


**TURNING
POINT**
turning lives around



turning lives around

**Annual Review
& Impact Report
2010/11**

Turning Point is a leading health and social care organisation. We provide services for people with complex needs, including those affected by drug and alcohol misuse, mental health problems, unemployment and those with a learning disability. We turn lives around every day, by putting the individual at the heart of what we do. Inspired by those we work with, together we help people build a better life.

Click on the  symbol or visit our website for more information.

www.turning-point.co.uk



25,000
people supported by
2732
members of staff at
240
locations on any
given day

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Welcome to Turning Point

This year the landscape of health and social care in the UK changed: new policy, new initiatives, new budgets and a new direction. At Turning Point we responded to these changes, developing new tools, systems and services that will put communities, service users and commissioners back in control.

Turning Point is a social business which has been operating for more than 40 years. Over this period we've learnt that health and social care services only really work if commissioners look beyond basic procurement. We believe that through engaging with individuals and communities, involving people, increasing access and integrating

services, we can deliver lasting, long-term results.

At Turning Point, people drive the business. Our services, policies and systems react, evolve and develop with their individual goals, wishes and needs. We know that this works and we can prove it. This year we

developed the tools commissioners will need to demonstrate real results achieved by our services.

Working in partnership is a key feature of the way we do business. Our aim is to help more people turn their lives around and we know we can't always do that on our own. To reach more people we need to work together. This year we expanded our range of services delivered with a number of strategic partners and we continued to work closely with GPs to develop our service models to reflect their needs.

Collecting, analysing and reporting the needs of entire communities has always been a major challenge for commissioners and providers. An activity that many organisations believe to be impossible. Our Connected Care service model does just this by working with local people to bring the voice of the community to the design and delivery of all health, housing, education and social service delivery. This year we helped nine communities become involved in the redesign and integration of local services and published a pioneering report on the role of our 'Citizen Advisors'.

Turning Point is an agile, results-driven business. We know that to be successful we must influence and drive

change throughout our organisation. Only by making the systems fit the people, not the other way round, can we continue to help turn more lives around. This year we embarked on a series of major changes to our finance function, communications networks and distribution of business.

Turning Point is proud to be a social business. We believe that this is a key reason for our success. We have the freedom to innovate, the agility to effect rapid change and the passion to go further to deliver real results. But we're also a business, one that needs to generate income for reinvestment to turn more lives around. This year we were thrilled to be awarded the Social Enterprise Mark and to be shortlisted for Social Enterprise of the Year by the Social Enterprise Coalition.

We are proud of the way Turning Point has responded to events this year. We are proud of our people and our services. But more than this, we are proud of the fact that this year and in the coming years we will reach more people than ever before; supporting them to take control of their own lives and build bright new futures.

Lord Victor Adebowale CBE
and Andrew Webster



Lord Victor Adebowale CBE
Chief Executive

Andrew Webster
Chair, Board of Trustees

Turning Point Annual Review 2010/11. In this year's Annual Review and Impact Report we focus on the ways we can help put commissioners, service users and communities back in control.

Turning Point Strategic Objectives 2007 – 2012

1. Achieving and sustaining high quality services
2. Building confidence with commissioners
3. Developing strategic partnerships
4. Shaping innovation for service delivery
5. Management and leadership agility

Turning Point Strategic Objectives

1. Achieving and sustaining high quality services

Turning Point designs, develops and implements integrated community-based services that deliver real, measurable results – for commissioners, service users and society. In 2010/11 we focused on the design and implementation of robust outcome and quality measurement tools that help us and our commissioners demonstrate results.

2. Building confidence with commissioners

This year our learning disability sector celebrated 20 years of operation. We are extremely proud of our achievements in helping people with a learning disability to make their own choices and control their own lives.

In 2010/11 we developed a new involvement strategy specifically for our learning disability sector and increased the scope of involvement procedures to encourage families and carers to play a bigger role. During the year we took over the operation of a number of learning disability services in Bedfordshire, Warwickshire, Peterborough, Stoke and Staffordshire.

This year we were proud to be awarded the Social Enterprise Mark and to be shortlisted for Social Enterprise of the Year by the Social Enterprise Coalition.

3. Developing strategic partnerships

Turning Point has a long history of working with public and private sector partners to develop unique, purpose-built services that turn lives around. We have the experience and networks necessary to help commissioners face every challenge and deliver results-driven services that make a real difference to individuals and communities.

In 2010/11 we began to build new partnerships with GPs and the primary care sector, listening to them, learning from them and redeveloping our service models to ensure they meet their needs. In 2011 Turning Point was appointed to deliver services for offenders in HM Prison and at the Young Offender Institution in Doncaster. We continued to partner with A4e to deliver employment services and look forward to working with them and other providers under the Government's new Work Programme initiative. We have also worked together with Jobcentre Plus and became the first ever UK pilot for Pre-Employment Training (PET).

4. Shaping innovation for service delivery

At Turning Point we are committed to the design of innovative, integrated models of health and social care. But more than this, we believe that all innovations should deliver tangible results for service users and their families, local communities and commissioners.

This year our unique Connected Care model continued to grow in strength and stature, helping to shape new person-centred services in nine regions across the UK.

We published a groundbreaking report on the role of Citizen Advisors and created the UK's first Community Leadership Network. Our learning disability service in Kent achieved the highest possible quality rating, and our innovative Increasing Access to Psychological Therapies (IAPT) service model Rightsteps®, continued to help people turn their lives around.

5. Management and leadership agility

At Turning Point we know that to be successful we must ensure we are flexible and responsive to changes in

the external environment. But we also believe that we can influence and drive change in a proactive way, to ensure we are ahead of the curve; a growth business that delivers outstanding support for individuals and value for money to our commissioners.

This year we focused on reviewing, streamlining, simplifying and increasing the efficiency of our core functions, systems and communications. We improved internal communication channels, took steps to align our finance function more closely to our business needs and invested in the future of our staff through organisation wide training programmes, giving them the skills they need to face the challenges ahead with confidence.

1. Achieving and sustaining high quality services

SPOT – Support Planning Outcomes Tool

During 2010/11 we developed a unique outcomes measuring tool, SPOT, designed to help staff ensure that an individual's needs, wishes, goals and progress can be documented and evidenced effectively, right from the start. SPOT puts people in control of their own support.

SPOT is unique because it links support planning to specific outcomes for people. It links outcomes to the performance of staff and Turning Point as a whole, and enables our Client Information Management (CIM) system to capture and monitor information on equality, diversity and demographics.

The outcomes have been developed in line with the principles laid down by the REACH standards, In Control and BILD. SPOT means there is a robust and meaningful plan in place for everybody we support, and goals and objectives are set in conjunction with individuals and their circles of support. Each individual only has one plan in place, rather than having both a care plan and a person-centred plan.

ARROW – Recovery-planning tool

Based on the Recovery Star approach to mental health outcomes, ARROW is a client-led, self-directed care, support and recovery-planning tool designed specifically for individuals in our mental health services. In 2010/11 we introduced ARROW into all appropriate services. A total of 531 stars have been completed this year, for 235 service users. In 2011/12 we will be measuring how our service users progress on the 10 recovery star domains.

TOP – Outcomes measurement for substance misuse

In 2010/11 more than 23,000 Turning Point clients completed the Treatment Outcome Profile (TOP), the standardised method for monitoring client outcomes within the drug treatment system in England. Outcome measurements are based on changes in substance use, injecting risk behaviour, crime, health, and social functioning during the course of treatment – the things that make a real difference to clients' lives and to the wider community.

New CQC registration and internal quality assurance

Turning Point has 60 services registered with the Care Quality Commission (CQC). These services are required to be compliant with The Essential Standards of Quality and Safety and may be inspected by the CQC at any time. In 2010/11, we achieved transitional registration and under the previous CQC star rating system almost all of our services achieved either a Good or Excellent rating.

Turning Point also has its own internal quality assurance tool, IQAT, which reflects the essential standards of quality and safety. We operate robust, proven clinical governance and risk management procedures that enable us to minimise harm and maximise opportunities for service users.

External reviews, inspections and visits are monitored centrally by our risk and assurance team. Regional manager and sector management teams are responsible for the management of action plans required to address areas for improvement, they in turn report to the board and other internal committees.

Driving staff performance

This year we rolled out our Competent Worker training programme, an initiative designed to ensure our front line workers have the knowledge and skills they need

to provide the right care to our clients.

Between April and the end of September alone, we delivered almost 600 interactive classroom training workshops, supported by a new programme of e-learning, which can be planned to accommodate staff shift patterns ensuring that staff training does not adversely impact on the people we support. As well as enhancing the skills of our staff, this also contributed significantly to our CQC registration in accordance with the new requirements that came into effect on 1 October 2010.

Since launching Competent Worker we have been taking steps to embed competence development into the day-to-day work of our services, through identifying and making use of the wide range of talents in our existing workforce; many of whom will have the opportunity to contribute to the training of our staff. This shift in delivery style will ensure our training is timely, accessible and reflects our truly person-centred approach to our own employees.

20 years of supporting people with a learning disability

2011 was the 20 year anniversary of our learning disability sector. For two decades we have been designing and operating services for people with a learning disability, complex needs,

physical disabilities and dual diagnosis. Our services put the people we support in control, empowering them to make their own decisions and choices.

Everyone's Turning Point is different. Whether we are supporting someone to communicate with their family, learn to cook their favourite meal or to fulfil a lifelong ambition – we know that by working together we can help people build a better life.

Designed in conjunction with commissioners and other partner organisations including the British Institute for Learning Disabilities (BILD), our groundbreaking integrated services are helping transform the lives of people with a learning disability across the UK.



The Corner House – our vision of high quality support services; intensive community rehabilitation delivered in state-of-the-art, purpose-built accommodation

2. Building confidence with commissioners

Growing our learning disability sector

2010/11 was a fantastic year for our learning disability sector, which not only celebrated its 20th anniversary but also continued to increase the number and range of its community-based services.

In Peterborough we took responsibility for the care and support of 21 people with a learning disability. Over the coming year we will transform the service into a Turning Point supported living model. We also expanded our service provision in Warwickshire, which now consists of seven premises, supporting 25 individuals.

In 2010 we took over a service in Bedfordshire, which was being run by another provider. The service consists of eight houses for 43 people. We will provide supported living services for adults with severe learning disabilities.

In October 2010 learning disability services in Stafford and Stoke transferred from the NHS to Turning Point. Currently we support 14 people in residential services in Stafford and 18 in three residential houses in Stoke.

These new and expanded services demonstrate our ability to deliver high quality support in a cost-effective way; working with the people we support, their families and carers and commissioners to deliver sustainable, person-centred services.

New Involvement Strategy for our learning disability sector

Involvement is key to the way we do business. We are successful because we go further to involve individuals, their families, carers and advocates in the design and delivery of every single aspect of our services. Involvement is about making sure that the voices of people who use our services, together with their family and carers, are heard and that their experiences are used to good effect for the benefit of all individuals.

In 2011, we developed a new involvement strategy specifically for our learning disability sector. The strategy outlines our commitment and the steps we will take in future to ensure all our service users feel confident in their ability to effect a real change within

their own service and our organisation as a whole.

Our new core involvement procedures for the learning disability sector include the appointment of one member of staff in each service as an Involvement Champion, the use of our SPOT outcomes tool, a new monthly monitoring form to record involvement activities and demonstrate their potential impact on local, and national service delivery and performance. We also

introduced customer feedback forms and a range of practical guidelines for staff to help involve families and carers.

New family and carer strategy for Involvement

In 2010 we further developed our involvement strategy to place more emphasis on the need to involve families and carers. We reviewed the involvement toolkit to provide additional guidance in relation to the involvement

and participation of family and carers and developed mechanisms to actively encourage feedback including a family/ carer survey and information guide. We are strongly committed to being a social business, and this is reflected in our dedicated focus on families, carers and the wider community in the delivery of our services.

Proud to be a Social Business

Turning Point is unique in the way we support people, how we transform lives and what we give back to society. We are a success because we are a social business. Our status means we can reinvest our surplus to turn even more lives around; it gives us the freedom, flexibility and agility to provide outstanding local services unrivalled by any private organisation.

We are proud of our work and proud to be a social business. In 2010 we were awarded the Social Enterprise Mark in recognition of our work as an established and successful social enterprise. This year we continued our capacity

building work, developing a series of workshops to help smaller businesses develop as social enterprises. We firmly believe not just in the merits of being a social business, but also in being advocates of social business as a way of doing business that benefits everyone.

Social Enterprise Awards

This year we were very proud to be shortlisted for the Social Enterprise Coalition's prestigious Social Enterprise of the Year award. The Social Enterprise Awards are an opportunity to take the time to celebrate everything that social enterprise and social business is doing to improve the lives of people across Britain and their communities.

Turning Point also played an active role in Social Enterprise Week 2010. We held a series of workshops, clinics and events during the week and worked with the Social Enterprise Coalition and the Guardian to develop the Guardian Social Enterprise Summit. Dedicated to discussing social enterprise, this conference provided the opportunity to hear different perspectives on social enterprise from key people in the sector.



Karon Burks and Louise Cripps, Team Leader at Turning Point Alfred Dellar Court, Kent



3. Developing strategic partnerships



£7000
 saved through our pilot
 with the Job Centre Plus

Our Rightsteps® Employment service in Kingston – providing telephone based support to individuals with low self-esteem, anxiety and depression

Rehabilitating offenders - Serco and Catch22

Turning Point plays a key role in delivering rehabilitation services to meet the individual needs of offenders with the aim of reducing reoffending. Turning Point and Catch22 were appointed by Serco to deliver services for offenders in HM Prison and Young Offender Institution in Doncaster and HMP Belmarsh. We look forward to beginning the HMP Doncaster contract in October 2011 and Belmarsh in 2012, continuing our cross-sector focus within the criminal justice system.

Working with GPs and the Primary Care sector

In 2010 we began to build new partnerships with the primary care sector and GP providers, reviewing our service models to ensure they meet the needs of GP commissioners. This year we will be redesigning our successful Rightsteps® model to help provide services for people with long-term conditions. Rightsteps is a proactive, integrated, early-intervention model that steps in to help prevent people's

physical, mental and social health deteriorating before it starts to affect their relationships, finances, housing, employment and self-esteem.

In addition, we began working with GPs and dentists, using their clinical expertise and combining this with our core skills and community-based approach to create an all encompassing social-value-driven primary care service.

Employment services – A4E, Avanta and esg.

During 2010/11 Turning Point identified a number of new opportunities to expand our employment services sector. Our proven operating model delivers an end-to-end service that blends telephone support with face-to-face activity. Based on our unique Rightsteps Employment model, our current A4e partnership service in Sheffield provides a team of Employment Case Managers (formally Psychological Wellbeing Practitioners) to support people with problems relating to low self esteem, anxiety and depression – common barriers to gaining or returning to work. The team provides phone assessments supported by field workers who conduct face-to-face interviews.

Our prime contracting partners A4e, Avanta and esg. have been successful in winning nine contract packages across

the country under the Government's new Work Programme initiative and we look forward to continuing our important work with them over the coming years.

Jobcentre Plus pilot

In 2010 we approached the local Jobcentre Plus (JCP) to help us fill vacancies in a number of our former NHS learning disability services in Stoke-on-Trent and Stafford. The transferring services had a high number of vacancies: 20 in Stoke-on-Trent and 27 in Stafford.

JCP suggested the recently introduced government initiative, PET (Pre-Employment Training), which gives unemployed people the knowledge and skills to be successful at an interview. Working closely with JCP, our Stoke on Trent service became the first ever UK pilot for PET and the majority of vacancies were successfully filled using this method.

London School of Economics

In 2011 Turning Point established a strategic partnership with the Personal Social Services Research Unit (PSSRU) at the London School of Economics (LSE). LSE has previously undertaken economic evaluations of a number of Connected Care programmes and an evaluation of Turning Point's integrated

complex needs service. The partnership places Connected Care in the LSE's overall research programme to examine the economics of prevention and community development.

Through this partnership Turning Point will be able to build on and extend the knowledge gained from delivering Connected Care in 11 locations across the country. It will allow us to develop the evidence base to support effective practice, in partnership with communities, public, private and third sector providers. By developing and extending this evidence-based practice, Turning Point is demonstrating its commitment to influencing government policy, in order to support the creation of community-led services and build community empowerment at neighbourhood levels.

4. Shaping innovation for service delivery

Outstanding results in Kent

In 2010/11 Turning Point in Kent became the first Learning Disability provider to achieve Level 1 across every one of our services - the highest possible quality award, within the local authority's exacting Quality Assurance Framework (QAF). We achieved this superb result because we were able to meet the local authority commissioner's high standards in recording and evidencing the local, person-centred and organisational support necessary for individuals; many of whom have profound learning disabilities and complex health needs. At Turning Point we never stop trying to improve our services and we regard the QAF rating as a great development opportunity for the local team, who must now work hard to maintain an excellent result!

Connected Care

Connected Care continues to successfully work with a range of communities across the UK, with projects in Basildon, Bolton, East Lancashire, East Sussex, Hammersmith and Fulham, Hartlepool, Clacton and Jaywick, Suffolk and Warrington and just

starting in Swindon.

Evaluation of the Hartlepool Connected Care social enterprise, by the University of Durham showed that after running for two years it had reached 1,800 people; recognised as more approachable and accessible to users because it is community run. It demonstrates that a community-led service can operate at the interface of primary care and social care, by supporting GPs to connect individuals to community services and social networks. This provides an effective way of identifying and improving health and wellbeing by working in a social partnership to increase employment, skills, and solve debt and housing issues. This helps people to take control of their lives.

Not only have we successfully worked with many commissioners and communities to drive new service solutions, we are one of the winners of the European Social Innovation Awards, run by the EU (European Union). They have identified our work as a successful example of a socially innovative initiative.



Norman Lamb MP at our Community Leadership Network event (July 2011)

Creating the Community Leadership Network

At Turning Point we know that the future of public services and healthy communities depends on the meaningful involvement and leadership of local people. To this end we developed a Community Leadership Network; a forum for our Community Researchers who want to be more involved in local projects and be the

future champions for their community.

The first of its kind in the UK, the Community Leadership Network aims to help local people develop the skills and confidence to bring about the change necessary to create new community-led services.

Funded by the Department of Health, the Community Leadership Network

provides an opportunity for local community leaders, based in ten diverse geographical areas of the country, to come together as a network to share their experiences of working in the community, build their confidence and develop practical skills so that they can get more involved in shaping services and be a force for change.

The network provides ongoing guidance to those who want to be part of improving services in their communities and contains a resource centre to support its Community Champions. Being a member of the Community Leadership Network is completely free, and includes free training in running events, attending meetings, setting up groups and extending influence. Plus free networking events with other Community Champions; free publications; an online forum and ongoing support from a team within Turning Point.

Health in Mind IAPT service

In April 2011 our Health In Mind (HIM) service celebrated its first anniversary. Run jointly by Turning Point and the

Sussex Partnership NHS Foundation Trust, the innovative Increasing Access to Psychological Therapies (IAPT) service offers people flexible support through workshops, face-to-face conversations, telephone support, guided self-help and online courses.

In Sussex, Turning Point has 28 Psychological Wellbeing Practitioners (PWPs) and trainees who deliver low intensity Cognitive Behavioural Therapy (CBT) based interventions to people with mild anxiety or depression. Sussex Partnership also manages a team of Primary Care Mental Health Workers who work closely with GPs and receive all referrals that come into the service.

In the financial year 2010/11 HIM helped more than 3000 people, including supporting more than 120 individuals to move off benefits and into work. Clients are offered either one, or a combination of several interventions according to their needs. Currently, most referrals to Health in Mind come via local GPs, however individuals can now refer themselves direct to the service's Psychological Wellbeing Practitioners for support with anxiety or low mood. A practitioner then carries out an assessment of their needs and offers brief interventions at a time that suits them, including evenings.

5. Management and leadership agility

Financial transformation – Programme Eden

Last year we launched our finance project, Programme Eden. The aim of the programme is to transform our finance function, driving results throughout the organisation.

An extensive programme of workshops and feedback from staff around the business, has allowed us to shape the development of new finance processes to benefit the whole organisation. Now in the core solutions phase of Eden, we are using our key business requirements to design the solutions that will deliver the priorities the business has identified.

These requirements include a focus on simpler, more streamlined ways of doing things to free up resources so we can spend more time running our services. We are also developing existing tools, upgrading and strengthening our systems so they are more flexible, reliable and user friendly. During the summer of 2011 we began the user-testing phase of the processes and systems to ensure that what we are doing works for everyone.

Reviewing the way we operate

This year we have embarked on a large-scale cross-organisational review with the aim of increasing efficiency and generating significant cost savings to help us meet the challenges of the current external environment. The review began in October 2010 and will continue through to September 2011.

The review has already included an analysis of our core functions with several departments merging. In terms of recruitment we have made significant cost savings in reducing agency and advertising spend and will be moving to a fully outsourced recruitment model during 2011, which will also generate large savings. We are confident that these steps will enhance recruitment and ensure that we appoint the best people for the job in the quickest and most efficient way.

Investing in our staff and their future

We want to empower our managers to take on greater responsibility for the delivery of the business and are making sure we provide our management teams

with the tools to lead, manage and communicate effectively, especially in times of change. In January and February 2011 we held a regional managers' workshop led by the sector directors. The workshop focused on giving managers the skills to lead and communicate specific changes within Turning Point by clarifying the context for and nature of change in the organisation in the current climate and providing them with tools and techniques to help staff understand the reasons for change.

In February 2011 we held a two-day conference for all team leaders and services managers working in our learning disability sector. The aim of the conference was to bring together existing managers from the sector with those who are new to Turning Point.

The conference continued the momentum of driving high performance within the sector. We focused on a number of issues including debating the impact of the Comprehensive Spending Review (CSR) and what this means for our business, taking a detailed look at operational issues, focussing on strategic objectives, SPOT – our newly launched outcomes tool – and service user involvement and recognising top performing services and individuals.

Increasing two-way communication

This year we have improved our internal communications channels, fostering a stronger two-way flow of communication. We have successfully re-launched our intranet system; grown our internal communications team; embarked on a full staff consultation process and implemented a new internal communications strategy.

In the summer of 2010, we re-launched the staff intranet, IRIS. The re-launch was based on in-depth research carried out with staff. The new intranet is a clear, easy-to-navigate central hub containing

all information, documents and latest news staff need to access on a daily basis. The new IRIS system ensures staff are fully informed and that valuable time is saved when looking for information. Following on from the successful launch in 2010, IRIS will continue to be developed in 2011/12 to meet the changing needs of the organisation.

We road-tested the new internal communications strategy during a staff consultation process earlier this year. We encouraged staff to contact us directly providing a variety of channels such as 'have your say' on the intranet, a text

messaging service and phone-ins with our chief executive team and sector directors.

In all we received over 270 pieces of correspondence from staff, each of which was responded to individually.



Members of staff from The Corner House in Rotherham

In 2010/2011, our board began to develop our next five year strategy

Lord Victor Adebowale CBE
Chief Executive

Victor has been Chief Executive of Turning Point since 2002. He is active in pursuing issues affecting our service users in a range of fields, for example as co-chair of the Ministerial Advisory Group on mental health for black and minority ethnic groups, chair of the London Youth Crime Prevention Board and President of the Community Practitioners and Health Visitors Association. In 2007 he was appointed as an Audit Commissioner and plays a leading role in promoting not for profit business models as a Social Enterprise Ambassador. In 2000, Victor was awarded the CBE for services to the New Deal, and unemployed and homeless young people. He became a crossbench peer in 2001.

Contact Victor on:
chief.executive@turning-point.co.uk

David Hoare
Deputy Chief Executive

David's Turning Point career began 27 years ago in the direct management and delivery of substance misuse services in therapeutic community settings. Since 1992 his role has evolved to include a variety of senior operational and developmental positions including Connected Care, Marketing, Communications, Public Affairs, HR, Learning and Development, Governance and Planning across Turning Point service areas.

Contact David on:
david.hoare@turning-point.co.uk

Julie Bass
Assistant Chief Executive
Service Performance

Julie has more than 20 years management experience and has worked in a variety of roles in the insurance and IT sectors as well as health and social care. She is a chartered insurer and a fellow of the CIPD, she has held key roles during organisational restructures, mergers, acquisitions, new project launches and change initiatives.

Contact Julie on:
julie.bass@turning-point.co.uk

Andy James
Assistant Chief Executive
Finance and IT

Andy has over 20 years experience of working in finance in a variety of industries, including IT, telecommunications and clothing. Andy's experience includes management buy-outs, acquisitions and disposals, a flotation and significant systems implementation supporting fast growing businesses. He joined Turning Point in 2004.

Contact Andy on:
andy.james@turning-point.co.uk



Left to right: Andy James, Lord Victor Adebowale, Julie Bass and David Hoare

Andrew Webster
Trustee / Non-Executive Director
(Chair)

Andrew is the National Director of Joint Commissioning for the Department of Health, where he leads a national programme to simplify public service commissioning across health, social care and other local services. He worked in local Government in Surrey and as interim Chief Executive in Lambeth, having previously been both Director of Public Services Research and a Regional Director at the Audit Commission. Before that he held both commissioning and senior management roles in the NHS. He brings great experience of public sector leadership and of strategic innovation and improvement of services. Andrew joined Turning Point in May 2007.

Hilary Rowell
Trustee / Non-Executive Director
(Vice Chair)

Hilary is an independent consultant, advising on policy and strategy in the fields of health and social care. As former Head of Strategy at Dr Foster, she led on a range of initiatives to promote better use of information to improve public services and engage patients and the public. Whilst in that role, she headed up the strategic and

business development function for NHS Choices, the NHS's public-facing digital service. With extensive experience as a management consultant for public and voluntary sector organisations, including Compass Partnership, Hilary sat on the Corporate Governance and Finance Committee before being appointed as a Trustee. Hilary joined Turning Point in December 2005.

Justin Russell
Trustee / Non-Executive Director

Justin is the Head of the Violent Crime Unit at the Home Office, having previously been Head of Asylum Policy at the Home Office Border and Immigration Agency. He has been a policy adviser to two Home Secretaries as well as the Prime Minister's Senior Policy Adviser on Home Affairs 2001–2005. He has also worked for the Mental Health Foundation and for the Labour Party. Justin joined Turning Point in December 2005.

Dr. Angela Lennox CBE
Trustee / Non-Executive Director
Audit Committee Member

Angela joined the board in September 2008. She has been a GP in Leicester since 1988, developing a multiagency health and community centre, Prince Philip House. A Senior Lecturer in the University of Leicester,

Director of the Centre for Studies in Community Health Care and Head of the Professional Development Unit for Leicester Medical School, Angela pioneered a model of inter-professional learning for medical, nursing, social workers and other therapists. In 1999 Angela was awarded the MBE for Services to Medicine and the Community and in 2008 awarded the CBE for Services to Healthcare. Angela also sits on the Audit Committee.

Caroline Bailey
Trustee / Non-Executive Director
Building Futures Board (Chair)

Caroline chairs the board of Turning Point Building Futures Ltd and is the RDR and WRAP Project Manager at Intrinsic Financial Services. She studied Psychology at Exeter and was a Captain in the Army. Caroline has worked with Zurich Financial Services for 19 years on large scale IT projects, internal consultancy, project management and Corporate Governance. She ran the CEO's Office for UK Life and then joined the board of Openwork, where she was responsible for governance, compliance and risk. She supported the Executive Board of Zurich Community Trust, managing £1m of fundraising and grant giving per year.

Sarah Wood, OBE
Trustee / Non-Executive Director
Audit Committee (Chair)

Sarah sits on the Council of Accountancy Associations CIPFA and AAT. She has extensive financial management experience both as an officer and a trustee. Sarah has previously been a trustee of Turning Point and is a long-standing trustee of a small social care organisation. Sarah has had a long career in local government, having worked for Strathclyde Regional Council, Glasgow City Council and Birmingham City Council at senior management level. She worked for the Local Government Association from 2000 to 2004. In 2007 she was awarded an OBE for services to local government.

Balance Sheet

At 31 March 2011

	2011 £000	2010 £000
FIXED ASSETS		
<i>Housing properties</i>		
Cost	16,851	12,735
Housing Association Grant	(1,185)	(1,185)
Other Grants	(2,377)	(2,469)
Depreciation	(1,814)	(1,455)
	11,475	7,626
Investment in joint venture	0	0
Other tangible fixed assets	818	1,372
	12,293	8,998
CURRENT ASSETS		
Debtors	7,998	5,218
Investments	0	0
Cash at bank and in hand	2,842	4,223
	10,830	9,441
CREDITORS		
Amounts falling due within one year	(9,788)	(9,740)
Net current assets	(1,042)	(300)
Total assets less current liabilities	13,335	8,697
Amounts falling due after one year	(7,768)	(3,422)
Net assets	5,567	5,275
CAPITAL AND RESERVES		
Designated reserves	442	421
Unrestricted reserves	5,125	4,854
	5,567	5,275

Income and Expenditure Account

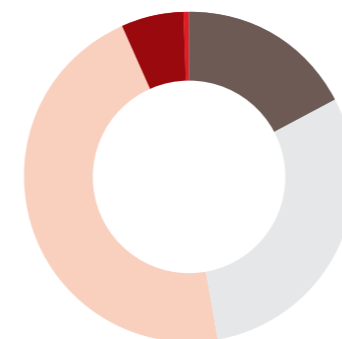
For the year ended 31 March 2011

	2011 £000	2010 £000
INCOME		
Net rents & service charges receivable	13,076	10,240
Grants/contracts from central & local Government and other agencies	62,776	58,282
Fundraising donations	33	118
Sundry Income	48	473
Service Income	75,993	69,113
Share of joint venture	48	33
Profit/(Loss) on disposal of fixed assets	(133)	(216)
Interest receivable	27	18
Total Income	75,875	68,948
EXPENDITURE		
Supporting our service users	71,720	65,349
Maintaining our properties	3,611	3,306
Fundraising	0	0
Interest payable	253	106
Total Expenditure	75,584	68,761
Surplus/(deficit) for the year	291	187
Transfer (to)/from designated reserves	(20)	54
Revenue reserves brought forward	4,613	4,613
Revenue reserves carried forward	4,884	4,854

Our Money

Where it comes from and where it goes

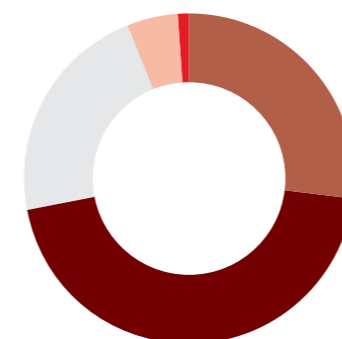
Money in



Income by funding source

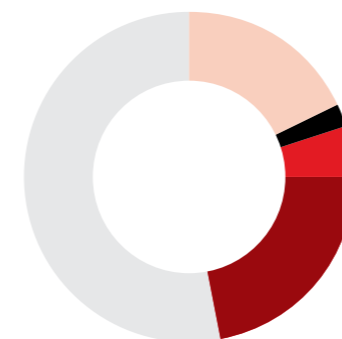
	2011 (%)	2010 (%)
Rents & service charge	17.3	14.7
Health authority grants/contracts	30.0	30.8
Local authority grants/contracts	46.1	47.4
Other grants/contracts	6.1	6.0
Central Government	0.0	0.2
Donations	0.0	0.2
Other income	0.4	0.7

Money out



Turnover by service sector

	2011	2010
Learning Disability	27	24
Substance Misuse	45	49
Mental Health	22	21
Employment	5	5
Connected Care	1	1



Turnover by service type

	2011	2010
Registered care homes	18	21
Registered nursing homes	2	4
Independent hospitals	5	4
Supported housing	22	13
Non-residential services/daycare	53	59

Report by the Trustees on the Summarised Financial Statements

This summarised financial statement is extracted from the full trustees' annual report and financial statements which were approved by the trustees and signed on their behalf on 15 Sept 2011. The full financial statements, on which the auditors Crowe Clark Whitehill LLP gave an unqualified audit report, have been submitted to the Charity Commission.

The auditors have confirmed to the trustees that, in their opinion, the summarised financial statements are consistent with the full financial statements for the year ended 31 March 2011. These summarised financial statements may not contain sufficient information to gain a complete understanding of the financial affairs of Turning Point. The full trustees report, financial statements and auditors' report may be obtained from the Turning Point Finance Department. Telephone: 020 7481 7600.

Where we are

Turning Point operates around 240 services across England and Wales. The following list outlines Turning Point's main services.

Substance Misuse

Berkshire

- T2 – Maidenhead
- Slough DIP
- T2 – West Berkshire
- T2 – Slough

Birmingham Drugline

- Birmingham Rough Sleepers & Vulnerable Persons Outreach
- Zephyr Structured Day Programme

Cheshire

- Vale Royal Day Service
- Chester Residential Rehabilitation

Cumbria

- Bakery Court
- Falcon Street Accommodation Project
- Stanfield House

Dorset

- Dorset DIP

Greater London

- ACAPS Adult Services
- Druglink Hammersmith and Fulham:
 - Adult Service
 - DIP
- Hartley House-residential rehabilitation
- Junction Service
- Milliken House
- Prospects Services
- South Westminster Drug and Alcohol Service

Waltham Forest

- Open Access
- Structure Day Programme

Greater Manchester

- Brandram Road
- Lower Broughton Rd
- Richards House:
 - Residential Rehabilitation
 - Supporting People
- Smithfield Detoxification
- Oldham Floating Support
- TPOTS/WHAMS/Oldham Supported Housing

Hertfordshire

- Hertsreach:
 - Hemel Hempstead
 - Hertford
 - Letchworth
 - St Albans
 - Watford
 - Welwyn Garden City

Kent

- West Kent Services:
 - Canterbury Alcohol Service -
 - Residential Rehab
 - Dartford
 - Maidstone
 - Sheerness
 - Tunbridge Wells

Lancashire

- SUFSS (Substance Using Family Support Service)
- Westcliffe House:
 - Residential Rehabilitation
 - Supported Housing
- The Mill

Sheffield

- Sheffield Adult Treatment Services
- Sheffield Rough Sleepers Service

Somerset and Dorset

- Somerset:
 - Bridgwater
 - Community Access Programme
 - DIP Team
 - Mendip
 - South Somerset
 - Taunton Deane

Tyne and Wear

- Gateshead:
 - A&E Alcohol Intervention Service
 - Arrest and Court Referral and Resettlement
 - Community Integration Service
- Marine Avenue Supporting People Service
- Newcastle Arrest and Court Referral Scheme
- North Tyneside DIP
- Northumberland Floating Support
- South Tyneside DIP

- Sunderland Engaging and Motivating Service

Wakefield

- Wakefield Structured Day Programme
- Wakefield Criminal Justice
- Wakefield Adult Treatment
- Wakefield and District Alcohol

Wales

- Carmarthenshire Life Skills Project
- Catalyst

Yorkshire

- Bradford DRR

Learning Disability

Bedfordshire

- Dove Lane
- Downfield Way
- Elstow Road
- Harter Road
- Franklin Avenue
- Houghtons
- Pemdale
- Sandhurst Place

Cambridgeshire

- Peterborough:
 - The Lawns
 - Stan Rowing Court
 - Sweetbriar
 - Reepham
 - Snoots Road
 - Oswald Road

Derbyshire

- Mayfield Road
- Muswell Road
- Blithfield Road

- St Wystans Road
- Westbourne Park

Hertfordshire

- Ambleside
- Brickfield Cottage
- Follybridge
- Hagden Lane
- Parkview and Watford Day Centre
- Sybden
- Timberlea

Northumberland

- Coqbeck Supported Services
 - Alnwick
 - Lyndon Walk
 - North Seahouses
 - Outreach

Kent

- Addiscombe
- Alfred Deller Court
- Henry Court
- Lanthorne Road

- The Cuttings
- Cripse House

Stoke on Trent

- Ashlea
- Eversley House
- Mandalay
- Regent House
- Weston Road

Stafford

- Dragon Square
- Fox Hollow
- Meadow View
- New Burton House

Warwickshire

- Adrians Close
- Allen Close
- Coalpit Flats
- Cooks Close
- Hancox Close
- Manor Road
- Masons Road

- Marloes Walk
- Railway Close
- Russell Terrace
- The Cedars
- The Poplars
- The Willows
- Willes Road

Wiltshire

- Avondale
- Focus Point
- Hollygrove
- Wiltshire Supported Living
 - Antelope Court
 - Berkshire Road
 - Bouverie Avenue
 - Clarence Court
 - Greenwood Avenue
 - Marlborough Road
 - Meadowview
 - Roman Road
 - Tidworth Road
 - West Dean

Mental Health

Bristol

- Righsteps Bristol

Cumbria

- Coates Lane
- Workington Accommodation Project
- The Mill

Derbyshire

- Righsteps Derbyshire

East Sussex

- Hastings Sanctuary Service
- Health in Mind

Greater London

- DHP
- Hazel House
- Linden House
- Milestone
- Penywern Project
- Vanguard Supported Housing

Greater Manchester

- Birchwood
- Crisis Point
- Douglas House
- Edward House
- May Road
- Pendlebury House

- Wilbraham Road
- Moss Lane East
- Willow Cottage

Hertfordshire

- Community Mental Health Services:
 - Housing Link
 - Complex Needs Service
 - TP Designs (Internet Project)
 - Short Breaks for Carers
 - Young Onset Dementia Service (YOD)
 - Support Link
- Midpoint

Nottinghamshire

- Alfred Minto House

- Glenoaks

Somerset

- Somerset Community Righsteps:
 - Chard
 - Taunton
 - Wells
 - Bridgewater
 - Frome

Surrey

- Righsteps Kingston

Yorkshire

- Garrow House (Northern Pathways)
- The Cornerhouse
- Righsteps Wakefield

Employment

- Avon**
 - A4E Bristol
- Berkshire**
 - ASIST Reading – After care service
 - EESPro (PPO) – Birmingham
- Wakefield**
 - Wakefield Accord
- Midlands**
 - EESPro (PPO) – Birmingham
- South Yorkshire**
 - Sheffield Righsteps Service
 - Sheffield (A4E)
- South Wales**
 - South Wales Probation ETE

Young People

- Berkshire**
 - Windsor and Maidenhead Young People's service
- Sheffield**
 - Burngreave Young People's Project

Connected Care

- Essex**
 - Basildon
 - Clacton and Jaywick
- Cheshire**
 - Warrington
- Greater Manchester**
 - Bolton
- Suffolk**
 - Brandon
 - Carers Project (also in Brandon)
- East Sussex**
 - Eastbourne and Hastings
- London**
 - Hammersmith and Fulham
- County Durham**
 - Hartlepool
- Lancashire**
 - Burnley
 - Hyndburn
- Wiltshire**
 - Swindon

Key

- Learning Disability
- Mental Health
- Substance Misuse
- Employment
- Young People
- Connected Care

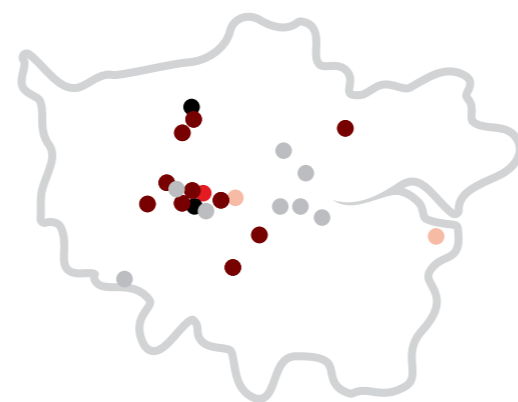
Turning Point

Standon House
21 Mansell Street
London E1 8AA

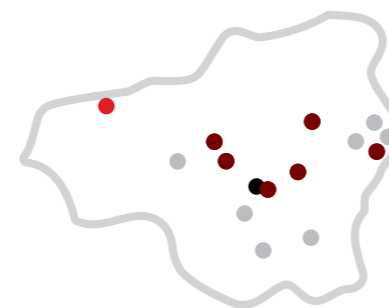
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Greater London



Greater Manchester



England and Wales