

Annual Report 2019



Integrity and Respect

Upholding the highest standards of integrity in all our actions and being clear about our purpose and ways of working.

Quality and Continuous

Improvement

Delivering high quality

services and

continually seeking

ways to get better at

what we do

Our Values



Aspiration, Recovery & Peer support

Believing change is possible and valuing and sharing lived experience

Innovation

Bold, creative thinking in the development and provision of support

Co-production

Influencing the strategic direction of national & local homelessness policy and developing & delivering services in collaboration with all stakeholders.

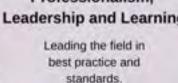
Empowerment

Engendering self worth, respect and clients directing support

Inclusion and Diversity

The right of all clients and staff to belong and be heard.

Professionalism, Leadership and Learning





CEO's Foreword



My calendar in 2019 was full of so many wonderful events beginning with the opening of our new kennels (providing canine housing for clients in our supported accommodation who have dogs) and ending with the Turning Lives Around (TLA) Christmas party and staff awards.

As Chair, I presided over the Homelessness Provider Forum changing its name to the Homelessness Prevention Forum. As a member, I have attended Third Sector Leadership; Forum Central; Leeds Liaison and Diversion Operational Group and Leeds Crime Reduction Network meetings and have played a proud part in influencing homelessness provision in Leeds and West Yorkshire.

In the coming year we will look at not only what we already know we do well, but how we do it, the areas we can improve and the additional challenges we can tackle to improve our client experience.

I believe a successful future for the third sector in Leeds involves the amalgamation of our diverse resources. The key to sustainable services for all of us is further developing the concept of a third sector wide approach to people-centred support. My hope is to propel this concept through the forums I am involved with and further again, into the wider Third Sector in Leeds.

Everyone connected with Turning Lives Around should feel proud of its achievements and confident that we will be able to continue to fulfil our purpose in the years to come.

With thanks to our staff awards sponsors



TLA Staff Award Sponsors Expense Reduction Analysts Leaders in Cost Management



TLA Staff Award Sponsors Carmel Harrison PR B2B public relations and marketing strategy agency in West Yorkshire.

Chair's Foreword



For TLA, 2019 was a year of expansion, we took on new services, staff and clients and built on previous successes. It was such a great honour to be a part of the Christmas Awards Ceremony, and to see such wonderful staff being presented with awards, kindly sponsored by Carmel Harrison PR, Acorn Domestics and Expense Reduction Analysts.

The Trustees know that the coming years will be challenging and rewarding in equal measure for us all and we admire the resilience, creativity and hard work TLA staff have already shown, knowing that it is these qualities that will ensure future success.

Homelessness in Leeds and the UK as a whole is on the rise. TLA will continue to work in partnership with those who already support our purpose and will look to expand upon these relationships, to help us reach our aims. The opportunity to improve and grow our provision is out there for us, and the Board know that TLA has the potential to help even more people in need in Leeds, Wakefield and across Yorkshire.

Trustees

Our Board of Trustees consists of people with a range of professional backgrounds, that aid TLA in its strategic direction.



Chair - Ian Livingstone Vice Chair - Martin Ford Emily Tebbs-Ogutu Daniel Penman

Michael Meadowcroft Richard Lamborn Magdalena Ballance.

Who we are

As a charity working to prevent homelessness TLA supported over 900 people to start new lives in their own home in the last year. We have always worked with the most marginalised people, helping them to move towards independent living by recognising their assets and strengths. We do this by providing supported accommodation and floating support in the form of emergency 24 hour accommodation, small group homes, shared houses and single and family tenancies in the community.

With specialisms including supporting homeless women and young people at risk, Unaccompanied Asylum Seeking Children and Black and Minority Ethnic clients, we work with statutory and third sector partners to support people's health and wellbeing, integration into their local community and aspirations towards education, training and employment.

2019 saw a rise in the number of more complex referrals presenting with multiple disadvantage. In response we have developed new services – evolving our provision of support and accommodation in response to these specific needs.

We have long recognised the increasing need for trauma and gender informed approaches in our work, further developing women-only services and counselling this year and focusing on support that feeds into the attainment of regional and national well-being indicators.

Corporate Support

We know local businesses have a vested interest in the wellbeing of the communities in which they operate. If you're searching for creative ways to meet your Corporate Social Responsibility (CSR) aims then there are opportunities to support TLA's work and reach your CSR goals at the same time. Help us to drive positive change in your area by;

- Offering time, expertise & resources to our projects
- Donating goods and services
- Fundraising and sponsoring our activities
- Providing volunteering, training & employment opportunities

To find out how your company can make a difference, email Sharon Brown, Development & Communications Manager; Sbrown@turninglivesaround.co.uk



Volunteering

Do you have spare time on your hands? If the answer is yes then please come and volunteer with us. We welcome volunteers from all backgrounds who are willing to give a small amount of their time to make a big difference to our clients.

We will provide training, support and the priceless feeling you have made a difference, all for a few hours of your time. Interested?

Apply now by emailing; admin@turninglivesaround.co.uk stating your areas of interest and how you wish to help and we'll be pleased to get back to you.



Trustees

Do you want to support the strategic direction of a local charity? Do you have business and governance skills that you would like to use to make a difference? Would you be willing to attend Board of Trustees meetings 4 times a year, contribute to the work of sub-committees, participate in 1 strategic away day per year and commit to the Board of Trustees for at least 2 -3 years?

Trustees of TLA are integral to our success, and come from a range of diverse professional backgrounds, with experience in the third sector, public and private organisations.

We are looking for trustees who have experience in PR, the voluntary sector, housing, academia and law.

To find out if you could be a trustee of TLA, please email your CV to Megan Williams, mwilliams@turninglivesaround.co.uk

Opening New Doors

2019

From establishing new partnerships and growing our portfolio of services to developing our IT skills, 2019 was a year of **growth and innovation** for TLA.

We did it! **Our Way Leeds**. In consortium with GIPSIL, Foundation, and Vision we submitted a successful bid in September 2019 for the new Young People's Housing Support and Accommodation Service in Leeds. The new service named Our Way Leeds (OWL) starts 1st July 2020.

With the **Horizons** project, TLA is working to reduce offending rates amongst men who have served less than twelve months in prison and are at risk of returning to prison. In consortium with Foundation and The Bridge Project, this three-year pilot was awarded by the Ministry of Justice to tackle re-offending by providing homes and intensive support for 155 men in West Yorkshire as they leave prison.

The **Foyer** established in July 2019 is a one year pilot to provide 4 units of emergency accommodation and intensive support for entrenched rough sleepers who would struggle to manage in a communal hostel environment.

Thirteen **Emergency Accommodation** units for families with children, couples and single people across Leeds were developed, to house seventy homeless households as a joint initiative delivered with Leeds City Council Housing Options team.

Housing First services for women involved in sex working has grown, from 6 to 10 units in response to demand and the funding for **Street Support** has been renewed for another year meaning we can continue this essential work alongside our partners in the Street Outreach Service.

Seacole was nominated for Best Place in Leeds for Children and Young People in the Child Friendly Leeds Awards. Kerri Walker, Senior Worker at Seacole was nominated in the Leeds Compassionate City Awards as "Unsung Hero".



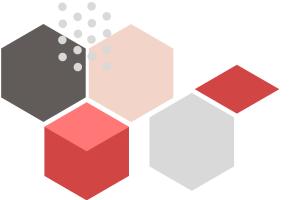
Beacon was nominated as "Partner of the Year" in the Leeds City Council Adults and Health Awards for Excellence. Beacon Pathways Managers collected over 200 Gift Bags to distribute to TLA clients for Christmas.

We were pleased to be awarded £10,000 from **100% Digital Leeds** to help develop digital skills and improve connectivity for our clients. We have used this money to purchase i-Pads and broadband installation for schemes.

To support this aim staff have undertaken 100% Digital Leeds training and are now accredited **Digital Champions**, providing online skills training as part of 1-1 support, helping to build client's confidence to use the internet.

Clean Start was instrumental in helping two clients at risk of eviction maintain their tenancies. Providing support to the clients to clear their properties which had been subject to significant hoarding over a number of years. The properties were sufficiently cleared to have the eviction notices retracted.

Sustain Wakefield raised over £3,000 in funding for client well-being activities from donations by holding a Northern Soul Night. Sustain has been at the forefront of promoting good mental health for staff and clients; arranging outdoor activities, craft sessions and peer support services.





Sharon Brown Development and Communications Manager



Our Clients

In 2019 we supported:

1554 people in total.



Our clients presented with:



We supported them with:

Budgeting Skills Reducing rent arrears Parenting Skills Healthy relationships Financial Independence Addiction cessation Training and education Improving their mental health Volunteering and employment Improving their physical health Emergency Accomodation Community reintegration Supported Accommodation Family issues Not reoffending Claiming Benefits Stopping self harm Life skills

Maintaining their tenancy





Jenn Bravo TLA Coordinator

Their Stories



OH Beacon Dispersed

In May 2018 I was **evicted** from my home due to rent arrears accrued whilst living on Universal Credit during a period of mental ill health. I'd left my job as a software developer due to an episode of psychosis. Having nowhere to go I was moved into a Beacon dispersed accommodation.

Through all of this I'd been improperly sanctioned by Universal Credit (which was later overturned). What this meant is that I often couldn't afford to feed myself or even buy basic necessities like toothpaste.

Beacon staff helped me obtain food parcels and on one occasion bought me toiletries to keep me going. Beacon staff have also been a massive help in terms of my mental health. I became paranoid about them at one point because of the psychosis. Despite that, the staff at Beacon were understanding and encouraged me to engage with Aspire, the early intervention psychosis team in Leeds.

Without the help I received from Beacon and others I would no doubt still be roaming the streets suffering from paranoid delusions and starvation.

Thanks to Beacon:

- I'm now medicated and no longer suffering from psychosis.
- I've been given a council flat and am waiting for delivery of furniture.
- I didn't starve.
- During my period of homelessness I've had a roof over my head and a bed to sleep in
- I've been able to maintain my personal hygiene and **dignity**.

I'm now at a point where I hope to be able to resume my career within the next year and have **stable accommodation** which I can afford on Universal Credit in the meantime. Beacon are providing a vital service to the community, I'd be lost without them.



SJ Carr Beck

Referred by Leeds Housing Options SJ had been recently released from prison for an arson offence. SJ suffered from alcohol dependence, personality disorder, had personal care issues and was at risk due to safeguarding.

SJ's behaviour was **chaotic** when she first moved in, self-harming on several occasions and not engaging with her agreed alcohol plan. We worked with the Personality Disorder Team, Community Psychiatric Nurse and Occupational Health Worker and as a result of her support needs SJ was allocated two key-workers. One keyworker was to concentrate on daily contact, support and building a rapport and the other was to manage external agency additional support provision.

A **routine** of daily appointments at the same time, with the same key worker was put in place and SJ was supported with attending external agency appointments. SJ's alcohol dependence was addressed by her alcohol being kept in a locked cabinet and only given to her in line with her alcohol plan.

SJ was encouraged to attend appointments with medical staff, Forward Leeds and other support agencies. Initially, she was taken there by one of her key workers, but as SJ improved, she was encouraged to manage her attendance herself. SJ's workers from the Personality Disorder Network and **Carr Beck** arranged several multiagency meetings to discuss what course of action should be taken to help SJ to address her mental health and secure a successful move into

her own property.

TC Flagship

I want to thank you for those many months of support whilst things were rocky between me and my parents. I also want to thank you for all those talks about doing well and cracking down at college so that I could have a better outcome after college. I can confidently say that if wasn't for your help and support, I wouldn't be at University.



Jocelyn Bass Senior Manager Flagship



Jess Haigh Senior Manager Beacon



Lorna Willis Senior Manager TLA

Financial Reports

Summary Income and Expenditure Account (to 31st March 2019)	Filed Accounts	Filed Accounts Excl Pension Liability 2019 (£)		Filed Accounts Excl Pension Liability 2018 (£)	
INCOME FROM: Donations and legacies Charitable activities:	17,626	17,626	1,534	1,534	
Contract funding Income from rent	1,949,736 2,545,970	1,949,736 2,545,970	1,438,624 2,190,262	1,438,624 2,190,262	
Investments	24,000	24,000	24,000	24,000	
Total Income	4,537,332	4,537,332	3,654,420	3,654,420	
RESOURCES EXPENDED :	35.006	35.006	33.461	33.461	
Charitable activities:	33,000	33,000	33,7101	33,701	
Support Services	2,090,407	2,022,407	1,818,790	1,759,790	
Housing Management	2,316,279	2,316,279	2,078,415	2,078,415	
Day Care Services Other Charitable Services	0	0	0	0	
Total Outgoing Resources	4,441,692	4,373,692	3,930,666	3,871,666	
Net Incoming/(Outgoing) Resources	95,640	163,640	(276,246)	(217,246)	

Summary Balance Sheet as at 31st March 2019	Filed Accounts	Excl Pension Liability (£)	Filed Accounts	Excl Pension Liability 8 (£)
Assets Intangible Assets	9,730	9,730		-
Tangible Assets	316,193	316,193	314,300	314,300
Investments	170,001	170,001	165,001	165,001
Current Assets	464,413	464,413	294,372	294,372
Current Liabilities			1	
Creditors - amounts falling due within one year	344,651	344,651	333,359	333,359
Net Current Assets	119,762	119,762	(38,987)	(38,987)
Total Assets less Current Liabilities	615,686	615,686	440,314	440,314
Creditors amounts falling due after one year	36,290	36,290	42,058	42,058
Total Assets excluding pension liability	579,396	579,396	398,256	398,256
Defined pension scheme liability	511,000	0	373,000	0
Net Assets inc. pension liability	68,396	579,396	25,256	398,256
Represented by:	201555	204.556	304555	204556
Restricted Funds	204,556	374.840	204,556	204,556
Unrestricted Funds	374,840	374,840	193,700	193,700
Pension Reserve	(511,000)	U	(373,000)	0
	68,396	579,396	25,256	398,256

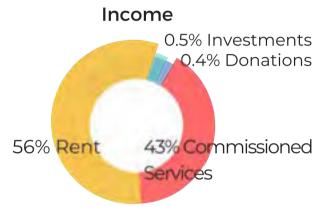


Our Financial Performance

2019

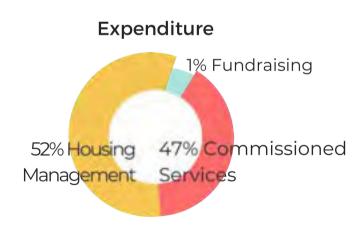
2019 was a successful year for TLA, and due to new contracts turnover has increased 24%. We have taken on new staff and properties and the accounts reflect this, showing a 15% increase in support service costs and an 11% rise in housing management costs.

The stand-alone
Statement of Financial
Activities of the main
charity made a surplus of
£43,140 in the financial
year 2018-19.
Flowerpots Day Nursery
Limited (our subsidiary)
made a profit of £27,613.
These reserves will be
managed within TLA's
reserves policy.



The schemes continue to thrive and Beacon, now in it's second year, is proving very successful. TLA has purchased two new properties with the help of the Leeds Affordable Housing Framework "Right to Buy" reinvestment scheme. The summary reports shows 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 5 November 2019 and were filed with Companies House and the Charity Commission during December 2019. Our Accounts are prepared in accordance with the requirements of the Statements of Recommended Practice (SORP) 2005 issued by the Charity Commission.



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.



Our People

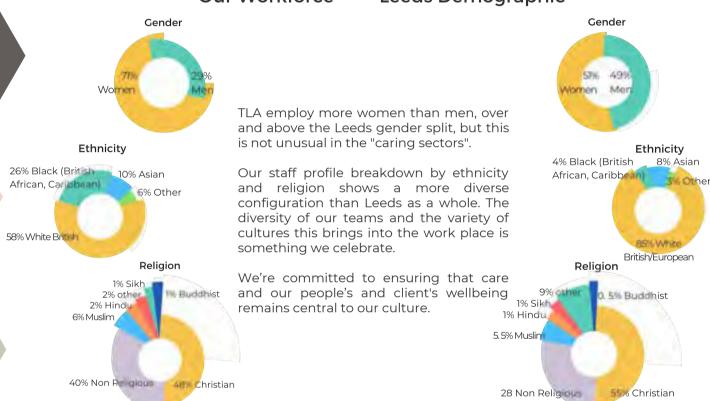
TLA continues to hold Investors in People Gold award in recognition of our outstanding commitment to managing, developing and supporting our staff. We are one of only 1,500 organisations throughout the UK to receive the award. in 2020 we hope to surpass this achieving the Platinum Standard.

We are committed to our staff and thanks to our staff being committed to TLA, our organisation continues to grow and innovate. This year our staff have received Mental First Aid at Work training, due to our pledge to wellbeing and being a mindful employer and ILM Management training, because our workforce wants to progress and we want to support their progression. This and much more has been invested in our people, because they are our greatest asset.

Over the next 12 months, we expect an increase in our workforce due to the new Our Way Leeds contract and the need to ensure that we are ready for the growth we will experience in these exciting times.

Our Workforce

Leeds Demographic



Employee Survey Results

96% of staff are clear about TLA's values
94% of staff felt that TLA promoted equality and diversity
80% of staff said they were confident in TLA's leadership
95% of staff said team work was promoted in the organisation
95% of staff felt encouraged and supported to develop and improve
90% of staff said their achievements were recognised by their manager



Staff Directory



Central

Alan Marriott Amanda Harrison Dave Vermond Derek Preston Janet Spencer Jenn Bravo Jocelyn Bass Karen Mustin Lorna Willis Matthew Harmon Maureen Jowett Megan Williams Ray Reed Sangita Mason Sharon Brown Tony Gebala Tripta Passan Val Deville

Beacon Dispersed

Ebron Nkala Gemma Smith Iwona Kutyla Jess Haigh Karen Dennison Laura Brumfitt Matthew Newman Melissa Pacey Pat Gidman Piotr Gaszczyk Sue Watson Trish Fas

James Hossein

Alice Adams

Jenny Lewis

Rose Clayton

Amna Rafique

Emma Roberts

Malaika Hamuli

Vanya Hamilton

Carr Beck

Angela Dilworth Angela Gidman Rumbi Kawara Jabulani Nare Eileen Priestley Kav Stewart Joanne Strudwick Sue Nicholson

Flagship North

Adam Hutcheon Grace Musinga Joscelyne Brown Natalie Hadi Natasha Ahmed Peter Clemens-Gledhill

Flagship South

Claire Chapman Jade Henderson Lina Naik Michael Saran Romeo Dacosta Samantha Knight Tina Grant

Verina Isaac

Grace Lodge

Foyer

Francis

House

Connie Allen Lindsey Mara Rebecca Crossley Robin Fishwick Sarah Simpson Sonia Manners Stephen Jones

Housing First

Sue Oates

Horizons

Carly Chesmond Rachel Milner Sandy Smithen

Night **Services** Barbara Nyamaswe Betty Asante

Seacole

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

Sustain

Caroline Sylvester Dan Durrant Fran Hall Fran Lomax Gareth Dolan Gill O'Rourke Jayne Clarkson Karen Riley Lee Harris Mark Pearce Michaela Faulkner Natalie Hird Nikeisha Bragger Saniya Riaz Sean O'Brien Shannon Simpson

Taome Rogers



Our Properties

2019

Over the past year TLA has been enhancing the lives of our tenants by improving our property related functions, putting in place a new internal repairs system; building our database of approved contractors and suppliers and systematically ensuring all our managed properties meet the Decent Homes Standard and TLA's own lease standard.

In total 17 units of accommodation have been returned to their landlords and 35 replacement and new properties have been let, increasing our property portfolio due to new contracts and their accommodation requirements.

As part of Leeds City Council's Affordable Housing Delivery Group, TLA has been able to purchase and retrofit two properties. We have refurbished two back to back terraces to high thermal and energy efficient standards, put in new kitchens, bathrooms and fully redecorated the properties. These will be used by Beacon Dispersed clients. Our target is to purchase and refurbish a further 6 properties over the next 18 months, supporting TLA's ambition for financial stability and growth, whilst contributing to the Local Authority's strategic housing aims and objectives.



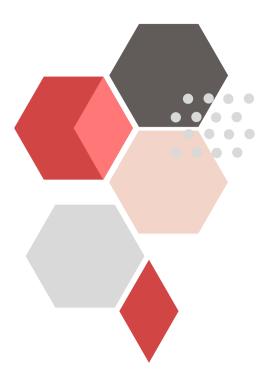
TLA is a very easy organisation to deal with. The rent is always covered whether or not there is a tenant in there, the agreement to maintain the property to the standard we expect is adhered to and when I visit there are no adverse comments from neighbours.

John Saffman Director Invest North



Matt Harmon Senior Manager, Property

Our Future



TLA services will be part of the drive for "inclusive growth" - ensuring that our clients move on with the necessary skills and knowledge to integrate into their communities and live fulfilling, independent lives.

Our future activities will focus on ensuring our clients benefit from the resources and opportunities available that those of us without lived experience of homelessness take for granted.

Our Way Leeds (OWL)

OWL starting in July 2020 will work restoratively to meet the accommodation and support needs of young people aged 16+ including children looked after by the local authority, care leavers, teenage parents and young offenders.

The Service will operate citywide; and be available 7 days a week, 365 days of the year.

Peer Support, Volunteering and Befriending

This year we aim to increase the number of our clients who have a volunteer supporting them.

Peer support, volunteering and "befriending" are integral to services and our volunteers help tackle the real issues of loneliness and isolation that clients can face. We are making use of the strengths and assets of former clients, offering meaningful volunteering opportunities and providing befriending support.



Digital Inclusion and Access

Digital skills are essential for our clients to live independently after they leave our services, from finding local community groups online, to applying for benefits.

To ensure our clients are digitally literate we are promoting digital skills, making them an integral part of support plans and supporting clients to develop these skills as a specific outcome. Work has started on the first "tenancy ready" training module on digital inclusion.

Clients will be able to use their new skills to keep in touch with their family and friends, set up bank accounts, access healthcare support, apply to colleges, training and jobs, access self-help apps and place bids for council properties. Digital provision will be integral to all our new bids and tender proposals.

Flowerpots

Flowerpots is working towards becoming a Scope accredited Inclusive Setting - the Special Educational Needs coordinator has worked really hard with those children, families, and other professionals to ensure funding is awarded to enhance their learning and development; as well as being able to provide individual support plans.

BC, a transgender client says:

I feel much more confident about leaving the house and my befriender and I have even gone into Leeds city centre which was a big fear for me. My befriender keeps suggesting that the next step as I gain more confidence is to attend scheme events and activities or local LGBT events. I have personally benefited from having this service and in respect of helping me with my mental health and wellbeing.

Our Partners

With Thanks







TOUCHSTONE





























































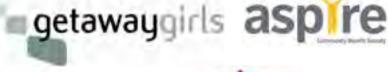


Leeds Women's Aid





















Flagship North

Flagship South

Flagship provides
accommodation
& move on floating support to
young people aged between 16
and 25 who are homeless or
otherwise in need of housing with
support needs. Accommodation
comprises of 44 support units and
74 floating support units with 12
TLA members of staff.



Sustain Wakefield is the council's housing sustainment pathway, that provides floating support for people who are at risk of homelessness to enable them to keep & maintain their housing. Consisting of 235 floating support Units , 60 family units, 175 Single Units and 17 members of staff.

Housing First is delivered in partnership with Basis and works with vulnerable/ chaotic sex working (past or present) women. Supporting these women to engage with services and encouraging them to make ifestyle changes whilst living in a safe/secure environment. The service consists of 10 units and one member of staff.



Our Social Enterprises



Carr Beck provide 24 hours specialist support to women with long term alcohol dependency issues. 6 self contained flats with 24 hour support from 8 staff.



Horizons supports men aged 18+ feaving HMP Leeds who will be homeless on release. Made up of 156 accommodation units across West Yorkshire and 3.5 members of staff.

Outreach service is designed to speed up the process of providing accommodation and offer long term support to long term rough sleepers.

sleepers.

This is 1 member of staff working in partnership with Leeds City Council.

Seacole provides emergency access & medium term accommodation for vulnerable young people aged between 16 and 25, 9 emergency units & 3 shorthold tenancies, with 24 hour support provided by 10 staff.

Our Services



Oakdale House is an ISE for male clients with 10 units.

> Francis House is an ISE for female clients and has 10 units.

Beacon provides temporary accommodation and housing support for 4-10 months to individuals who have complex & multiple needs and who are homeless or at risk of homelessness who are supported by 42 TLA members of staff. Beacon Dispersed accommodation comprises of 104 units

with floating support.

Grace Lodge is an intensive support environment for male cleens, made up of 15 units

Our Accreditations



Central Office

T: 0113 276 0616 E: info@turninglivesaround.co.uk www.turninglivesaround.co.uk



Follow us on: @TLivesAround @James_Allen_TLA @TLA_Sustain @TLA_CleanStart @TLA_BeaconISEs @TLA_Seacole