

**ANNUAL**

**REPORT**

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# From the Chair and Chief Executive

**Last year we took the decision that we would send every member a printed copy of our Annual Report and we're delighted to be able to do so again this year. Resolution is your organisation – we want you to know how crucial your continued support is; and what we're able to achieve for (and with) you as a result.**

It continues to be a time of extraordinary change for all involved in supporting separating families. The family courts remain under huge pressure, with budgets cut, ever-increasing numbers of litigants in person in the post-LASPO era, the ongoing bedding in of the regional divorce centres and, early in 2016, the announcement that 86 courts across England and Wales were to close. Our members are changing the way they practice, to meet client demand and ensure they are ready for the heralded modernisation of the family justice system.

Cuts to legal aid continue to have an impact on access to justice and our legal aid members face continued pressures, not least from problems with the Legal Aid Agency's online system.

Against the backdrop of these and other challenges, this Annual Report sets out the many ways in which Resolution has supported our members and the people you help everyday.

2015 saw considerable further success for Resolution. We held our 27th National Conference, which was our biggest yet with over 550 delegates, and included our national launch of YRes, which continues to go from strength to strength.

Our Dispute Resolution Conference also continues to flourish, with our largest event to date in 2015.

We generated the equivalent of £1.2million worth of positive media coverage to get our message across to the public, politicians and practitioners, including our most successful Family Dispute Resolution Week, which generated over 30 million opportunities for the public to see, hear, or read about why they should choose a Resolution member.

We launched our Manifesto for Family Law, the launch event being addressed by the Family Justice Minister, and this has been the cornerstone of our policy and campaigning activity – as it will be for 2016.

And we've looked at new ways to deliver training and to develop resources useful to our members, using technology to help more members access our services.

These and other achievements are only made possible with the support and involvement of our members – and we're proud to include in this report the names of some of the c.1,500 Resolution members who are actively involved in the organisation.

2015 saw over 400 new members join us, so if you're reading your first Annual Report, welcome to Resolution and we hope your name will be on the list of actively involved members in this report in years to come!



▲ Nigel Shepherd, Jo Edwards and Colin Jones

As your elected representatives, the National Committee is working year round with the staff team to ensure that the activities carried out by the organisation reflect the needs of our members.

As part of this planning, we have organised our activity under eight broad themes, or 'Future Building Projects'. These form the building blocks for Resolution's work, helping National Committee and the staff team focus their activity on supporting members and their clients in the most effective ways possible.

These themes are:

- **Changing Practices** – supporting our members to deal with the constantly evolving family justice environment.
- **Committee Development** – ensuring members are able to get involved with our work, and share information and expertise.
- **Family Law Reform** – campaigning for changes to family law policy to improve the lives of separating couples.
- **Members' Voice** – ensuring we're talking and listening to members about the issues that matter to you.
- **Membership** – continuing to support all our members and ensuring they're making the most of everything membership has to offer.
- **Regional Development** – being a national organisation with a regional focus, we want to make sure our members are able to make the most of their local networks, and that they have a voice at national level.
- **Code of Practice** – ensuring that our Code remains at the heart of everything we do.
- **Training and Learning** – helping our members with their career development and developing member-generated training content.

There's more detail about these activities under each theme on the corresponding pages in this report.

2016 sees Nigel Shepherd returning as Chair, having previously led Resolution in the mid-nineties, during another significant period of change, as the 1996 Family Law Act was introduced.

Under Nigel's leadership, we will continue to develop our plans for 2017 and beyond to ensure our Code, our values, our members – and most importantly, the families they support – continue to be at the heart of everything we do.

Jo Edwards  
Chair

Colin Jones  
Chief Executive

# Changing practices

1

Resolution's members are working in a consistently changing environment. Legal aid cuts, MIAMs and the Family Justice Review have all meant the role of family justice professionals is evolving. As such, our members constantly strive to create services, training and support to help members provide a first class service to clients in a changing landscape.

One such initiative was the **Family Matters pilot project** that came to an end in September, after 30 months of funding from the Department for Work and Pensions.

Family Matters **supported 1,572 parents** through their separation during the course of the project, with **95%** of them reporting that they found the information and support they received helpful, **78%** saying they were better able to take action as a result of our input, and **76%** reporting that they better understood the benefits of making arrangements together.

The Family Matters project tested a new way of working with separating couples. Members worked with both parents in an impartial way, using legal knowledge and mediation skills to help them to reach an agreement, and putting them in touch with local sources of support for issues such as housing, debt and health.

Working with Dr Christine Skinner from York University, we carried out **research** into the new practice model. Published in December, this research will feed into other areas of Changing Practices, as well as our future training and learning.

As a founding organisation of the Institute of Family Law Arbitrators, Resolution has worked to **promote family arbitration** and support those offering the process. In 2015 we delivered a new information flyer and developed and launched the new IFLA website aimed at arbitrators, solicitors and separating couples.

In 2015 members agreed to set up a **charitable arm of Resolution** to allow us to distribute the proceeds of our relationship with Iceberg Client Credit to good causes, and raise funds for charitable activities that reflect the ethos of our Code of Practice. The charity is due to be active in 2016.

Our first Professional Practice Consultants (PPCs) Forum **brought together over 50 PPCs** from across the mediation sector, and in 2015 a regular page dedicated to PPC updates in *The Review* was introduced.

We kept our mediator members up to date with the latest information following the implementation of the mediation Standards Framework through newsletters, the Good Practice Guide on Mediation, and accompanying guidance notes.

# Committee development and member involvement

## 2

Without Resolution's committees we could not achieve all that we do. They are a unique asset, ensuring all Resolution's work is delivered by members, for members.

In 2015 we began work to create clearer roles and responsibilities for our committee members. We want to deliver a unified approach to how we recruit, induct and plan for each of our committees, and will build on this work in the year ahead.

Last year we **welcomed 220 new members** onto Resolution committees and working parties. At the end of 2015, we had a total of **630 volunteer members** across these committees and this number continues to rise.

To make sure as many members as possible are involved in planning our work, we have introduced two joint National and Regional Committee meetings per year, two annual National Committee strategy days and a Committee Chairs' Day to ensure members and staff develop and review the organisation's plans together.

In particular, we have worked to make sure junior members from the YRes network are able to join our committees, in order to make their voices heard and ensure that family practitioners at every level of their careers are represented.

As part of this work we opened the YRes network to all members with 10 years PQE or fewer. YRes Chair, Sarah Green, was co-opted onto the National Committee, strengthening the voice of the network further, and providing a critical link between the two groups. We are now pleased to announce the YRes Working Party will become a **formal Resolution committee**, and will work to recruit additional members from across the country in the coming months.

The achievements of the committees and working parties in the last year have been exceptional. You can find a full round-up of committee highlights on pages 18 and 19, including:

- Updating of the Guides to Good Practice and introduction of several new titles
- The launch of the new Accreditation Scheme
- The coordination of responses to issues raised by members regarding the operation of the family courts
- Delivery of a new version of the separation and divorce booklet for parents

# Family law reform

3

In 2015 Resolution's members successfully launched a Manifesto for Family Law. This promotes the core policy asks agreed by members across the country, including divorce without blame and basic legal rights for cohabitants. The Manifesto is now central to Resolution's work, focusing our campaigning and helping us to build relationships with key influencers and the new government.

Resolution continued to **work closely with partner organisations** in the family justice and relationship support arenas.

The Manifesto for Family Law was endorsed by Relate, One Plus One, OnlyDads and OnlyMums, the Family Law Bar Association, the Association of Lawyers for Children and others.

A major academic research study on divorce law has also begun as a result of the Manifesto.

Family Dispute Resolution Week provided a further opportunity to promote the Manifesto, especially the Parenting Charter supported by the Family Justice Young People's Board, and to engage with MPs and Peers.

We partnered with the Law Society and Legal Aid Practitioners Group to successfully persuade the Legal Aid Agency to delay the roll-out of its online Client and Cost Management System until further improvements were made.

Members worked to influence changes proposed by government and others across the family justice system. Resolution **responded to over 10 consultations** on a range of issues, including proposed changes to the court estate, suggested changes to the Family Procedure Rules in relation to children and vulnerable witnesses, the government's review of special guardianship, Home

Office guidance on dealing with Female Genital Mutilation, and the Law Commission's consultation on enforcement of family financial orders. Our Chair appeared before the Justice Select Committee to provide evidence on the impact of increases to courts fees for those divorcing.

In 2015 our family law reform activity created positive media coverage for Resolution's members. Resolution was a **key media commentator** on family law issues including divorce law, the introduction of divorce centres and developments in case law about the financial consequences of divorce. We also worked with the Ministry of Justice (MoJ) and other family justice organisations, including Cafcass and the Family Mediators Association, on the MoJ's Separation Support campaign.

We redeveloped the content on our website for parents facing separation. Launched in Family Dispute Resolution Week at the end of November, the section had over **4,000 views** by the end of December. The accompanying book published in November 2015, *Separation and Divorce: Helping Parents to Help Children* received over **750 downloads** and sold nearly **800 copies** before the end of the year.



# Members' voice

## 4

In 2015 Resolution's members' voices were heard by the public, policymakers and professionals.

Resolution members have been regularly featured in the media, commenting on crucial family law issues through initiatives such as Family Dispute Resolution Week.

Into 2015, Resolution generated the equivalent of **£1.2m worth of positive media coverage**, reaching a combined potential audience of **150 million people** over the course of the year.

Spokespeople, including our Chair, regularly featured on broadcast news including Sky News, BBC Radio 4, BBC 5 Live, Newsnight, and comment from Resolution members was regularly included in articles in *The Times*, *The Guardian*, *The Independent*, *The Telegraph* and the *Daily Mail*, as well as the legal trade press.

Across the country members have worked to raise awareness of Resolution's values, particularly during Family Dispute Resolution Week, when Regional Press Officers achieved record coverage for their regions.

Our fourth annual awareness-raising week was our most successful yet, with media coverage once again reaching over **30 million people**. We took our message to Parliament, where we launched our new advice guide for parents, supported by the Family Justice Minister, Caroline Dinenage MP.

Social media played a starring role in last year's campaign, as a result of the huge effort so many of our members put in to promoting our **#childrenfirst** hashtag.

We used the week to launch a new video, which was viewed by over **120,000** Facebook users with over **2,500** clicking through to the Resolution website. Over the course of the week, traffic to the website increased by over a third.

Members also took part in two Twitter Q&As during the week – a first for Resolution. Our campaign hashtag **#childrenfirst** was used in nearly **4,000 tweets**, and thanks to Twitter activity from our followers, our messages reached over **12 million** people during the week.

Throughout the year, our own tweets about family law and Resolution reached over **1.3m people** – and Resolution now has over **8,000 followers on Twitter**, an increase of 25% from 2014 – meaning we're able to reach more people more quickly.

The work of Resolution members has also been celebrated through our annual sponsorship of the **Legal Aid Lawyer of the Year** awards, and Resolution's **John Cornwell Award** which was jointly awarded to Roger Bamber and Felicity Shedden in 2015.

And we will continue to keep our members informed by email about the latest news, developments in the sector, and information to support them in their day to day work. In 2015 we sent over **60 emails** to our different groups of members – that's more than five a month.

# Membership

5

Resolution is committed to supporting all our members, whether they joined in 1983 when the organisation started, or in 2015. Part of this work is ensuring members are making the most of everything their membership has to offer. It's also sometimes about the behind the scenes work to refine our systems and processes, to ensure our members are fully supported.

For example, during 2015, we introduced a 'welcome' programme for all new members to make sure they have everything they need and to offer any support. To date, Resolution's membership team has **welcomed over 400 new members** using this approach.

We now have almost 30 regional Membership Development Officers (MDOs), who volunteer to support membership, growth and retention in each region. Every spring these MDOs attend a dedicated forum, in order to share best practice and help shape our strategy for bringing new members on board. Each year these volunteers undertake a telephone contact programme - speaking with members who have not yet renewed. In 2015 over **140 additional members** renewed their membership following this successful campaign.

In 2015 we continued to improve the website content for members. We launched an **online advice centre** for separating parents, and delivered new member content, including information on international law and the new FMC standards.

The benefits members can access have also continued to evolve. Resolution members have been working with community interest groups OnlyMums and OnlyDads, and many members now offer information and support to separating parents accessing their services.

Their **Family Law Panel** consists of exclusively Resolution members, who provide a free diagnostic service to parents, enabling families to better understand their situation, and be fully briefed on their options for moving forward. In 2015 OnlyDads and OnlyMums extended this service to provide information and support for those experiencing domestic abuse.

By choosing to work exclusively with Resolution, it has meant members can access a unique and exciting opportunity, which provides them with direct access to market.

The Iceberg **Client Credit loan product** launched in 2014 has to date, proved popular. Members benefit from being able to offer this loan at discounted rates to their clients. Last year a number of members asked about the availability of insurance to further reduce any risk, so in response to these enquiries, Iceberg worked with Guarantees and Bonds Ltd, to launch credit insurance.

# Regional development

## 6

Resolution's 42 regions are the lifeblood of the organisation, providing a crucial link between our members from across England and Wales. This means that Resolution's work is informed by what is happening on the ground, and provides those essential networking opportunities our members find so valuable.

Four years ago we decided to strengthen the regional network by assigning each region a dedicated National Committee (NC) member to provide support and ensure effective two-way communication between NC and the Regions.

This initiative is known as '**Direct Connect**' and, under the stewardship of NC member Phil Barnsley, has helped a number of regional committees that were previously struggling to engage members with their work. For example, in 2015 Direct Connect helped Regional Chairs carry out surveys of their members to find out how they can best serve their local Resolution networks.

A **regional enews bulletin** has also been developed, providing Regional Chairs with crucial information to send out following each Regional Liaison Committee meeting. As a result Chairs are receiving more feedback, ideas and concerns from their local members. Regions also have access to template materials including press releases and model letters to send to MPs.

In the last year, NC members and Resolution staff have, between them, attended nearly **70 regional events**. Joint NC and Regional Liaison Committee meetings now take place twice as often, providing more opportunities for your regional representative and NC to formally discuss issues affecting you and your clients.

Following feedback from members and Regional Chairs, the central delegate fee for regional events and seminars was dropped in 2015. Now all income from events remains within the regions providing more freedom, more flexibility, and more funds to deliver more activity for members.

In order to build a better picture of our regional activity, regional committees now contribute to an events calendar which, in 2015, showed nearly **150 events** such as seminars and training took place, and these are just the ones we know about! The next step is to make the calendar available to all members.

You can see pictures from some of these events elsewhere in this Annual Report. If you want an event in your area to be featured in next year's report, or in *The Review*, please do send us information.

# Code of Practice

7

All Resolution members sign up to, or endorse the Code of Practice – the cornerstone of our work. The Code promotes an approach to family law that is sensitive, constructive, cost-effective and most likely to result in an agreement.

Available to every member as part of their membership, our Guides to Good Practice and Guidance Notes build on the Code by developing the ethos behind it into areas of practice. They help demonstrate the way in which the Code should be applied in day-to-day situations.

In 2015 we updated a number of these **Guides and Practice Notes** (available online) including *Mediation*, *Working with Clients* and *Preparing Marital Agreements*. We also published new Guides on *Domestic Abuse* and *Working with Vulnerable Clients*.

Resolution is committed to supporting our members to uphold the Code and the values it represents. This is why we rolled out a new complaints procedure in 2015.

With the recent rise in litigants in person, partly as a result of legal aid cuts, it is no surprise that 2015 saw the number of complaints made by self-represented parties rise, often while proceedings are taking place. Resolution is often the first point of contact a litigant has with someone who can signpost them to organisations and information that can help them through the process of separation. We have developed a Guide to Good Practice on ***Working with Litigants in Person*** to support our members working with this vulnerable group, which has been made available to the public.

Our administration team continues to provide information and signposting when complaints are first received and this often helps to resolve matters informally without the need for a formal complaint to be instigated.

Our complaints procedure is published online with useful information for both members and the public. A complaints toolkit is also available exclusively for members. Resolution's newly appointed **Practice Standards Panel** determines the outcome for those complaints that we were unable to resolve informally. As a result more complaints have been upheld than ever before.

In 2015 we started a review of **Resolution's Code in Practice training** and will be updating this in the coming year.

In the last year we have introduced a YRes representative attending each Code in Practice training course to ensure all members are aware of the network from the outset of their membership.

# Training and learning

## 8

In 2015 Resolution's Training and Learning Committee established a new comprehensive framework for all training and learning offered to members in response to changes to continuing professional development across the sector. The framework operates in a flexible and joined up way that will support members' career development, and provides a clear frame of reference for Resolution to set out the core skills and knowledge areas for family law professionals.

In the last 12 months, all the committees involved in training undertook further work to better support training and learning in Resolution's regions. We have started to **offer our courses locally** to regions and POD groups at a time and location more convenient to them. Increased take up of these courses, has allowed more members to access professional development opportunities in a more cost effective and convenient way.

We have piloted the use of **new technology**, offering more online learning to members. We launched **learn.resolution.org.uk**, which currently includes the new Resolution Guide to *International Family Law*, a new module *Making the most of Resolution membership* and a suite of materials from both the National and DR Conferences.

In the past year members have updated all course materials to ensure they remain fit for purpose and are of the highest quality.

Our Specialist Accreditation scheme, which includes accreditation for Financial Adviser members, continues to support those members who want to enhance their skills and client offering. This year the Specialist Accreditation Committee introduced a Public Children Law accreditation scheme. Over **57** members achieved Accredited Specialist status in 2015 and 262 existing specialists were re-accredited. This means over **1405** members are now Accredited Specialists.

In October, the DR Committee welcomed 169 delegates to Nottingham for our biggest ever **DR Conference**. The packed programme included a panel debate discussing a two client – one lawyer approach to dispute resolution. We were joined by Family High Court Judge Mr Justice Cobb and Jan Walker OBE who delivered our keynote speeches.

The **2015 National Conference** was held in Brighton and once again was a great success. Resolution's committees delivered a diverse programme of workshops to over 400 members.

In 2015 we launched a new **Family Finance Forum**, which ran in Leeds and Guildford, with 132 delegates attending across the two sessions. Our first one-day International Conference also took place in 2015 in London. To support those working within the collaborative process, a two-day course for **Family Consultants** and **Collaborative Practitioners** was updated and rolled out to explore the practical aspects of the process for practitioners.

# YRes – the next generation

Twelve months have now passed since we celebrated the national launch of YRes at the Annual Conference in Brighton, which welcomed 250 YRes members to the two day event.

In April last year the YRes criteria was widened to include members of up to 10 years PQE. This means that there are now 1,613 members who fall into the new category, compared with 918 in the previous year. This change demonstrates the value Resolution places upon its more junior members, and that the organisation is fully focusing on its future membership. Resolution strives to support the future of family law, in line with the work that the next generation of family law practitioners will be required to undertake.

Over the last year we have launched a new YRes flyer to assist with recruiting new members, developed a new YRes area on the public part of the website, secured a regular YRes slot in Resolution's *Review* magazine and popular publication *Family Law*. We also held our second YRes Forum bringing together Chairs from across the country to network and plan for future activity.





“ The YRes network is ensuring that the links between younger members and the rest of the membership are strengthening, better referral networks are being created and that respect and understanding is built between their peers. ”

The original YRes Working Party members: Sarah Green, Rhian Gray, Rosalyn O'Donnell-Teelan, Joanne Radcliff, Joanna Blakelock and David Lister have since gone on to form the National YRes Committee. Further members of Resolution have recently been invited to join the Committee, so that together they can continue to drive progress and ensure that YRes members remain an integral part of the organisation.

In the two years since the Working Party was created, these six individuals have worked together alongside the Resolution staff team, proving they are committed to ensuring their contemporaries' interests are considered, and their voices heard. This year Sarah Green was co-opted onto Resolution's National Committee, and work continues to ensure all Committees will have a YRes member on board.

The YRes Committee has received unwavering support from the National Committee, whose approach has been “this will one day be your organisation, you must have the opportunity to help shape it”. That is exactly what they are doing.

We are in the process of developing our online platforms so that YRes members can be reached quickly and cost effectively through social media channels.

We recognise how our more junior members work differently, as do the resources that are available to them, in a market where profitability is now more important than ever. We are therefore launching a dedicated Twitter account to ensure YRes members have a single point to find out what is happening and where. This will provide more opportunities for members to share ideas and information, and gather ideas for their own regions.

The YRes profile is growing steadily, with a number of regions becoming more active in the last 12 months. Where there were once three or four regions blazing a trail for YRes members, there are now 27 separate YRes groups, who have had the confidence and enthusiasm to bring new ideas, and deliver events and training aimed at their junior colleagues.

The YRes network is ensuring that the links between younger members and the rest of the membership are strengthening, better referral networks are being created and that respect and understanding is built between their peers. This in turn benefits our clients experiencing separation, who can ensure their case is dealt with in accordance with the Code of Practice.

YRes members are Resolution members first and foremost and we must ensure they are supported and developed as the organisation's vanguards of the future.



# Around the regions



▼ Members on the two-day course for Family Consultants and Collaborative Practitioners training in Portsmouth last November



▼ Members of Hull and East Riding Collaborative POD during Family Dispute Resolution Week

▲ Members of Resolution West and North Yorkshire presenting a cheque to Vine Child Contact Centre following their fundraising efforts



▲ Rhian Gray (West Midlands Vice Chair) and Aaron Keene (West Midlands Chair) presenting a donation to Saranne Moreno (Birmingham Children's Hospital) at the region's annual Christmas party



▼ Resolution member Claire Webb pictured with DJ's Mason Jordan and Dan Lodge from Express FM in Portsmouth after an interview on their radio show



▼ Resolution member Anna Vollans (far right) and her team, prove you can have your cake and eat it, by raising money for Kids in the Middle through a bake off


▲ Karen Anker, Caitlin Jenkins and James Oram from the Cambridge Alternative Dispute Resolution Group promoting DR in a windy Cambridge Market Square



▲ Surrey region was pleased to award a prize to University of Law student Claire Randall who is pictured receiving her award from National Committee member Karen Barham







Members of the Dovetail  
Collaborative POD released  
doves in Millennium Square,  
Leeds to launch their new website

# Committee highlights

Resolution's committees are fundamental in helping to create and deliver the wide range of products and services we offer to our members. Training, conferences, guidance, and publications are all developed with the help of our volunteers who give their time and expertise to sit on one or more of our many committees.

Our policy work is supported at both a national and local level by our committees, helping shape our campaigning priorities and engaging with the judiciary, politicians, partner organisations and policy makers. Our volunteers also represent the organisation in the media – promoting the outstanding work of our members and the services they offer up and down the country.

**In 2015 our committees achieved a tremendous amount. We'd like to share just a few of these achievements here.**

## **Children Committee**

We have continued to promote the Parenting Charter and respond to a range of child-related policy consultations.

## **Cohabitation & Equalities Committee**

Alongside the Drafting Committee, we have updated the Precedents for Cohabitation Agreements ready for publication in 2016, and raised awareness around the Cohabitation Rights Bill.

## **Dispute Resolution Committee**

We developed and delivered the most successful DR conference to date. We also recruited new members onto the Committee in order to help meet our strategic objectives.

## **Domestic Abuse Committee**

We have successfully developed guidance and a screening toolkit for Female Genital Mutilation. We have also delivered guidance and a workshop on the disclosure of abuse.

If you are interested in joining a committee you can contact [info@resolution.org.uk](mailto:info@resolution.org.uk) for more information.

### **Financial Adviser Accreditation Committee**

We have successfully re-launched the Financial Adviser (FA) Accreditation including the re-writing of the syllabus and prospectus. We have seen the popularity of the FA Accreditation increase in popularity.

### **International Committee**

We delivered the first international online publication – *Guide to International Family Law*, and one-day conference for Resolution members.

### **Legal Aid Committee**

We have lobbied to bring about changes to the DV gateway, engaged with the LAA to make improvements to the VHCC scheme and helped to delay the compulsory introduction of CCMS.

### **Membership Development Working Party**

We have continued our work to retain existing members and attract new ones. Membership Development Officers once again successfully contacted members who had yet to renew in order to ensure they signed up for another year.

### **Parenting after Parting Committee**

We updated and delivered a new version of the separation and divorce booklet for parents, and agreed the strategic priorities for the Parenting after Parting initiative.

### **Property, Tax & Pensions Committee**

We provided workshops on pensions and tax, and online briefing notes and updates. We also contributed to the Family Justice Council Financial Needs Working Group and Resolution's response to the Law Commission's formal consultation on enforcement of family financial orders.

### **Skills & Support Working Party**

We delivered a conference 'The family and alcohol in 2015' and have worked to develop skills training, such as managing stress within the new training framework.

### **Specialist Accreditation Committee**

We launched the new accreditation scheme that offers a range of new specialisms including Public Law Children.

### **Standards Committee**

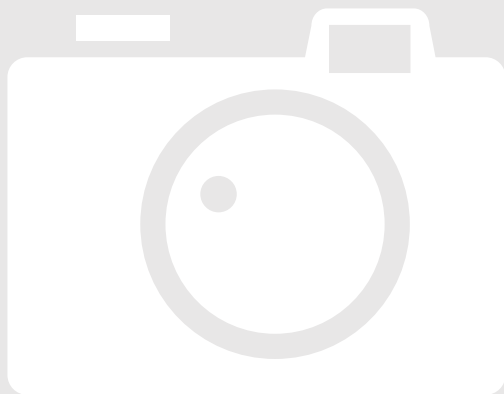
We have reviewed and updated the Guides to Good Practice and introduced several new titles. We have also overseen the first year of the new complaints procedure.

### **Training & Learning Committee**

We have created a training and learning framework so that committees can effectively plan and evaluate courses. We have engaged with members and committees to gather their views about current training in order to plan pilot courses.



# The year in pictures



▲ Debate panel at the 2015 DR Conference in Nottingham (L-R) District Judge Andrew Greensmith, Mavis Maclean CBE, Nigel Shepherd (Resolution Vice Chair) Gavin Smith (1 Hare Court), Bob Greig (OnlyDads)



▲ John Cornwell Award winners Felicity Shadden and Roger Bamber at National Conference in Brighton



▲ Legal commentator Joshua Rozenberg chairing plenary session at National Conference in Brighton



▲ Chair Jo Edwards speaking on Sky News in October following the Sharland v Sharland judgment



▲ Member Sarah Cove receiving her award for Family Legal Aid Lawyer of the Year from Lord Justice McFarlane



▲ Members of the Hong Kong government meeting with representatives of the DR committee to find out about how dispute resolution is practised in England and Wales



▲ Family Justice Minister Caroline Dinenage MP takes to the stage at our parliamentary reception held during Family Dispute Resolution Week

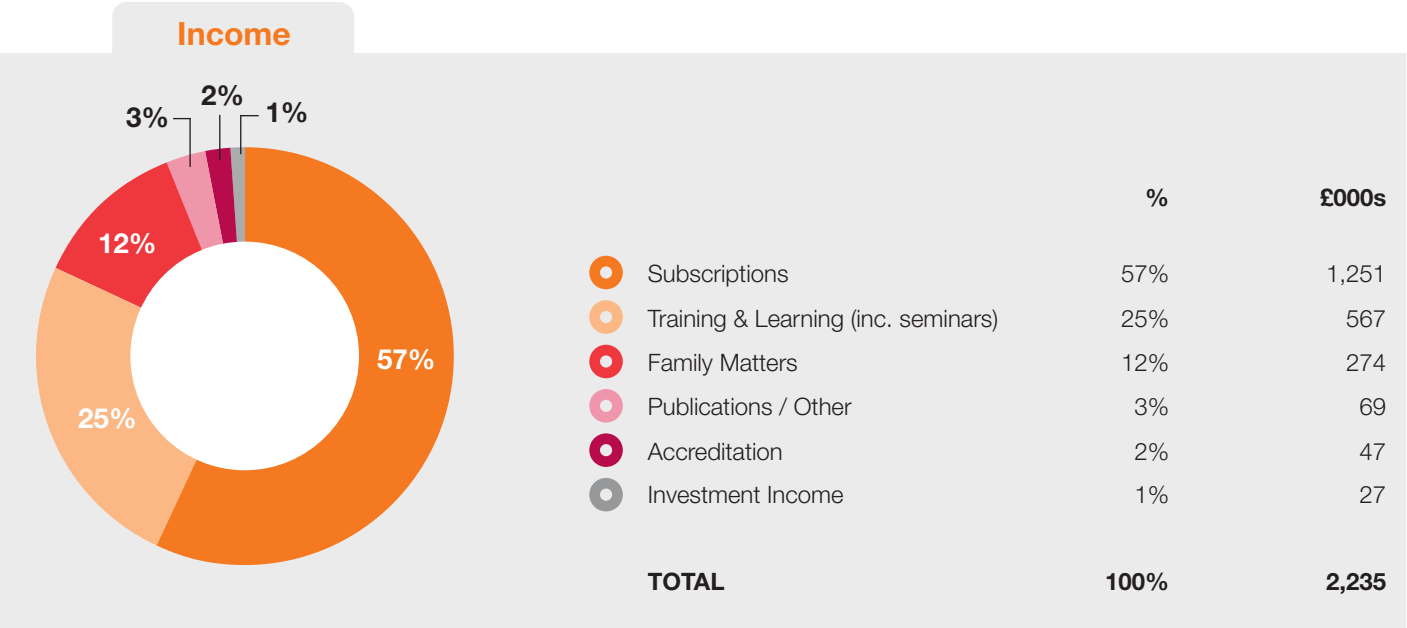
# Financial overview

In 2015, Resolution's income totalled £2.2m. Of this, over half came from member subscriptions with the bulk of the remainder being generated by training and learning activities.

Our plans for 2015 included extensive project work in the development of products and services for our members. This comprised both our Future Building Projects, outlined earlier in this document, development projects relating to our membership, training and learning services and our website.

Our expenditure represents an ongoing commitment of our reserves, and so our 2015 expenditure exceeded our income by some £105,000. This outcome is well within the parameters originally set for the year by the National Committee as part of Resolution's investment strategy.

In terms of our future plans, £797,323 of our reserves (53%) has been earmarked over the next three to four years for projects to develop new training and learning opportunities for our members, increase our profile with the public,



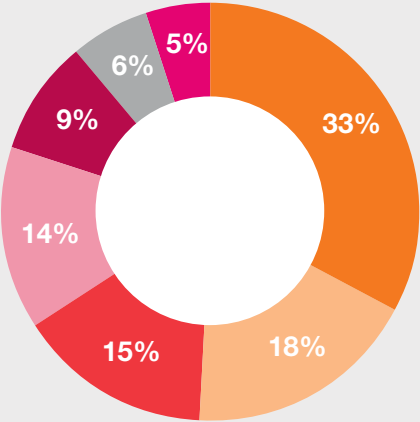
professionals and policymakers, and to develop new services in line with membership feedback and the changing external environment our members face.

Breakdowns of income and expenditure are detailed below, and the audited accounts can be found in the members' section of the Resolution website.

Although there continue to be many changes in the family law environment, membership numbers remained strong in 2015. This, together with rigorous financial management and investment in services for our members, means Resolution is in a sound position to continue to support members in new and different ways, reflecting the challenges they face.

We will continue to invest in activities in order to raise the profile of Resolution, the work of our members and the benefits of Resolution membership and our code of practice. We will use our resources to support membership development activity – ensuring we can deliver the best possible service to members.

Expenditure



- Training & Learning (General), Accreditation & Publications
- Influencing & Engagement
- Family Matters
- Training & Learning (DR)
- Membership Support
- Office Costs & Administration
- Committees & Governance

%	£000s
33%	772
18%	424
15%	357
14%	322
9%	207
6%	137
5%	121
TOTAL	2,340



# Meet the Resolution team

## **Matt Bryant**

Director, Communications

Leads on member communications, media activity, marketing materials, policy and campaigning work.



## **Kayleigh Cella**

Membership & Training Administrator

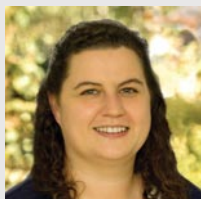
Maintaining the Resolution membership database and processing membership applications.



## **Jo Chapman**

Head of Editorial & Publications

Jo is responsible for editorial and publications, including our books, good practice guides, online orders and digital content.



## **Patrick Daniels**

Operations Manager

Responsibility for training, learning and membership services.



## **Claire Easterman**

Director, Operations

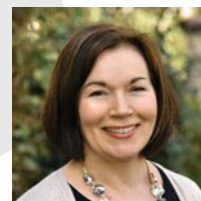
Overseeing the delivery of benefits and services to members across all channels.



## **Ida Forster**

Project Manager

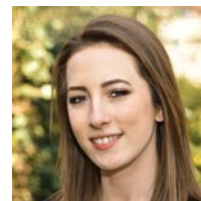
Managing innovative projects to help separating families.



## **Louisa Grisdale**

Operations Co-ordinator

Responsibility for arranging training and seminars.



## **Sue Gunn**

Director, Membership Support

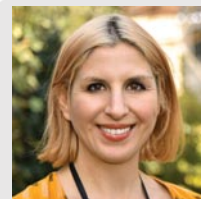
Overseeing the administrative support and liaison for and on behalf of the membership.



## **Fiona Ivits**

Communications Manager

Managing media relations, social media and public campaigns for Resolution. (Maternity leave)



## **Colin Jones**

Chief Executive

As Chief Executive, Colin leads the team in the day-to-day delivery of activity for our members, as well as ensuring we're planning for the future.





**Angela Lake Carroll**

Head of Standards (Consultant)

Dealing with our organisational and professional standards.

**Euan Mackinnon**

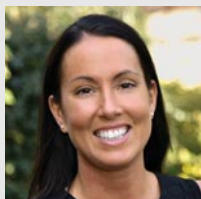
Editor (Consultant)

Euan edits Resolution's magazine *The Review*.

**Emma Obajimi**

Membership Coordinator

Developing the Resolution membership through recruitment and retention.

**Lisa Ribbens**

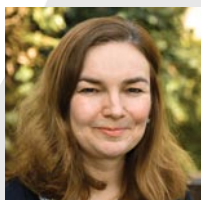
Accreditation & General Administrator

Guiding and supporting our members through the specialist accreditation process.

**Rachel Rogers**

Head of Policy

Responsibility for co-ordinating Resolution's policy positions and responses to consultations and advising members on policy issues.

**Karen Rushton**

Complaints Manager

Responsibility for handling concerns relating to breaches of our Code of Practice.

**Paul Smith**

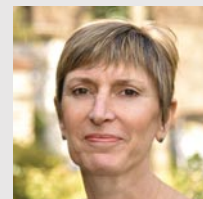
Director, Finance

Responsibility for all Resolution financial matters and controls, and the design and development of the membership database.

**Denise Sullivan**

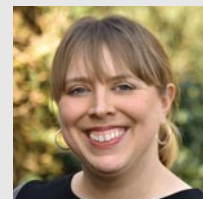
DR & General Administrator

Providing training and support to our Dispute Resolution members.

**Victoria Sutton**

Marketing Manager

Responsibility for all Resolution marketing and providing marketing support to members.



# Our National Committee

**Karen Barham**

Barlow Robbins LLP, Guildford  
Chair, Membership Development Working Party

**Jo Edwards (Chair)**

Forsters LLP, London  
Executive Committee Member

**Lucy Loizou**

The International Family Law  
Group LLP, London  
YRes Rep

**Phil Barnsley**

Higgs & Sons, Brierley Hill  
Direct Connect Lead; National Committee Rep,  
Executive Committee

**Sarah Green**

TLT Solicitors, Bristol  
YRes National Committee Chair

**James Pirrie**

Family Law in Partnership, London  
Child Support Committee Rep; Parenting after  
Parting Committee Rep; Member, Drafting  
Committee

**Daniel Bennett**

Whitehead Monckton Ltd, Tenterden  
Chair, Training & Learning Committee

**David Emmerson**

Anthony Gold, London

**Nigel Shepherd (Vice Chair)**

Mills & Reeve LLP, Manchester  
Chair, Regional Liaison Committee;  
Executive Committee Member

**Emily Boardman**

Turpin & Miller LLP, Oxford

**Kim Fellowes**

Silk Family Law, Newcastle-Upon-Tyne  
Chair, Child Support Committee

**Karen Taylor**

LAS Solicitors, Chelmsford  
Standards Committee Rep

**Grant Cameron**

Trethowans LLP, Southampton  
Courts Working Party Lead;  
Membership Development Working Party

**Juliet Harvey**

Greene & Greene, Bury St Edmunds

**Elsbeth Thomson**

David Gray Solicitors LLP,  
Newcastle-Upon-Tyne  
Co-Chair Legal Aid Committee

**Daniel Eames**

Clarke Willmott LLP, Taunton  
Chair, International Committee

**Margaret Heathcote**

Bishop & Sewell LLP, London  
Treasurer, National Committee;  
Executive Committee Member;  
Property, Tax & Pensions Committee Rep

**Karin Walker**

KGW Family Law, Woking  
Chair, Dispute Resolution Committee

**Jane Wilson**

Hall Smith Whittingham, Crewe  
Secretary, National Committee;  
Chair, Domestic Abuse Committee;  
Executive Committee Member

# Our thanks to volunteers

**Resolution owes its success to the tireless work and dedication of our volunteers.**

**Our national and regional committees, networks of Regional Press Officers and POD Liaison Officers all are united in their desire to raise the profile of our members with the public, government, media and key influencers. We are extremely grateful for their efforts. We'd also like to thank those members not listed here, who although are not on a formal committee, promote the Code of Practice day in day out and support those families who are separating.**

Ruth Abrams	Rebecca Carlyon	David Emmerson	Denise Head	Sarah London	Emma-Lisbeth	Lucy Sparks
Richard Adams	Gillian Carr	Amy Fallows	Michaela Heathcote	Nicholas Longford	Pearmaine	Rachel Spicer
Oluwapelumi Amanda	Joanna Carr-West	Tom Farrell	Margaret Heathcote	Jane Longworth	Elle Pearson	Sally Starway
Adeola	Benjamin Carter	Caroline Fell	Sarah Heathcote	Katie Lowe	Alan Pack	Amy Starnes
Roopa Ahluwalia	Darren Chaplin	Kim Fellowes	Laura Heaton	Euan Mackinnon	Talvinder Penaser	John Stebbing
Susan Alexander	Robin Charrot	Alison Fernandes	Edward Heaton	Alastair Macleod	Lisa Pepper	James Stewart
Peter Alison	Clare Cherry	Claire Filer	Sally Henderson	Sharon Mahmood	Hannah Perry	Elizabeth Stocker
Neil Allen	Debapriya Choudhuri	Chantal Findlay	Gavin Henshaw	Carolyn Mahy	Katrina Pescott	Victoria Strode
Karen Anker	Andrew Christmas	Rosemary Finn	Ruth Hetherington	Carolyn Makeham	Danielle Peters	Elizabeth Sulkin
Fiona Apthorpe	Abbie Churchill	Kim Finnis	Samantha Hickman	Caroline Makin	Richard Phillips	Eileen Sutton
Prudence Arnott	Lisa Churchill	Tom Fisher	Elizabeth Hicks	Paula Mansfield	Jackie Phillips	Elizabeth Tait
Tricia Ashton	Laura Clapton	Miranda Fisher	Richard Hoare	Carolina Marin	Helen Pidgeon	Carolyn Tan
Karen Atkins	Lucia Clark	Claire Fitzgerald	William Hogg	Padreno	Clare Ploworth	Zoe Tansley
Sarah Atkinson	Simon Clark	Michelle Fitzpatrick	Gemma Hope	Samantha Markham	James Pirrie	Karen Taylor
Alison Jane Auty	Sally Clark	Zoe Fleetwood	Emma Louise Hopkins	Alan Markham	Jessica Pitt	Carolyn Taylor
Lyn Ayrton	Susan Clark	Danelle Foley	Jones	Melissa Markham	Duane Plant	Matthew Thom
Collette Bailey	Kate Clark	Sital Fontenelle	Stephen Hopwood	Rachael Marsh	Tracy Poolman	Ceri Thomas
Sue Bailey	Francesca Clay	Jeremy Ford	Belinda Hornsby Cox	Deborah Marsh	Shyam Popat	Clare Thomas
Frances Bailey	Darren Cleverdon	Elizabeth Ford	Nicola Howarth	Vikki Martin	Ann Pope	Zen Thompson
Emma Baillie	Ellie Foster	Pauline Fowler	Sophie Hughes	Kay Masters	Jane Porter	David Thompson
Richard Baker	Howard Cohen	Jane Fowles	Nia Hughes Parry	Elizabeth Mathews	Emma Post	Gail Thompson
Sheridan Ball	Laura Collins	Stacy Fox	Matthew Humphries	John Preilly	John Preilly	Elspeth Thomson
Anthony Ball	Emma Collins	Vanessa Fox	Anthony Hunt	Susan McArthur	Lauren Freedy	Clare Thornton
Katy Barber	Louise Connolly	Graeme Fraser	Linda Hunter	Jane McCann	Daniel Priest	Amanda Thurston
Karen Barham	Edward Cooke	Debra Frazer	Claire Hunter	Sarah McCarthy	Fahrat Qureshi	Nicola Tiernan
Philp Barnsley	Joshua Coombe	Rachel Freeman	Quang Huynh	Hayley McCormack	Joanne Radcliff	Angela Timbrell
Michael Barry	Daniel Coombes	Lucie French	Joy Irish	Cris McCurley	Ivana Radovic	Sarah Tinning
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Julian Beard	Barbara Corbett	Sally Gandon	Samantha Jeanes	Alexandra McGrady	Lisa Rawcliffe	Amanda Trappes-
Kim Beatson	Emma Cordock	Ann Corrigan	Carol Jessop	Simone McGrath	Katherine Rayden	Lomax
Katie Beaven	Vanessa Gardiner	Hannah Garner	Deborah Johnson	Stephanie McKeon	Fiona Read	Ann Trench
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Jenny Beck	Elizabeth Cowell	Rebekah Gershuny	Victoria Joiner	Victoria McLynn	Helen Rendell	David Truex
Patricia Beeching	Jane Cowley	Nicola Gibbs	Peter Jones	Sean McNally	Christine Renouf	Claire Trundley
Marilyn Bell	Graham Coy	Trina Gibson	Stephen Jones	Lisa Mead	Ursula Rice	Charlotte Tyler
Sarah Bell	Emma Crabbe	Richard Gilbert	Lorraine Jones	Sandra Meakins	Elaine Richardson	Carolynn Usher
Vivien Bell	Simon Craddock	William Giles	Kate Jones	Andrew Meehan	Clare Riddall	Victoria Walker
Eleanor Benfield	Jane Craig	Sharon Gles	Amanda Jones	Sarah Mellish	Emma Ries	Ian Walker
Sarah Benfield	Riona Craik	Sharon Gles	Katherine Jones	Julia Middleton	Richard Rigg	Karin Walker
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Nicholas Bennett	Christina Cree	Alexandra Gooden	Victoria Josif	Magnus Mill	Ian Rispin	Andrew David
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Susan Benson	Tracy Cross	Abigail Gordon	Sharon Kay	Jonathan Miller	Patricia Robinson	Julie Waring
Mandip Bhachu	Simon Dakers	Andrew Goss	Aaron Keene	Christopher Miller	Stephen Robinson	Lauren Waterton
Jeanette Birch	Barton Dalton	Nichola Gough	Sarah Kelly	Barbara Mills	Helen Robson	Andrew Watson
Simon Blain	Laura Dand	Lucy Gould	Lisa Kellett	Sophie Mitchell	Christina Rockwood	Stephen Root
Joanna Blacklock	Tracey Dargan	Wendy Gouldingay	Margaret Kelly	Emma Mitchell	Stephen Root	Emily Watson
Claire Blakemore	Loraine Davenport	Michael Gouriet	Martin Kelly	Bina Modi	Jennifer Roulston	Peter Watson-Lee
Zoe Bloom	Fiona Davidson	Rhian Gray	Adam Moghadas	Adam Moghadas	Philip Way	Philip Way
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Catherine Bonnett	Ben Davies	Emma Green	Baldish Khatkar	James Kiely	Karen Rushton	Elaine Webb
Sarah Bostock	Kimberley Davies	Fiona Greener	James Kiely	Suzanne Kingston	Vicki Sales	Stuart Webber
Caroline Bourn	Neil Davies	Rayner Grice	Juliette Kinsey	Helen Kirkham	David Salter	Clive Weir
Caroline Bowden	Jane Davis	Peppy Griffiths	Anthony Morris	Daniel Kirkham	Elizabeth Sandelands	Michael Wells-Greco
Thomas Boyce	Angela Davis	Kelly Griffiths	Beverley Morris	Anthony Morris	Bhupendra Sankhla	Nicola Whitley
Charlotte Bradley	Tina Day	Kelly Marie Grigg	Tara Knight	Kelly Morris	Hannah Saxe	Lucia Whitley
Rachel Brand	Marcus Dearle	Melanie Hadwin	Tammy Knox	Simon Mortimer	Gareth Schofield	Adele Wilkinson
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Laura Brown	Punam Denley	Catherine Hallam	Sushma Kotecha	Christopher Myles	Susan Williams	Stephen Williams
Barry Browning	Chet Desai	Katherine Hamilton	Natalie La Forte	Susan Nash	Philip Scott	Susan Williams
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Anna Brunt	Laura Dobson	Emma Hamilton Cole	Tracy Lambert	Jonathan Morgan	Jennifer Seivour	Rebecca Wilson
Alison Bull	Peter Dones	Robert Hammond	Kristy Nelson	Karen Newman	Heather Seward	Clare Wiseman
Barry Bunyan	Angela Dones	Adrian Harding	Katherine Nickols	Doreen Nicholson	Thowheetha Shaah	Bik Toie Wong
Simon Burge	Kauser Dossani	Nicola Harries	Kirstie Law	Fiona Sharp	Bharti Shah	Ruth Smallacombe
Peter Burgess	John Doughty	Dawn Harrison	Emma Lawler	Daniela Nickols	Richard Sharp	Fiona Sharp
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Helen Camidge	Pauline Ellis		Catherine Loadman	Catherine Parsons	Catherine Sousa	Carla Young
Louise Cannell-Mirza			Zoe Lock	Dipal Patel	Colin Spanner	Nevin Zaki

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