded service users to establish self-help networks. Already there are groups based around snooker, crafts, learning, guidance and information as well as a much-needed bereavement support group.

Working closely with families the Sustain Wakefield team has developed initiatives around Advent calendars and Easter eggs and providing access to discounted family holidays.

"Sustain Wakefield is TLA's first service outside Leeds and we have made a strong start. We are now embedded in Wakefield, people are aware of us and referrals are coming in thick and fast," said Pathway Co-ordinator, Nikeisha Bragger.



TLA PROJECT TEAMS STAFF LIST

Carr Beck

Manager
Kay Stewart

Angela Dilworth
Angela Gidman
Rachel Milner
Eileen Priestley
Joanne Strudwick
Rumbi Kawara
Jabulani Nare

Clean Start

Manager
Amanda Lister

Mark Brotherton
Cassie Burgess
Greg Doogan
Patrick Githinji
Tony Moore
Dylon Smith
Ria Smith
Stephen Stainforth

Seacole

Manager
Maja Milakovic

Carole Freeman
Laeton Grant
Verna Gordon
Jordan James
Gemma Jarrett
Hafsa Mahmood
Karen Louis
Abbie-Mae Parker
Kerri Walker

Flowerpots

Manager
Tracy Clegg

Sabina Alam
Denise Johnson
Danielle Hall
Rebecca Lee
Tiffany Lowe
Sarah Young
Shazana Hussain
Daljit Ryatt
Nina Tate
Emma Upton
Fatemeta Fotana
Lilly Pratt
Casie Mawson

Flagship

Acting Manager
Temo Elbakidze

Flagship North
Lina Naik
Natasha Ahmed
Joscelyne Brown
Natalie Hadi
Adam Hutcheon
Grace Musinga
Derek Preston

Flagship South

Helen Forster
Tina Grant
Jade Henderson
Susan Nicholson
Michael Saran

SUSTAIN STAFF LIST

Sustain Wakefield

Pathway Co-ordinator
Nikeisha Bragger

Jayne Clarkson
Andrea Davis
Gareth Dolan
Dan Durrant
Michaela Faulkner
Frances Hall
Lee Harris
Gemma Hey
Natalie Hird
Sara Holbrook
Fran Lomax
Sean O'Brien
Mark Pearce
Saniya Riaz
Karen Riley
Caroline Sylvester

TLA Services Co-ordinator

Jenn Bravo

BEACON STAFF LIST

Beacon Pathway

Managers
Mia Cameron
Clare Sanderson

Intensive Support
Manager
Kelly Parker

Street Support
Outreach Worker
Ben Mayor

Grace Lodge

Senior ISE
Consita Allen

Robin Fishwick
Stephen Jones
Sonia Manners
Lindsey Mara
Zoe Peck
Sarah Simpson

Francis House

Senior ISE
Jennifer Lewis

Rosemary Clayton
Vanya Hamilton
Malaika Hamuli
Sabah Hussain
Amna Rafique
Emma Roberts

Oakdale House

Senior ISE
John Pollock

Ian Bailey
Mandy Kay
Patricia Lawrence
Nrgus Rahman
Steven Ward
Charlotte Martin

Beacon Night Service

Night Supervisor
Peter Ashmore

Betty Asante
Rudo Murahwa
Ebrima Badjie
Diana Bernard
Stephen Kilgallon
Passmore Muchenje
Ebron Nkala
Barbara Nyamaswe
David Walker
John Ward
Melissa Pacey
Rebecca Walker

Beacon Dispersed Accommodation

Manager
Matthew Newman

Laura Brumfitt
Karen Dennison
Piotr Gaszczyk
Patricia Gidman
Andrew Grayston
Samantha Knight
Felix Okyere-Boateng
Susan Watson

Beacon Services Co-ordinator

James Allen

TLA PARTNERS

GIPSIL
Touchstone
Inspire North
Basis Yorkshire

TLA STAKEHOLDERS

Forward Leeds
Health For All
West Yorkshire Fire and Rescue
Connect Yorkshire
Leeds Federated
Places For People
Specialist Autism Services
Safer Leeds

Community Link
Social Care
MHHT
Simon on the Streets
Leeds Housing Options
St George's Crypt
CRC
Probation Service

SARSVL
Leeds Domestic Violence Services
Migration Yorkshire
Get Away Girls
Mind Mate
Women's Healthy Matters
Women's Lives Leeds
Youth Offending

Probation Service
West Yorkshire Police



DONORS

Housing Options
STEP Programme
Leeds Community Foundation
Dulux Decorating Centre

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