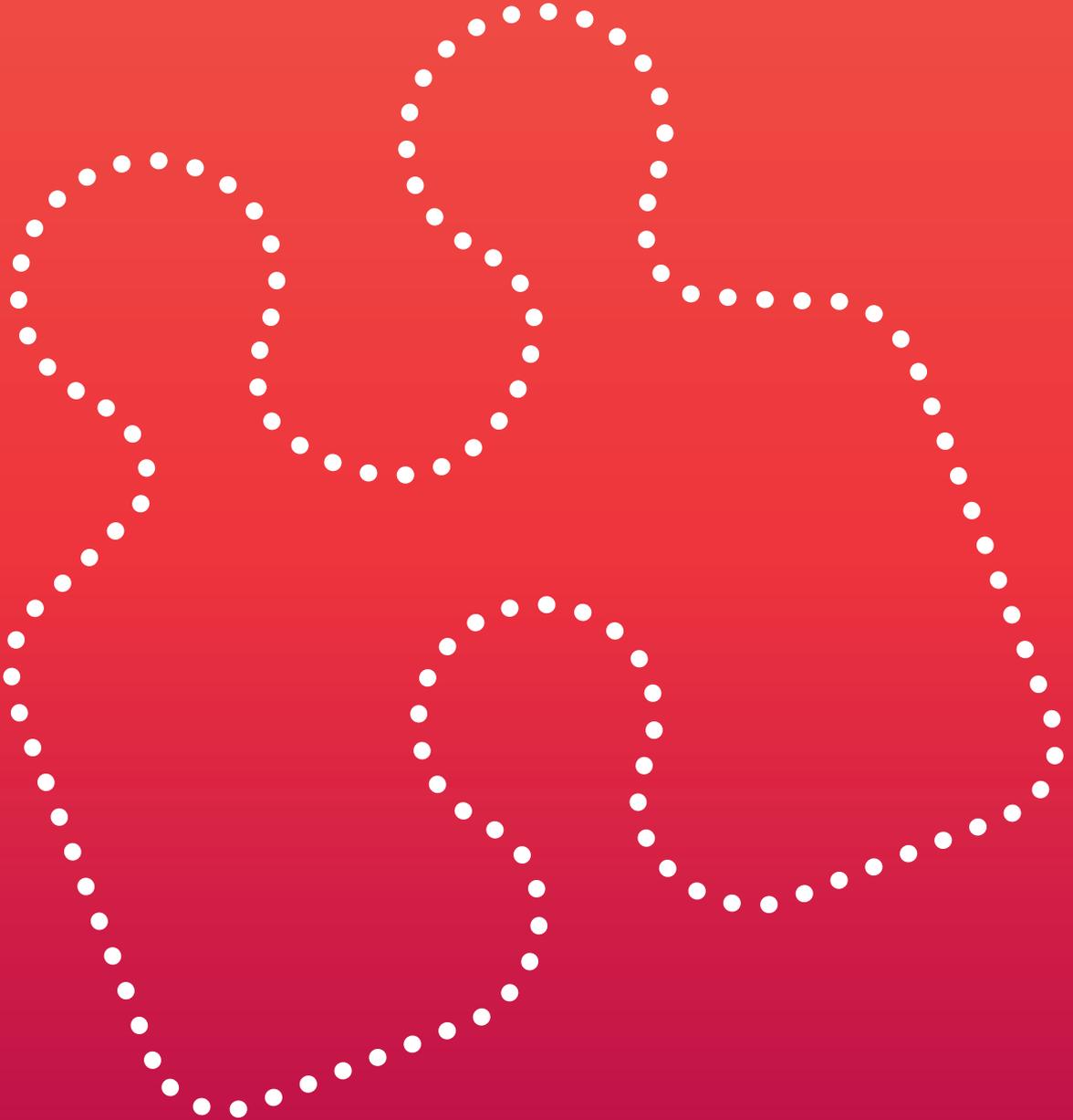
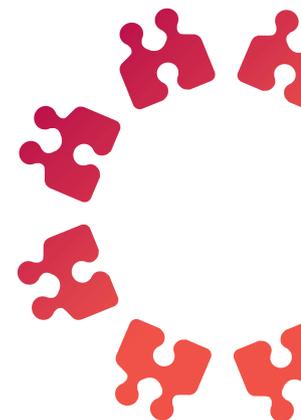


Annual report 2016

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From the Chair and Chief Executive

2016 was another successful year for Resolution. In the face of a challenging environment for family justice professionals, we continue to go from strength to strength.

• From campaigning for changes in the law, to raising the profile of our members and their work, to delivering high quality training and support – the range and scope of our activity means we are rightly regarded as the leading member organisation in the family justice arena.

• This is only possible because of the ongoing dedication and commitment of our members up and down the country. You have enabled us to deliver so much in 2016, and this is a recurring theme throughout this Annual Report.

• It continues to be a time of extraordinary change for everyone working in family justice. The cuts to legal aid in 2013 changed the face of family work beyond recognition, with continued increases in litigants in person, victims of domestic abuse struggling to access the legal aid that remains, and the increase in mediation promised by Government failing to materialise.

These problems have been compounded by other changes. 2016 saw a programme of court closures begin, continued teething troubles with regional divorce centres as they struggle to match resources to workload, and ongoing discussion of moving more court services online.

Yet, despite these changes and challenges, our members continue to support and encourage families and individuals to deal with issues constructively. Nowhere is this better demonstrated than through the launch of our revised Code of Practice. This can now be adopted by a much wider range of family justice professionals and, for the first time, specifically speaks to members of the public, helping promote the Resolution approach more broadly.

We continue to campaign for changes in the law and in how family justice is delivered. 2016 saw us step-up our call for no fault divorce, something Nigel as returning Chair (alongside the vast majority of our members) feels particularly passionate about. Our first Parliamentary Lobby Day demonstrated how the strength of our membership gives us a louder voice with politicians and other influencers.





Nigel Shepherd and Colin Jones

The Lobby Day was part of our national awareness-raising week, which generated our best media coverage to date. Our coverage throughout the year delivered the equivalent value of more than £1.5 million of advertising – highlighting our campaigning objectives but, more importantly, the work of our members throughout the country.

We continue to support our members in the work they do to help separating families. We developed and published new Guides to Good Practice. We sent more practice support and news updates than ever before, including information on the impact of Brexit. Our training courses

and seminars, nationally and locally, continue to develop and enhance members' skills. Resolution's National Conference was held in the North East for the first time, and was one of our biggest ever; as was our annual Dispute Resolution Conference in Nottingham.

Events like these help strengthen the connections and networks between members, which we know are highly valued across our membership. That's why we've continued our work to support our regional groups and our YRes network, which continues to grow.

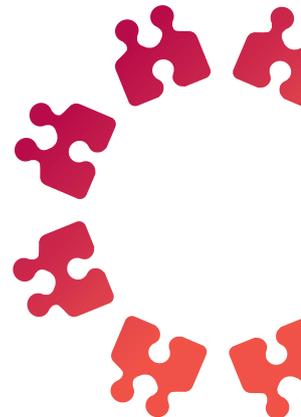
In this Annual Report you'll see the highlights of all our work in 2016, described under the key themes through which our plans are developed and our activity is organised. These reflect the priorities of our increasingly diverse membership. Our activity is delivered in partnership with our dedicated staff team, who bring their own talents and expertise to enable us to achieve what we do.

An organisation is only as strong as its members, of course, and we are able to do what we do only with the support and active involvement of over 1,000 members who give up their time to further the work of Resolution and promote our values. You'll find many of them listed in this report.

Last year over 400 new members joined Resolution, testament to the appeal of membership. Whether you've been a member for one or thirty-one years – if you're interested in adding your name to those who play a role in our organisation, please do get in touch. You never know, one day, you could be writing the introduction to the Annual Report as National Chair!

Nigel Shepherd
Chair

Colin Jones
Chief Executive



YRes - the next generation

Over the last 12 months the YRes network has continued to go from strength to strength. We now have 24 regional YRes groups and counting, and around 1700 members across the country.



- In 2016, the National YRes Committee was established, cementing YRes as a core part of our governance structure. National YRes Chair Sarah Green also sits on Resolution's National Committee. Each Resolution central committee now has a YRes member on it, ensuring that more junior practitioners have a voice and are contributing to every area of Resolution's work at a national level.

- The continued commitment and enthusiasm of the YRes membership in raising the profile of the network has been second to none. The links and relationships that have been forged, particularly between YRes and regional groups, ensure younger members gain the experience and skills to successfully move onto other committees and roles in the future.

- In October we welcomed representatives from 20 YRes groups to our annual YRes Forum. This event once again provided an opportunity to network with other regional representatives and discuss ideas for future activity.

- In 2016 we were delighted to deliver another successful YRes workshop at the National Conference in Newcastle, in addition to offering a wide programme of sessions suitable for those at the beginning of their careers.



A key focus for the committee's work in 2016 was supporting regions to launch and run their own YRes groups. Whether supporting a newly established regional group, or offering new ideas and practical assistance to existing groups, online guidance was developed to answer queries relating to recruiting new members, managing finances and running events to ensure a successful committee.

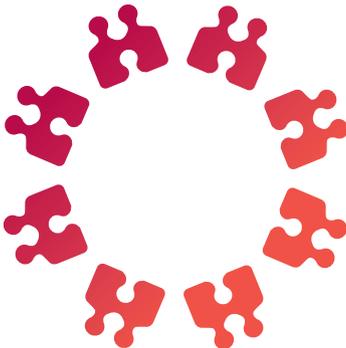
The photographs on these pages feature a few of the events organised, promoted and enjoyed by YRes regional groups over the last 12 months.

Resolution is developing a mentoring scheme for YRes members which will be piloted in early 2018. This scheme will provide free and direct support for junior practitioners in strictest confidence, and outside of their region if they prefer, to support their ongoing personal and professional development.

The YRes Committee is delighted to announce that in the autumn of 2017 they will hold their first conference specifically for YRes members. This will be addressed by the President of the Family Division.

Changing practices

Family law is a challenging and evolving environment. Resolution is dedicated to supporting you and your firm to respond to these ever-changing conditions.



The impact of the changes to legal aid continues to be felt throughout the world of family justice. The number of litigants in person, for example, continues to rise. That's why we've worked closely with the OnlyMums and OnlyDads Family Law Panel, a not-for-profit organisation that works exclusively with Resolution members to provide free or low-cost support to people who would not otherwise be able to access legal help.

Their new reduced-fees scheme provides our members with an additional opportunity to be part of the Panel and offer some support to those who would have previously been eligible for legal aid.

We have continued to update information available to the public on our website, and provided practice support for members in working with litigants in person, including an updated Good Practice Guide. With feedback from our members, we've continued to lobby the Legal Aid Agency for improvements to the Client Costs Management System (CCMS). We were also successful in widening the definition for domestic violence ensuring more victims are eligible for legal aid.

Resolution is also proud to have established a charity in 2016, which will be known as the John Cornwell Foundation. When launched, the charity will allow us to distribute the proceeds of our relationship with Iceberg Client Credit, and raise funds for good causes that reflect our core values. This will further enhance our members' profile and strengthen our profile with government, the media and key decision makers.

We have continued to support our Dispute Resolution practitioners, developing guidance for members on the Family Mediation Council's Code of Practice, standards and accreditation.

We surveyed our mediator and collaborative practitioner members to collect vital feedback about their current needs and changing working environment. This feedback has helped us better tailor the support we provide to members. For example, the Collaborative Working Party was established in 2016, utilising the collective skills and experience of our members to improve services for all who work in this area.

As part of The Institute of Family Law Arbitrators, we launched the Family Law Arbitration Children Scheme which expands the use of arbitration to children matters.

We continue to monitor changes and proposed changes to CPD by the Solicitors Regulatory Authority, CILEx and Bar Standards Board and advise members regularly on what this means for them and their practice.

We were successful in our re-assessment of the HSSF Mark, meeting a set of standards which demonstrate that our members promote collaboration between parents and help them focus on the interests of their children. Over 430 members now hold the Mark, enabling them to further enhance their reputation with clients and potential clients.

Member involvement

Over the last 12 months we have continued to work to ensure every piece of work, every project and every decision we have made involved members from across committees and regions. By doing this, we make sure Resolution's work is delivered by members, for members.

- Resolution members are involved with every aspect of the organisation's activity.
- This is why we undertook a far-reaching survey of current and potential new members, the results of which have shaped our work throughout 2016 and into 2017.

- As a result, we have strengthened our committees, and provided greater support to members who give up their time to deliver Resolution's work, through the roll-out of a new Committee Toolkit. This provides guidance on decision-making, committee recruitment and roles and responsibilities. Over half of our committees have developed their Terms of Reference as a result, making it easier for members to participate in Resolution.

- Our committees each have a National Committee member representative to ensure effective two-way communication across the organisation, and to allow us to co-ordinate our committee work, making best use of members' time and the resources available.

- In 2016 the new Articles of Association were implemented, having received unanimous support from our members at

the Annual General Meeting. The ambition that drove the update of the Articles was to better reflect the changes in the family law sector which have taken place in the 30 years since they were originally written. The review of our Articles means our aims and objectives are up to date and brought the Articles in line with current company law and other relevant legislation.

As part of an initiative to communicate governance and national strategy to the membership, we started to review our Vision, Mission and Values, and began work on developing comprehensive guidance for National Committee members. This work continues in 2017 and will provide all members with clarity on the roles, responsibilities and activities of NC; the elected members who govern Resolution on your behalf.

We also conducted a survey of members to support our campaigning activity ahead of Good Divorce Week, building on the success of other member surveys on issues such as CCMS and our YRes network. The data we collected from this was vital to help secure high-profile media coverage that allowed us to communicate our key messages to the public – reaching a potential audience of 40 million during the week.



Family law reform

No fault divorce has been at the core of Resolution's recent campaigning activity and has helped to build new, and develop existing, relationships with key influencers and the government. This has bolstered our campaigning in other key areas, such as rights for cohabiting couples, legal aid cuts and court modernisation.

- Our first ever Lobby Day, as part of
- Good Divorce Week, saw 150 members
- gather in Parliament and meet with a
- range of cross-party MPs. Bob Neill MP,
- Chair of the Justice Select Committee
- and Richard Burgon MP, Shadow
- Secretary of State for Justice, both
- spoke at the event and expressed
- support for reforming divorce law.
-
- Immediately after Good Divorce Week, a
- number of questions were raised in both
- Houses of Parliament about no fault
- divorce and the need for change. The
- House of Commons Library also
- published a paper on no fault divorce,
- referring heavily to Resolution's campaign.
-
- This parliamentary activity was the
- catalyst for sustained interest in the
- media, further building our profile as the
- leading campaign group in the family
- justice arena. There has been a call for
- no fault divorce in The Economist; and
- The Times, Guardian, and Telegraph have
- all published feature articles on the issue.
- Our campaign also featured on Good
- Morning Britain, the Victoria Derbyshire
- programme, BBC Radio 4 and many
- local BBC stations.
-
- We maintained our calls for rights for
- cohabiting couples in 2016, as a key part
- of our Manifesto for Family Law. This has
- included holding a high-profile debate in
- London, as well as securing questions on
- the issue in Parliament.

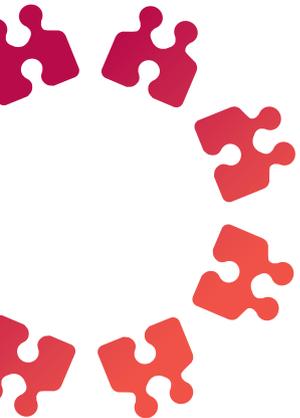
Resolution continued to work closely with partner organisations in the family justice and relationship support arenas. We co-ordinated a letter printed in the Guardian that called for a review of LASPO which was also signed by the Bar Council, Relate, The Legal Aid Practitioners Group, Shelter and many others. We are pleased this continued pressure has helped to secure a commitment from government to review LASPO by April 2018 at the latest.

Our campaigning on these and other issues means we have built a solid platform on which to influence any future family justice legislation that may follow the general election in June 2017.

Over the year, Resolution submitted comprehensive responses to over a dozen government and parliamentary consultations. We also gave oral evidence to the Justice Select Committee, with our recommendation for an increase in divorce applications fees to be dropped making it into the Committee's final report. Our oral evidence to the same Committee's inquiry on the impact of Brexit again resulted in our key points forming a core part of the influential group of MPs' final recommendations on family justice.

Membership

Resolution is a welcoming, multi-disciplinary organisation that works to support all our members, everywhere across the country.



In 2016 we undertook comprehensive research to understand the changing needs of members so we can further develop membership services and support. We received over 1,500 responses which also provided invaluable insight into how Resolution is perceived by current and past members, as well as those who are not members.

Acting on the results of this research, we have put in place a plan to enhance the way we communicate with current and potential future members; and we're reviewing member benefits to ensure Resolution members have access to a wide and growing range of products and services to support you in your day to day work.

Members told us they see the Code of Practice as being critical to their work. As a result, we put their feedback at the heart of our work to revise the Code. The Code now speaks to all members, meaning Resolution's values and approach can be promoted more widely within the family justice system. We also produced a public-facing version of the Code for members, which clearly explains to clients what they can expect from a Resolution member.

We know from our research that members want to work with other professionals who share our values and subscribe to our Code. This ensures that when members refer clients to practitioners from other disciplines, the service and approach

mirrors their own. We also acted on feedback from family justice professionals who aren't currently Resolution members, who simply weren't aware they could join. We have laid the groundwork for our first ever non-member awareness campaign, launching in 2017.

As part of our work to support young professionals, we continue to offer free student membership to those on the Legal Practice Course (LPC) taking the family law elective. In 2016 we saw our student membership grow by 38% from 145 to 199. Together with YRes, this is part of a concerted effort to support family justice professionals at every stage of their career and ensure a growing and vibrant community of practitioners.

We continue to support members to campaign on vital policy issues. This has included national template press releases for the regions affected by local court closures, and enabling members to take part in our Parliamentary Lobby Day. This not only strengthens our campaigning activity, it also helps members build effective networks, their profile and that of their firm, at a local level.

All of this work reinforces that Resolution membership is an essential choice for anybody working in family justice, that it provides outstanding value for money, and continues to evolve in order to meet the changing needs of our members and the clients they help.

Regional development

For the vast majority of our members, their main interaction with Resolution will be through their local region. We have continued to make the support and development of our regional groups a fundamental part of our work.

The Resolution network is now stronger than ever, with 41 regional and 28 YRes groups actively working around the country. Through our committees we now have over 1,000 engaged volunteers, demonstrating that we are truly a national organisation with a regional focus. The work we do nationally is amplified because of our regional members, and the collaboration and activity that takes place locally is vital in supporting all members.

To help regions respond to the changing needs of their members, and in response to member feedback, we are replacing the current rules and affiliation agreement with a Regional Charter. The Charter provides further transparency for members, by making it clear what can be expected from regional groups and committees, and what they can expect in terms of support from Resolution at a national level. This was developed in partnership with our Regional Liaison Committee in 2016 and will be rolled out through 2017.

Building on the success of Direct Connect – the initiative geared at strengthening the links between National Committee and the regions – NC members and staff have attended numerous regional events, listening to what members are achieving at a local level, and communicating the work that is taking place to support our members and build their profile.

Acting on feedback from members, we also intend to develop a range of regional resources to support delivery of the Charter. These will include: role descriptions for committee members, template agendas, guidance on organising events and templates for reports.

Several of our regions joined with their neighbouring Resolution groups to deliver regular one-day family law seminars in 2016. As well as being extremely well-attended, these events help strengthen the relationships between regional groups, as well as between individual members.

We have continued to strengthen the voice of our regions in our decision-making, holding four Regional Liaison Committee meetings, including two joint National and Regional Liaison Committee meetings with over 60 members in attendance. Working in partnership, our regional representatives have played a key role in the development of, for example, the Code of Practice, our Articles of Association and the Regional Charter.

Code of Practice

Resolution sets and maintains best practice standards through the promotion of our Code of Practice. We work closely with members to make sure they can place the Code at the heart of their work and have the tools and guidance to uphold its principles.

In 2016, Resolution members from across the country worked on revising the Code of Practice to reflect the changing family justice environment, whilst remaining true to our values established over thirty years ago.

We're proud that as a result of this detailed work we delivered a new Code of Practice in November 2016. The new Code has been developed by members, for members, and to help the clients our members support.

This was only possible with the input of a significant number of members – through the Code Working Party, the Standards Committee, the National and Regional Liaison Committees; and every member who responded to our membership survey, and the subsequent member survey about the draft Code.

In that survey, members overwhelmingly said they would feel confident adopting the revised Code. As a result of member feedback, we made changes to the draft Code to make the final version even stronger and clearer.

We also created a public-facing version of the Code, helping members to explain to potential clients what they can expect from a Resolution member.

We also reviewed and revised our complaints procedure and created guidance for how to deal with

infringements members may experience day-to-day, how to make a complaint and what to do if a complaint is made against them.

By committing to work with other Resolution members to uphold the Code, there is more emphasis on peer support and enforcement – another key part of the feedback from members.

We launched the new Code during our national awareness-raising week, with members across the country talking to local media and highlighting on social media the reasons why our Code of Practice means #abetterway for clients – in total reaching a potential 5.5m users on Twitter alone. This happened in the same week as our Parliamentary Lobby Day, meaning the Resolution Code, and our core values, were at the forefront of discussions during the week.

We continued to review and update our Guides to Good Practice, to reflect feedback from members and the public. With the help of our committees we published five new Guides and Guidance Notes in 2016, and reviewed the other 19. There are now 24 Guides in total, providing members with invaluable tools, created with the collective knowledge within our membership, helping them in their day-to-day work.



Training and learning

In 2016 Resolution continued to develop a framework that joins up all training and learning offered to members. This is fully integrated with the changes to continuing professional development across the sector and provides members with the support they need to develop professionally.

- Resolution's Training and Learning Committee brings together members with a range of skills and experience to ensure there is a coordinated approach to professional development across all Resolution's committees.

- In the last year, we have developed new resources that set out how family law professionals can plan their training and learning in a way that both helps them meet their regulatory requirements, and is relevant to the particular needs of individual family law professionals.

- We have delivered successful training on family finance and a one-day event tackling the changes in practice members are facing. We have continued to deliver our Code in Practice course for new members. We launched our first training podcast, launched a Female Genital Mutilation screening toolkit and added dedicated sections on collaborative practice and mediation to the members' website. We also delivered two rounds of specialist accreditation for lawyers, and one round for financial advisers.

- We held a major debate on EU Family Law and the potential impact of Brexit on members. We also convened a well attended National Cohabitation Debate in November. This was chaired by Sir Mark Potter – past President of the Family Division and Head of Justice for England and Wales.

Our dedicated support for dispute resolution practitioners continued, with our largest ever annual DR conference in Nottingham attended by over 150 members. Last year, in total we provided 4,977 hours of DR training.

We delivered a Professional Practice Consultant (PPC) Forum in 2016, which was attended by over 50 PPCs from all the relevant membership organisations. We also launched a PPC Hub containing useful information and resources including Resolution guidance and forms for PPCs to use with their consultees.

We received approval from the Family Mediation Standards Board for our mediation foundation training, cementing our place at the heart of the provision of family mediation in England and Wales.

Our National Conference in Newcastle was a huge success, and one of our best attended to date, with the usual high standard of speakers and workshops, including a keynote address from Judge Peter Boshier, Chief Ombudsman for New Zealand and President of the Association of Family and Conciliation Courts.

Committee highlights

Our committees develop our range of products and services, ensuring everything we do is delivered by members, for members. Our volunteers give their time and expertise to develop Resolution training, publications, events and guidance to benefit the needs of all our members.

Our policy and media work is supported by members at a national and local level. Each day our volunteers represent the organisation and profession – engaging with politicians, journalists, policy makers, partner organisations and the judiciary.

Here are just some of the things our fantastic committees achieved in 2016.

Children Committee

We drafted the Guide to Good Practice on helping clients put children first. We also hosted a Conference workshop on surrogacy and drafted a Guide to Good Practice on this area.

Child Support and Maintenance Committee

We responded to various government consultations on issues concerning child support, provided training for members and submitted articles for *The Review*.

Cohabitation & Equalities Committee

The Cohabitation Agreements were updated and annotated by the Committee in 2016. The Committee delivered a National Cohabitation Debate that included top speakers from England, Wales and other jurisdictions. We delivered a successful panel discussion at National Conference in Newcastle.

Collaborative Working Party

The Working Party was formed in 2016. We have begun to look at our core training and future professional development focussing on the interdisciplinary model. We have been identifying ways to collect statistics about the collaborative process.

Courts Working Party

We met with HMCTS to discuss members' concerns and identify where improvements to divorce centres could be made. We are also engaging with the HMCTS to consider future developments within the court system including digitalisation and possible flexible operating hours.

Dispute Resolution Committee

We delivered our most successful DR Conference to date, with over 150 DR professionals in attendance. We engaged with external facing activity, most notably the FMC, helping to secure an agreement on conflicts of interest and consent orders within their new Code of Practice.

Domestic Abuse Committee

We contributed to the debate regarding Practice Direction 12J and continued ongoing discussions with the Ministry of Justice regarding the DV gateway to legal aid.

Drafting Committee

Our main focus has been the review and update of the Cohabitation Agreements and we have continued to review the Precedents for Consent Orders.

International Committee

We gave evidence to the Justice Select Committee on Brexit, and will continue to be a key consultative partner post Brexit for the Ministry of Justice. We delivered a very successful workshop at National Conference in Newcastle.

Legal Aid Committee

We have continued to engage with the Legal Aid Agency over improvements to the CCMS. We have secured changes to the Exceptional Case Funding Scheme and secured improvements to the domestic abuse gateway.

Membership Working Party

In 2016 we began to look at our membership strategy in terms of recruitment and retention, and revised the member renewals process. We have started work on an awareness-raising campaign for financial advisers and are planning similar campaigns with other key groups during 2017.

Parenting After Parting Committee

Following a successful workshop at the National Conference, we produced a film setting out the key messages to communicate to separating parents. This film will be at the core of an online training course we're developing for members in 2017.

Property Tax and Pensions Committee

We drafted briefing notes and updates for the Resolution website. We provided input and expertise to Resolution's responses to policy consultations. We presented two very popular workshops on tax and pensions at National Conference.

Specialist Accreditation Committee

We recruited YRes members to the Committee and reintroduced prizes for outstanding candidates. We merged the Committee with the Financial Adviser Accreditation Committee, and delivered three rounds of accreditation.

Standards Committee

We led the review, updating and creation of new Guides to Good Practice and Guidance Notes. We agreed a Terms of Reference for the Committee, and continued to monitor the complaints process.

Training and Learning Committee

We've reformed the Committee to ensure it's more strategic and developed guidance for members to support them in the new approach to CPD. We also developed a comprehensive training calendar.

YRes Committee

We became a national committee in 2016 and recruited six new members. We developed an online Guide to YRes and delivered a forum for YRes Chairs in the autumn.



If you are interested in joining a committee you can contact info@resolution.org.uk for more information.

The year in pictures

John Cornwell Award winners Karen Barham (left) and Angela Lake-Carroll with Nigel Shepherd at National Conference.



Sir Mark Potter, past President of the Family Division and Head of Family Justice for England and Wales chaired a national cohabitation debate in November.

Judge Peter Boshier, Chief Ombudsman for New Zealand and President of AFCC delivering his keynote address at National Conference.



Caroline Flint MP was one of 50 MPs who met with members in Parliament in November.



Jo Edwards pictured as she completed her two-year term as Resolution Chair.



Member Tracy Winstanley receiving her award for Family Mediator of the Year from Baroness Doreen Lawrence at the Legal Aid Lawyer of the Year Awards.



Bob Neill MP, Chair of the Justice Select Committee, addressing members at our Lobby Day held during Good Divorce Week.

Resolution Chair Nigel Shepherd speaking on national radio about our call for no fault divorce during Good Divorce Week.



Around the regions

In May the Devon Resolution group held a conference which received over 140 delegates. Back row: Tracy Lambert, Vikki Martin, Will Giles and Ian Walker. Front row; Valentine Le Grice, Nigel Shepherd, Rhys Taylor, Rebecca Bailey Harris, Margaret Heathcote, Liz Trinder, Susan Jacklin and Sir Peter Singer.



The London Resolution group held a summer party at Coram in Bloomsbury which was attended by over 300 members.



The Cheshire regional group and Cheshire POD held a Masterchef event in aid of Claire House, a local Children's Hospice, in October, raising over £3000 for the charity.



The West Midlands Resolution annual Christmas charity reception took place in December at St Philips Chambers in Birmingham. Pictured: Natalia Solanki and Saranne Moreno from Birmingham Childrens Hospital, Philip Barnsley and Eric Williams.

The joint East and West Sussex, Kent and Surrey Dispute Resolution day took place in June in East Grinstead. Pictured left to right – Colin Jones, Daniel Bennett, Jan Galloway, Victoria Clarke, Sharon Kay and Justin Lees.



Lucy Chandler and Aysha Choudhary from Cardiff supporting no fault divorce during Good Divorce Week in November.

In April 2016 the Resolution Berkshire and Buckinghamshire group, Berkshire Child Care Lawyers and Local Family Justice board held a lunchtime event where they were joined by Sir James Munby the President of the Family Division.



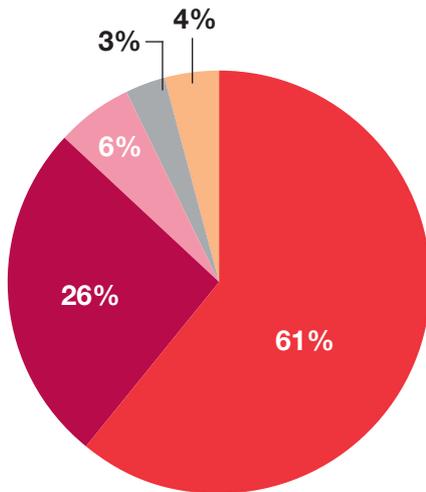
The Oxford Resolution group held a family law seminar in March at the Family Court in Oxford with all profits from ticket sales going to Cowley Child Contact Centre. Pictured left to right: Ross Sadler, Elizabeth Rapa, District Judge Payne and Anne Davies.

Financial overview

In 2016, Resolution's income totalled just over £1.9m. Of this, over half came from member subscriptions with much of the rest generated by training and learning activities.

- Our plans for 2016 included investing in new training and learning activities for members, increasing our regional committee support, and new member benefits, such as the online cohabitation agreements.
- Our expenditure includes an ongoing commitment of our reserves, and so our 2016 expenditure exceeded our income by £163k. This reflects the strategic objectives agreed by the Board, investing in specific membership projects. Our operating performance was £28k better than budgeted, reflecting careful cost control.
- In terms of our future years, we are investing in work to support members through training and learning, and also increasing our work on membership recruitment and retention so that more family justice professionals are aware of the benefits of Resolution membership. 2016 saw over 400 new members join, and we want to build on this in 2017.

Income

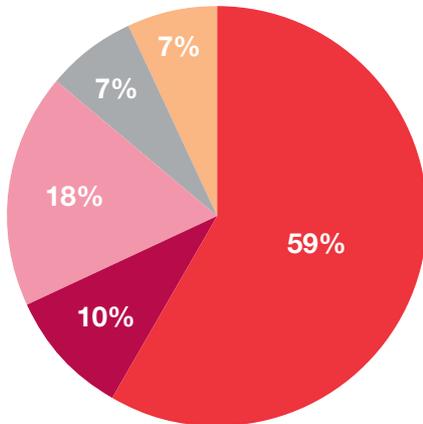


	%	£000s
Subscriptions	61%	1,211
Training & Learning (inc. seminars)	26%	509
Publications / Other	6%	116
Accreditation	3%	71
Investment Income	4%	79
TOTAL	100%	1,986



- 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 2016. This, together with rigorous financial management and investment in services for our members, means Resolution is in a sound position to support members in new and different ways and to campaign for positive policy changes.
- We will continue to invest in activities that raise the profile of Resolution and the work of our members, 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



	%	£000s
Training – General, Accreditation & Publications	59%	1,264
Membership Support	10%	219
Influencing & Engagement	18%	383
Office Costs & Administration	7%	143
Committees & Governance	6%	140
TOTAL	100%	2,149

Meet the Resolution team

Karen Birch

Membership Coordinator

Karen helps with the recruitment, retention and development of the Resolution membership.



Ida Forster

Project Manager

Ida manages innovative projects to help separating families.



Matt Bryant

Director, Communications

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



Louisa Grisdale

DR Services Manager

Louisa is responsible for co-ordinating the design, development and delivery of all our dispute resolution services.



Kayleigh Cella

Membership & Training Administrator

Kayleigh maintains the Resolution database and coordinates the membership application process.



Sue Gunn

Director, Membership Support

Sue oversees the administrative support and liaison for and on behalf of the membership.



Patrick Daniels

Head of Professional Development

Patrick is responsible for our training, learning and membership services.



Colin Jones

Chief Executive

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



Claire Easterman

Director, Operations

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



Angela Lake Carroll

Head of Standards (Consultant)

Angela deals with all our organisational and professional standards.



Euan Mackinnon

Editor (Consultant)

Euan edits Resolution's magazine *The Review*.



Rachel Rogers

Head of Policy

Rachel is responsible for co-ordinating Resolution's policy positions and responses to consultations, and advises members on policy issues.



Karen Rushton

Complaints Manager

Karen is responsible for handling concerns relating to breaches of our Code of Practice.



Vianney Segedin

Training, Events and Services Coordinator

Vianney works with our staff team and volunteers to deliver a rolling programme of training and events.



Paul Smith

Director, Finance

Paul is responsible for all our financial matters and controls. Paul also designs and develops our membership database.



Denise Sullivan

DR & General Administrator

Denise provides administrative support for our dispute resolution training.



Lisa Ribbens

Accreditation & General Administrator

Lisa guides and supports our members through the specialist accreditation process.



Victoria Sutton

Marketing Manager

Victoria has responsibility for all Resolution marketing and provides marketing support to our members.



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With special thanks to
James Pirrie, Phil Barnsley
and Lucy Loizou for their
contribution as National
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*Committee as at April 2017

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.

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