

**TURNING  
POINT**  
turning lives around



# Annual Review & Impact Report 2009/10

Turning more lives around





**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.

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## Welcome to Turning Point.

2010 was a landmark year for Turning Point. Our mental health sector celebrated 25 years of operation; we expanded our provision of integrated drug and alcohol services and successfully gained new contracts within our learning disability sector.

This year we focussed on extending the coverage of our innovative, integrated service models and invested significant resources in evidence-based cost-benefit studies. The work we have done this year means that we can now demonstrate that our services do deliver more for less.

Turning Point is an organisation that understands the realities of the situation in health and social care today. We've been evolving for decades to be ready to meet today's challenges. For more than 40 years we've been designing, developing and operating the kind of

integrated, personalised services that deliver visible, measurable results. Our services are unique. They are robust and proven. They are developed in partnership with clients, commissioners and community organisations to meet local needs precisely. And they save money by creating efficiencies, streamlining and combining services to target those most in need.

This year we proved that we are ready for the future. Ready to help commissioners and clinicians tackle the challenge of managing and combining

their budgets and help them identify need within their communities. Ready to create early-intervention, person-centred services that put people at the heart of the decision-making process and ready to take managed risks to provide innovative services that turn lives around.

It was a great year for our mental health sector as we celebrated its 25th birthday. We provide the full range of community-based mental health services including our innovative IAPT model Rightsteps, to which more than 12,000 people were referred by GPs in 2009/10. During the year we commissioned the London School of Economics' Personal Social Services Research Unit to undertake analysis of the model, the findings of which showed it delivers a benefit-to-cost ratio of £3.43 for every £1 invested.

Our services for people with a mental health issues continued to develop and we opened the first Building Futures project, a step-down-from-secure residential service in purpose-built premises in Rotherham for people with mental health issues and associated complex needs.

This year also saw the rapid expansion of our groundbreaking model for community-led commissioning and local needs assessment, Connected Care. We conducted a comprehensive review of the evidence base of the costs and benefits of integrated services.

Our research shows that integrated approaches are not only better for the service user, but also lead to big cost efficiencies and savings for commissioners. Economic modelling undertaken in partnership with the London School of Economics suggests that for each pound spent there is a net benefit of in excess of £4.00. If we include quality adjusted life years measurement, then the net benefit increases to over £14.00.

In 2009/10 we expanded our substance misuse services by securing the contract to deliver an integrated Tier 2 and Tier 3 drug and alcohol recovery service in Westminster. Delivered in partnership with Camden and Islington Foundation Trust and the Hurley Group of general practitioners, the South Westminster project delivers services including needle exchange, substitute prescribing and community outreach. According to research carried out by Oxford Economics, this unique integrated Tier 2 and Tier 3 service model creates a local saving of £3.84 for every £1 invested by commissioners.

We are proud of Turning Point. We believe in the work we do to help people turn their lives around. This year, I'm confident that we now have the proven service models, core approach, business agility, partnerships and measurement systems to help commissioners tackle every challenge.

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**Lord Victor Adebowale** CBE  
Chief Executive

**Andrew Webster**  
Chair, Board of Trustees

## 6 Turning Point Annual Report 2009/10. In this year's Annual Review and Impact Report we focus on how the delivery and measurement of innovative, integrated services can help tackle the challenges we face across health and social care.

Turning Point Strategic Objectives:

### 1. Achieving and sustaining high quality services

Turning Point operates more than 200 services across the UK. Our services are innovative, person-centred, accountable and high performing. They are designed using our unique, proven service models and are adapted, in partnership with clients, commissioners and clinicians, to meet local needs precisely.

This year we continued to put clients, their families and carers at the heart of

the design and delivery of our services and developed a range of progress and outcome measurement tools for learning disabilities and mental health services, to ensure commissioners and clients can see real evidence of our work in action.

### 2. Building confidence with commissioners

The pressure on commissioners to deliver more for less is increasing whilst the traditional boundaries between the delivery of health services and social care diminish. This year at Turning Point

we focused on providing stakeholders with evidence of the effectiveness of our integrated services in order to help them manage budgets and plan for the changes ahead.

We commissioned studies by the London School of Economics and Oxford Economics to analyse the cost effectiveness of our core models. We focused on readying our services for the full introduction of personalisation and personal budgets, and undertook the first systematic review of evidence from the UK and abroad on the economic savings available from integrating services.

### 3. Developing strategic partnerships

Partnership working is the only way to create the sustainable, effective and simplified services we need to deliver in the future. At Turning Point we have been building robust strategic partnerships for more than 40 years, ones that continue to enable the development of best-value services that deliver measurable results.

This year we extended key partnerships including those with Serco and Catch 22 to ensure the delivery of effective, innovative, integrated services. We created a new partnership with A4E to deliver the Flexible New Deal and extended our IAPT partnerships with Mental Health Trusts.

### 4. Shaping innovation for service delivery

Innovation and integration are at the heart of all Turning Point services. Without new integrated, early-intervention services that create efficiencies, simplify and combine processes and make the most of budgets, commissioners cannot tackle the hard choices they need to make in the future.

Our unique model of community-led commissioning and needs assessment, Connected Care, increased its capacity, adding a further five projects. We also launched our first Connected Education project in East Sussex. Our first

Building Futures step-down-from-secure service opened its doors in Rotherham, South Yorkshire and our Hertfordshire complex needs service for people with a combination of more than one health or social care need was launched.

### 5. Management and leadership agility

Turning Point is a large social enterprise run on business principles. Social businesses like Turning Point can cross through the silos of government working, create powerful, combined services and add real social value – but only if they continue to keep evolving and remain agile, responsive and forward thinking.

This year we implemented a wide-ranging Competent Worker Programme across all our services and awarded the first Turning Point Chief Executive Team (CET) Awards. We implemented a comprehensive performance monitoring system across the organisation and launched a new finance project, Programme Eden, designed to drive results. In addition, we recruited a new Assistant Chief Executive for Service Performance and welcomed two new, highly experienced non-executive Board members.

## 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

# 1. Achieving and sustaining high quality services

## Working with clients to deliver results

Involving people in the design and delivery of our services is at the heart of the way we do business. We are committed to involvement not because it's fashionable, but because we believe it is vital to every individual's recovery, is the only way to develop truly effective, highest-value services and is crucial to maintaining quality in the long term.

In 2009/10 we extended our involvement strategy to include the family and carers of our clients. In addition, each Turning Point service now has at least one member of staff nominated as an involvement champion. It is their job to work together with clients to make sure their voices are heard and their needs are met.

We also launched a confidential telephone feedback line available to all clients in our services, developed a Charter of Rights and Responsibilities and introduced a new policy to involve clients in the staff recruitment process.

## Accountable community-based services

Turning Point is committed to the design, development and implementation of

innovative community-based services that deliver real, measurable results – for commissioners, clients and society. As a large-scale social enterprise we have the infrastructure, clinical governance, networks, resources and experience needed to face the challenges ahead.

## Measuring outcomes to sustain results

This year Turning Point developed a range of new outcomes measurement tools. We developed and rolled out to all our services a unique toolkit, ARROW, which builds on the Recovery STAR approach to mental health outcomes which is used across all our services as standard and also adopted the Health of the Nation Outcome Scales (HoNOS).

ARROW is a client-led, self-directed care, support and recovery-planning tool introduced to all clients at their first point of contact with Turning Point mental health services. Service users are supported to maintain, develop and own their ARROW toolkits throughout their individual journey of recovery. This toolkit ensures clients, staff and commissioners can see progress and measure outcomes effectively.

At the same time we began work on our unique Support Planning Outcomes Tool, or SPOT. It is designed to help staff ensure that the needs, wishes, goals and progress of individuals we support with a learning disability can be documented fully, evidenced and measured effectively right from the start.

## Demonstrating satisfaction levels

At Turning Point it's always been important to us to ensure that every single client feels positive and satisfied with the service they've received. We put clients at the heart of the way we do business and we expect high standards of person-centred care and support from our staff and services.

During 2009/10 we undertook a large-scale cross-sector client satisfaction survey as part of our involvement strategy. The results showed that we have continued to increase overall satisfaction levels from the previous year.

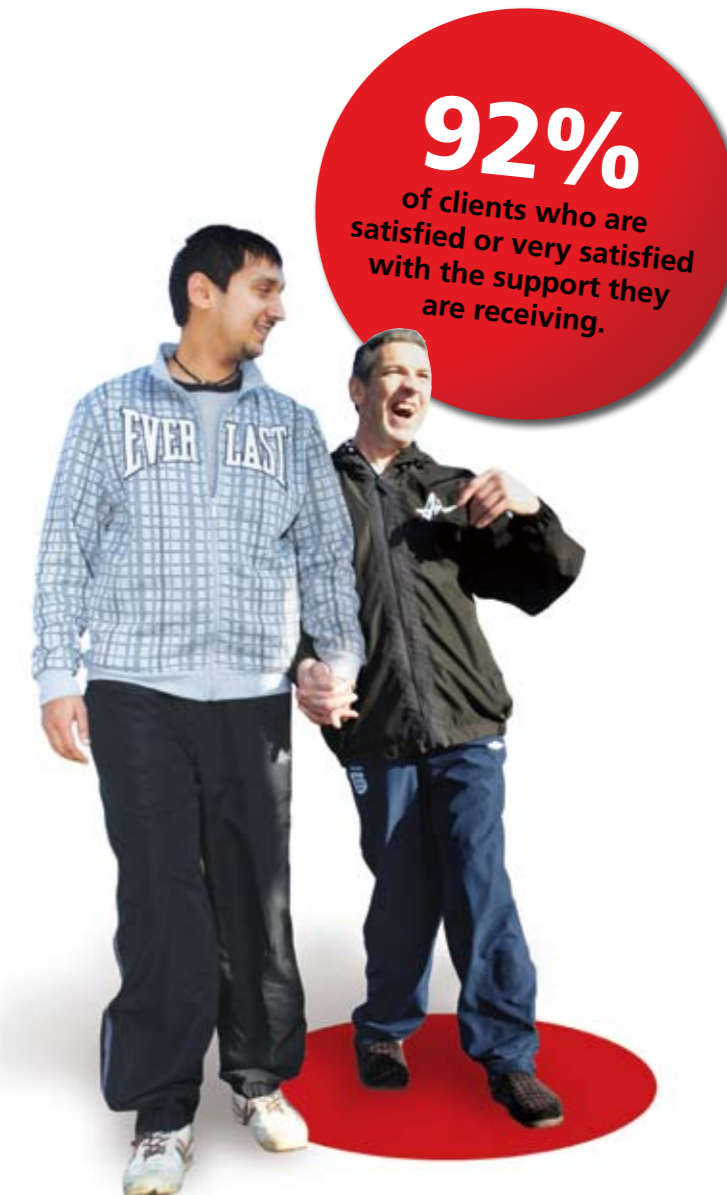
The percentage of clients either satisfied or very satisfied with the support they receive from Turning Point now stands at 92 per cent. Within the substance misuse sector the figure is now 96 per cent. These statistics show that we are delivering outstanding services that meet the unique needs of each individual. We produced individual service reports relating to the survey findings and developed action plans for service managers to act upon the survey findings.

## Protecting our environment

This year we were proud to achieve the internationally recognised ISO 14001 standard for the third year running. This is a huge achievement and makes a powerful statement about the organisation's environmental credentials. It confirms good management of environmental risks, demonstrates legal and regulatory compliance and achieves cost savings in terms of consumption, waste and recycling.

Environmental responsibility across the organisation is championed at the highest level by the Chief Executive's team, monitoring performance against environmental targets and investigating and remedying underperformance.

During 2009/10, the core policy on environmental sustainability was reviewed and updated. We introduced new initiatives including surveying head office staff on their views and actions in relation to being green both at work and at home. Following this survey we established a Head Office Environmental Support group. In addition, all staff are encouraged to share ideas and tips via a dedicated page on our Intranet.



## 2. Building confidence with commissioners

### Operating the services of the future today

Turning Point is an innovative social enterprise that helps commissioners integrate services, simplify processes, improve and measure outcomes and make visible cost savings. Experts in the design of cost-effective service models, Turning Point is already operating the type and range of proven services that commissioners need to tackle the challenges they face in the future.

### Measuring outcomes and cost-benefits

In 2010 Turning Point commissioned a detailed evaluation of three of our established service models to demonstrate the outcomes and associated cost-benefits they provide to local commissioners, the government and society.

The London School of Economics' Personal Social Services Research Unit was commissioned to undertake analysis of our Rightsteps IAPT model. Taking our Derbyshire service as a sample, they found it delivered to Government a benefit-to-cost ratio of £3.35 for every £1 invested, and to

society a benefit-to-cost ratio of £3.43 for every £1 invested.

The study also found that our unique Connected Care model of integrated care delivers significant cost efficiencies and savings for commissioners. It was found that integrated early intervention programmes can generate resource savings of up to £2.65 for every £1 spent. Turning Point's cost benefit analysis has demonstrated that community-driven commissioning and provision of services has the potential to make significant savings whilst delivering improved services. Research conducted in partnership with the London School of Economics suggests that for each pound spent there is a net benefit of in excess of £4.00, increasing to over £14.00 when the benefits of quality adjusted life years measurement is included.

In a separate study, Oxford Economics analysed the cost-benefit of our Integrated Tier 2 and Tier 3 model, a one-stop shop that meets both clinical and social needs when addressing people's substance misuse issues. The service was found to deliver £36.6 million in outcomes for society in 2009/10. For commissioners, the core

impacts create a local saving of £3.84 for every £1 invested.

### Cost savings through integration

In 2010 Turning Point conducted a study of the economic savings available from integrating a broad range of health, housing and social care services. The report, 'Benefits Realisation: Assessing the evidence for the cost-benefit and cost effectiveness of integrated health and social care', was the first systematic review and critical appraisal of evidence from the UK and abroad ever undertaken. The study found significant evidence that integration creates efficiencies and savings, with early-intervention services potentially saving the NHS up to £2.65 for every £1 spent.

### The way forward – Personalisation

At Turning Point, we design personalised services that adapt to meet the needs of each individual. We embrace and encourage the national move towards personalisation and self-directed support. We already create and deliver care packages for people with individual budgets, most notably in the learning disability sector where we work with individuals and their families to deliver bespoke, proactive support.

During 2009/10, we continued work to develop our internal systems, including financial procedures such as billing, to

be ready for the introduction of personal budgets. In addition, we continued to refine our products and services, especially those in the learning disability and mental health sectors, so that individuals will have the confidence to choose and purchase our services.

### Commissioning for Tomorrow events and research

This year our Chief Executive, Victor Adebawale launched the Commissioning for Tomorrow project. A programme of engagement and dialogue with input from industry experts, the project aims to strengthen the commissioning of health and social care services and guide commissioners through the coming challenges.

### Focus on social enterprise

Turning Point is proud to be a social enterprise business. We know that large social enterprises like ourselves can deliver outstanding results by developing innovative, bespoke services that focus on local needs. As a social enterprise we can cut through many of the barriers created by traditional providers and bring together disparate stakeholders to create innovative, highly effective services. In 2009/10 we were awarded the prestigious Social Enterprise Mark in recognition of the part we play in the effective delivery of health and social care services.

Building on our work within Commissioning Support for the London Development Capacity programme in 2008/09, working alongside Mental Health Matters and the Mental Health Providers Forum we developed and held a series of workshops to help build Third Sector capacity within mental health services.

Local saving of  
**£3.84**  
for every £1 invested  
in Integrated  
Tier 2 and 3.



## 3. Developing strategic partnerships

### Delivering cost-effective services through partnership

The new commissioning landscape means that partnership working is now more important than ever. At Turning Point we create effective, active, robust partnerships with local authorities, government, private businesses and third sector organisations to help commissioners reach more clients, make effective use of their budgets and build innovative, results-driven services that meet the needs of local people.

### Partnership with A4E – Employment services

This year we created a new partnership with A4E to deliver the Flexible New Deal using our unique Rightsteps employment model in five regions of England. This service, based in Sheffield, provides a team of Psychological Wellbeing Technicians to support those with problems relating to low self-esteem, anxiety and depression and other mental health issues that are barriers to them gaining or returning to work. The team provide phone assessments supported by field workers who conduct face-to-face interviews.

### Working with Mental Health Trusts – IAPT services

During the year we increased our mental health sector activity, joining the NHS Confederation and the Mental Health Providers Forum. Our approach to the delivery of IAPT services through our Rightsteps model also continued to evolve with the creation of a number of new partnerships with Mental Health Trusts.

With Derbyshire Mental Health Trust we established a new service to help people who are suffering from early stages of depression and anxiety. By combining Derbyshire's clinical expertise with Turning Point's community-based approach, we have created an integrated, early-intervention service that can step in to help prevent people's mental health deteriorating before it starts to affect their employment, relationships, finances, housing and self-esteem.

### Creating integrated drug and alcohol services – South Westminster

At Turning Point we offer the full range of drug and alcohol services including Tier 4 residential services, detoxification

units and prescribing, managed by a clear clinical governance framework.

In 2009 we secured the contract to deliver an integrated Tier 2 and Tier 3 drug and alcohol recovery service in South Westminster. This new model of delivery draws on our experience of our highly successful integrated Somerset Service. The service is delivered in partnership with Camden and Islington Foundation Trust and the Hurley Group of general practitioners, providing the best of public, private and social enterprise sectors.

The South Westminster Drug and Alcohol Service provides an integrated range of recovery-based services. These range from low threshold and structured treatment options including needle exchange, substitute prescribing and community outreach to residents in the area of Westminster south of Oxford Street. The service also provides specialist substance misuse support to the homeless population of South Westminster, delivers brief alcohol interventions in A&E departments and also supports GP shared care activity across the city.

Employing 56 members of staff, the focus of the service is to support individuals on a journey to recovery. This means developing and enabling access to services that wrap around individual treatment packages such as

employment and other services critical for sustaining recovery.

### Serco, Catch 22 and Turning Point – the alliance

This year marked the fourth anniversary of our alliance with Serco and Catch 22. During the year the contract for the delivery of the new PFI prison at Bellmarsh West in London was finalised and construction is underway. The alliance also bid for a range of Ministry of Justice (MoJ) and National Offender Management Services (NOMS) commissioned contracts and is awaiting the results. The groundbreaking nature of the alliance was featured in a joint presentation to the International Prisons and Corrections Association (IPCA) conference in Ghent, Belgium.

### Progress2work

Turning Point is currently the largest deliverer of Progress2work / Linkup services and has supported more than 4,000 people through these programmes. We have 14 Progress2work services across England and Wales, all of which continued to meet or exceed their targets during 2009/10.

Turning Point Progress2work and Linkup services are provided in partnership with Jobcentre Plus and are specifically designed to help people who have had, or still have, problems with drugs, alcohol, homelessness, or offending

behaviour to access employment, training, or further education.

The programmes support people with very complex needs within and beyond the treatment system, via a one-to-one, people-centred approach that identifies aspirations, and defines and manages the subsequent action plans. This programme has a critical role in sustaining treatment gains and promoting reintegration into the community.



## 4. Shaping innovation for service delivery

### Innovative IAPT Services – Rightsteps

Turning Point operates and delivers a full range of mental health services from IAPT (Improving Access to Psychological Therapies) and floating support services to independent hospitals and forensic mental health units. Rightsteps is a proven IAPT model developed by Turning Point. It delivers a responsive, open-access service that helps local people get the range of mental health and employment support they need to tackle their challenges. In 2009/10, more than 12,000 people were referred to Rightsteps for psychological therapies and more than 4000 people entered treatment.

According to analysis conducted by the London School of Economics' Personal Social Services Research Unit in 2009/10, Rightsteps delivers an average return of £3.81 for every £1 invested in health and employment benefits.

This year we established four new Rightsteps services including Health in Mind in East Sussex delivered in partnership with Sussex Partnership NHS Foundation Trust. The service receives referrals from GPs and has 28 Psychological Well-being Practitioners

and trainees who deliver low intensity CBT-based interventions to people with mild anxiety or depression. Much of the support is telephone-based so people can access the service from their home or workplace. According to recent statistics, 91 per cent of clients were either 'satisfied' or 'very satisfied' with their overall experience of this service.

### Putting communities in control – Connected Care & Connected Education

Connected Care is Turning Point's model for community-led commissioning. It enables people living in deprived communities to become involved in the design and delivery of health and well-being services so that they better meet the needs of local people. According to research by the London School of Economics' Personal Social Services Research Unit every £1 pound invested in Connected Care delivers £3.01 worth of benefit including in-year cashable savings of £1.10 to the public purse.

In 2009/10, further Connected Care projects were launched in a number of areas including Basildon, Essex and Hammersmith and Fulham in West

London. In addition, in Bolton a new community-led social enterprise was established to respond to the issues raised in the local Connected Care audit. In East Lancashire a Connected Care programme was launched to work with the Gypsy and Roma Traveller communities and in Suffolk work was undertaken specifically targeting family carers.

Connected Education enables families to work with schools and family support services to create a better understanding of the factors that impact on aspiration and the ways in which services could build closer relationships with parents, helping them become more involved in their children's learning. The first Connected Education project was launched in East Sussex in 2009/10 with 26 parents and 29 students recruited as community researchers. The project involved large-scale peer-led research with parents and students across five secondary schools in Eastbourne and Hastings. Turning Point was commissioned to undertake the project by the East Sussex Children and Young People's Trust and we believe this to be the first project of its kind to take place in the UK.

### Shaping the future of step-down services – Building Futures

In February, the Building Futures service in Rotherham was launched, opening its doors to clients referred by

commissioners across South Yorkshire. The service is registered with CQC and provides support for people with mental health issues who have additional complex needs and who were previously supported in secure services.

The service has allowed residents to move closer to home to receive their support in an environment that allows them to learn how to manage an independent life, take therapeutic risks and develop at their own pace within a safe setting, increasing the chances of a long-term transition back into the community. Turning Point Building Futures staff were invited to speak at four national conferences in the last 12 months.

### Innovation in action – Complex Needs service pilot

Turning Point's Complex Needs Service (CNS) in Hertfordshire is at the forefront of our innovative programme of services for those with a combination of more than one health or social care need. The service is open-access and supports people affected by drug and alcohol misuse, mental health problems and those with a learning disability. To date the service has carried out 887 face-to-face interventions and has made over 600 phone calls to carers and clients – providing additional support between planned visits.



## 5. Management and leadership agility

### Evolving to deliver results

In 2009/10 we implemented a wide ranging staff training programme, developing a new staff recognition scheme and making our governance structure leaner and more efficient. Our Board now meets on the basis of 10 meetings per year and its committees have been trimmed down to a single Audit Committee with delegated responsibility for financial review and oversight of the internal audit function.

### Competent Worker Programme

This year we invested significant resources in the design and implementation of an organisation-wide training programme for our front line workers. The Competent Worker Programme is a series of training courses, provided either in face-to-face sessions or innovative e-learning solutions, that fulfil the essential competence requirements for staff who provide services to our clients.

Competent Worker also reflects the new training standards demanded by the Care Quality Commission (CQC) and the programme has been developed to ensure that staff in our registered

services met CQC requirements by 1 October 2010. Following this first phase of the programme, Competent Worker will become Turning Point's foundation development programme for new starters.

The programme reflects our acknowledgement that the quality of service we provide to our clients depends directly on the competence of our staff. It is this level of competence that will determine how successful Turning Point is at retaining and growing our client base in the coming years so we can turn more lives around.

### CET Awards

This year we designed, developed and awarded the first Turning Point Chief Executive Team (CET) Awards. This reward and recognition programme was developed to acknowledge the achievements of our staff at all levels of the organisation working in both central support and our local services. The CET Awards are presented by the Chief Executive's Team and aim to recognise individuals who go above and beyond their job role.

### Performance Management System

As part of our integrated clinical and corporate governance model, in 2009/10 we implemented a prototype performance management system. This system tracks Key Performance Indicators (KPIs) across the business, providing monthly balanced scorecard reports at each level of the organisation from individual services to the Board, providing accurate and up-to-date management information.

### Programme Eden

In early 2009 we launched our new finance project, Programme Eden. Eden is supporting the transformation of the Turning Point finance system, aiming to make the finance function a partner to the business, driving results, embedding financial competency and discipline throughout Turning Point.

The outcomes and benefits of Eden include the production of a high quality finance team, significant cost and time savings to the business and a business-wide understanding of our financial objectives.

### New Assistant Chief Executive for Service Delivery

In November 2009 Julie Bass joined the organisation as Assistant Chief Executive for Service Performance. Julie holds responsibility for the

operational side of Turning Point. Our Sector Directors, the Risk and Assurance function and Learning and Development all report in to Julie.

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.

### New non-executive Board member and Chair of Audit Committee

Sarah Wood OBE, MSc, CIPFA, FCCA, MAAT has held a number of senior posts in local government. Sarah has also acted as Director of Resources in the Home Office, Programme Director in the Cabinet Office and also works for a London Borough. Sarah joined the Turning Point Board in June 2009.

### New non-executive Board member and Chair of subsidiary, Turning Point Building Futures Ltd.

Caroline Bailey also joined Turning Point in June 2009. Caroline worked with Zurich Financial Services 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, compliancy and risk. She studied psychology at Exeter and served as a Captain in the Army.



**£3.01**  
worth of benefit for every £1 invested in Connected Care.

**In 2009/2010, we made our governance structure leaner and more efficient, appointed a new Assistant Chief Executive and two non-executive members to our board.**

**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  
Organisational Development & Change

David's Turning Point career began 25 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.

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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.

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julie.bass@turning-point.co.uk

**Andy James**  
Assistant Chief Executive  
Finance & IT

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

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

**Andrew Webster (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, 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.

**Justin Russell**

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.

**Hilary Rowell (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.

**Dr. Angela Lennox CBE**

Angela joined the Board in September 2008. She has been a GP in Leicester since 1988, developing a multi-agency 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  
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  
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.

**Our Committees**

In June 2009 the board adopted the principles of the FRC's Combined Code on Corporate Governance. Implementation took place over the year and is ongoing. In line with those principles, the Audit Committee was given formal responsibility for reviewing the overall financial position of Turning Point, its processes and systems of control. The Audit Committee receives reports from both internal and external auditors and senior management. This committee met three times during 2009-10. The Corporate Governance Committee was dissolved and its responsibilities rolled into the main board, which now meets monthly, except for August and January, rather than quarterly. The Audit Committee are all members of the board and there are no longer external non-voting members. The board can also create time-limited Nomination, Remuneration or Task and Finish groups or committees as needed.

## Balance Sheet

At 31 March 2010

|                                       | 2010<br>£000 | 2009<br>£000 |
|---------------------------------------|--------------|--------------|
| <b>FIXED ASSETS</b>                   |              |              |
| <i>Housing properties</i>             |              |              |
| Cost                                  | 12,735       | 11,685       |
| Housing Association Grant             | (1,185)      | (1,185)      |
| Other Grants                          | (2,469)      | (2,258)      |
| Depreciation                          | (1,455)      | (1,511)      |
|                                       | <b>7,626</b> | <b>6,731</b> |
| Investment in joint venture           | 0            | 54           |
| Other tangible fixed assets           | 1,372        | 1,195        |
|                                       | <b>8,998</b> | <b>7,980</b> |
| <b>CURRENT ASSETS</b>                 |              |              |
| Debtors                               | 5,218        | 6,614        |
| Investments                           | 0            | 1            |
| Cash at bank and in hand              | 4,223        | 702          |
|                                       | <b>9,441</b> | <b>7,317</b> |
| <b>CREDITORS</b>                      |              |              |
| Amounts falling due within one year   | (9,740)      | (9,153)      |
| Net current assets                    | (300)        | (1,836)      |
| Total assets less current liabilities | 8,698        | 6,144        |
| Amounts falling due after one year    | (3,422)      | (1,001)      |
| Net assets                            | 5,276        | 5,143        |
| <b>CAPITAL AND RESERVES</b>           |              |              |
| Designated reserves                   | 421          | 476          |
| Unrestricted reserves                 | 4,854        | 4,667        |
|                                       | <b>5,275</b> | <b>5,143</b> |

## Income and Expenditure Account

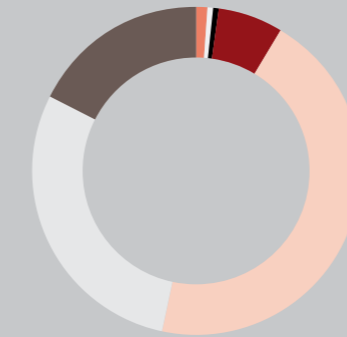
For the year ended 31 March 2010

|   | 2010<br>£000  | 2009<br>£000  |
|---|---------------|---------------|
| <b>INCOME</b>   |               |               |
| Net rents & service charges receivable                              | 10,240        | 11,626        |
| Grants/contracts from central & local Government and other agencies | 58,282        | 55,256        |
| Fundraising donations   | 118           | 145           |
| Sundry Income   | 473           | 559           |
|   | <b>69,113</b> | <b>67,586</b> |
| Share of joint venture  | 33            | 54            |
| Profit/(Loss) on sale of fixed assets                               | 3             | 0             |
| Interest receivable   | 18            | 24            |
|   | <b>69,167</b> | <b>67,664</b> |
| <b>EXPENDITURE</b>  |               |               |
| Supporting our service users  | 65,349        | 64,648        |
| Maintaining our properties  | 3,306         | 2,996         |
| Fundraising   | 0             | 1             |
| Interest payable  | 106           | 61            |
|   | <b>68,761</b> | <b>67,706</b> |
| Surplus/(deficit) for the year                                      | 187           | (42)          |
| Transfer (to)/from designated reserves                              | 54            | 413           |
| Revenue reserves brought forward                                    | 4,613         | 4,296         |
| Revenue reserves carried forward                                    | 4,854         | 4,667         |

## Our Money

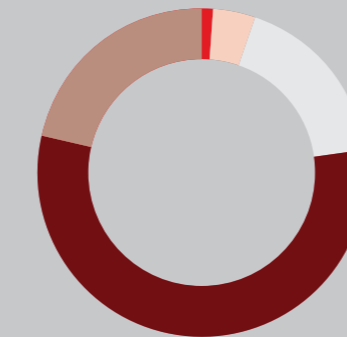
Where it comes from and where it goes

### Money in

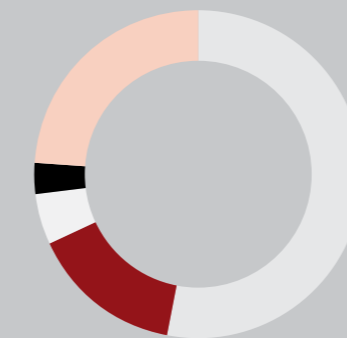


|                                   | 2010<br>(%) | 2009<br>(%) |
|-----------------------------------|-------------|-------------|
| <b>Income by funding source</b>   |             |             |
| Rents & service charge            | 14.7        | 17.2        |
| Health authority grants/contracts | 30.8        | 28.8        |
| Local authority grants/contracts  | 47.4        | 47.2        |
| Other grants/contracts            | 6.0         | 5.1         |
| Central Government                | 0.2         | 0.7         |
| Donations                         | 0.2         | 0.2         |
| Other income                      | 0.7         | 0.8         |

### Money out



|                                   | 2010 | 2009 |
|-----------------------------------|------|------|
| <b>Turnover by service sector</b> |      |      |
| Learning Disability               | 24   | 21   |
| Substance Misuse                  | 49   | 54   |
| Mental Health                     | 21   | 17   |
| Employment                        | 5    | 4    |
| Connected Care                    | 1    | 1    |



|                                  | 2010 | 2009 |
|----------------------------------|------|------|
| <b>Turnover by service type</b>  |      |      |
| Registered care homes            | 21   | 21   |
| Registered nursing homes         | 2    | 4    |
| Independent hospitals            | 4    | 5    |
| Supported housing                | 13   | 13   |
| Non-residential services/daycare | 59   | 57   |

### Report by the Trustees on the Summarised Financial Statements

The above summarised financial statement are extracted from the full trustees' annual report and financial statements which were approved by the trustees and signed on their behalf on 15 Sept 2010. The full financial statements, on which the auditors Horwath 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 2010. 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 200 services across England and Wales. The following list outlines Turning Point's main services.

### Substance Misuse

#### Berkshire

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

#### Birmingham Drugline

- Birmingham Rough Sleepers & Vulnerable persons outreach
- Zephyr Structured Day Programme

#### Buckinghamshire

- Turning Point Options

#### Cheshire

- Vale Royal Day Service (Northwich)
- Chester Residential Rehabilitation

#### Cumbria

- Bakery Court
- Falcon Street Accommodation Project
- Stanfield House

#### 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
- RE-START

#### Waltham Forest

- Open Access
- Structure Day Programme

#### Greater Manchester

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

#### Hertfordshire

- Hertsreach:
  - Dacorum
  - Hertford
  - Herts DIP/Criminal Justice
  - Letchworth
  - St Albans
  - Watford
  - Welwyn Garden City

#### Kent

- Canterbury Alcohol Service - Residential Rehab
- Dartford
- Maidstone
- Medway Substance Misuse
- Sheerness
- Tunbridge Wells
- West Kent and Medway Aftercare Service

#### Lancashire

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

#### Leicestershire

- Turning Point Leicester
- Coalville & North West Leicestershire
- Loughborough & Charnwood

#### Sheffield

- Sheffield Adult Treatment Services
- Sheffield Rough Sleepers Service

#### Somerset and Dorset

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

#### Dorset:

- Dorset DIP

#### 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 & Court Referral Scheme
- North Tyneside Arrest & Court Referral Scheme
- Northumberland Floating Support
- South Tyneside DIP
- Sunderland Engaging and Motivating Service

#### Wakefield

- Wakefield Accord
- Wakefield Criminal Justice – Drug Intervention Programme and Drug Rehabilitation Requirement
- South Kirkby Adult Treatment Service
- Wakefield & District Alcohol Team

#### Wales

- Carmarthenshire Life Skills Project
- Catalyst

#### West Yorkshire

- Bradford DRR

#### Worcestershire (Access Points)

- Worcester Druglink:
  - Evesham
  - Kidderminster
  - Malvern
  - Redditch
  - Family Services
- Hereford and Worcester Flexible Routeways Substance Misuse
- Worcester Social Reintegration Team

### Learning Disability

#### Bedfordshire

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

#### Cambridgeshire

- Peterborough (opens in 2011)

#### Derbyshire

- Mayfield Road
- Muswell Road
- Blithfield Road
- 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

- Regent House
- Weston Road
- Eversley House

#### Stafford

- New Burton House

#### Warwickshire

- Adrians Close
- Allen Close
- Coalpit Flats
- Cooks Close
- Hancox Close
- Manor Road
- Masons Road
- Railway Close
- Russell Terrace
- The Cedars

- The Poplars
- The Willows
- Willes Road
- Marloes Walk

#### Wiltshire and Hampshire

- 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

Turning Point Services

Employment

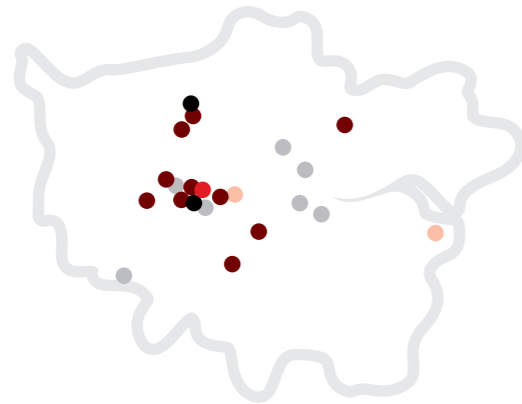
- Avon**
  - A4E Bristol
- Berkshire**
  - ASIST Reading – After care service
  - EESPro (PPO) – Birmingham
- Progress2work**
  - Black Country
  - Bedfordshire & Hertfordshire
  - Berkshire
  - Buckinghamshire
  - Central London
  - Kent
  - Milton Keynes
  - Oxfordshire
  - South Wales – Cardiff
  - South Wales – Neath & Port Talbot
  - South Wales – Swansea
  - Wakefield
  - West Lancashire
  - West London
- South Yorkshire**
  - Sheffield Righsteps Service
  - Sheffield (A4E)
- South Wales**
  - South Wales Probation ETE

Young People

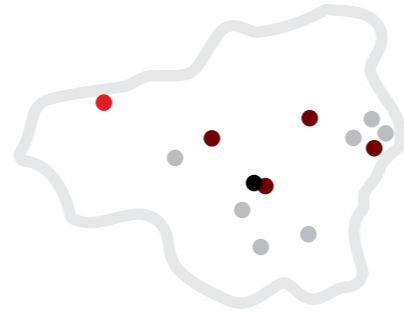
- Basecamp**
  - Barnet
  - Manchester
  - Wakefield
- Berkshire**
  - Windsor and Maidenhead Young People's service
- London**
  - Druglink Hammersmith & Fulham – Young People's Service
- Sheffield**
  - Burngreave Young People's Project

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
- East Lancashire**
  - Burnley
  - Hyndburn
- Wiltshire**
  - Swindon



Greater London



Greater Manchester

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



**TURNING  
POINT**  
turning lives around



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.

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 and those with a learning disability.

**Turning Point**

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For more information please visit our web site at [www.turning-point.co.uk](http://www.turning-point.co.uk)