



Partneriaeth Gweithredu
Adferol Cymru

Wales Restorative
Approaches Partnership

Annual Report

April 2024 - March 2025



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Our Vision

Everybody being restorative

Our Mission

To build, maintain and repair relationships with restorative approaches

Our Aims

- 1. To be at the forefront of Wales becoming a world leading restorative nation**
- 2. To operate with restorative, trauma informed, co-operative and co-productive values and lead by example**
- 3. To promote, influence and embed Restorative Approaches as a core principle across all key sectors and strategies**
- 4. To be the provider of choice by delivering responsive and high-quality training, practice, and services**
- 5. To ensure the long-term sustainability of W.R.A.P. as an organisation**
- 6. To build, maintain and repair partnerships**

Chief Executive's Report

I am delighted to share W.R.A.P.'s eleventh annual report, highlighting the achievements, challenges and hard work of our wonderful team and partnerships.

On March 31st 2025 W.R.A.P. was 10 years and 7 months old. In last year's annual report, I reflected that "This year was one of the most challenging and pressured at times" for our business. This financial year continued to be a time of challenge and change internally and externally, as well as personally for many members of our team. The stretched economic backdrop affected all our partners and funders. However, we still achieved incredible outcomes alongside some major new business developments, all of which will sustain and grow W.R.A.P. in the immediate as well as longer term.

Together with our members and partners, service users, and funders, we have met all our Company strategic aims to different degrees. This has been a considerable achievement that reflects the hard work, skills, and commitment across the W.R.A.P. team. My sincere appreciation and thanks go to everyone involved, for the sacrifices made and the ongoing professional commitment to social impact and justice.

People and relational working are our strengths. I would like to recognise the determination and skills of our leadership and delivery team and our Board of Directors in navigating the stress of uncertainty, which is never easy to manage in any business. W.R.A.P. would be very different without any of those involved. We are blessed by an incredibly talented and resilient team at W.R.A.P. - staff, Board members and partnerships. This year brought both positive change in terms of the staff joining W.R.A.P. and new partnerships, as well as the challenge and sadness of staff moving on. We wish them all well.

The exceptional adaptability and creativity of our team means W.R.A.P. always offers a high professional service in all contexts, and sometimes under great pressure of time, energy, and diary management juggling.

The diversity and quality of our offer with broad sector reach are also W.R.A.P.'s business strengths, influencing key areas of life that can most affect a person's wellbeing and outcomes. This is key to W.R.A.P.'s strategic aim to be sustainable especially when different sectors such as education are experiencing further budget cutbacks. It has been another year of W.R.A.P. needing to be responsive to emerging needs. We have also maintained a diverse range of funding streams including contracts, grants, potential business development loans, and recently non-contact income via digital training and a paid license product. This gives us some control, flexibility, multiyear income, and financial resilience. The balance needs ongoing scrutiny but ensures business continuity when there is wider economic uncertainty.

During this year we have extended our relationships even further across sectors and localities including within Parc prison, pan Wales, across the UK and internationally. We formalised our partnership working with our Romanian colleagues further, confirming our digital contract with SPARK Generation for online training.

The cost-of-living crisis is still affecting communities and services that support them and increasingly affects our usual funders and partners, including schools and local authorities. This mirrors our local and global economic climate and impacts those we work with

profoundly. The criminal justice system is beyond full capacity and the wellbeing of people in prison, especially those on indeterminate sentences, is profoundly affected.

We are all still recovering from the mental health intergenerational impact of the COVID pandemic in our communities, rippling across families, in education, communities, and housing. Local and global instabilities have meant that too many people have to choose between heating and eating, and more children than ever across the UK live in poverty. Wars in Ukraine and Gaza and the wider Middle East tensions still affect global and local peace, and climate-related natural disasters are an increasingly frequent reality. Refugee and asylum-seeking migrations continue, in search of a better peaceful life whilst being seriously exploited and then detained.

In response to these realities, the need to work towards our vision of a world where everyone is restorative is stronger than ever. Social enterprises are very well placed to respond to diverse and increasing social needs and can harness the many local and often untapped strengths of local people and places. Being restorative offers a different lens to also notice humanity's best assets, strengths and potential and embraces a politics of hope. We promote and enable the possibility of change courageously, however small and incremental.

Especially in the midst of harm, we continue to promote the power of relationships to build, maintain and repair each other and our communities. We believe that with compassionate accountability, we can often emerge from adversity together, not apart. In restorative communities, we know we can carefully build our kindness, strengths, and achievable resilience together, however long that might take, one conversation at a time.

We want to help heal the broken traditional justice system and its overstretched prisons and staff. We can respectfully challenge traditional justice mindsets towards a more sustainable and human evidence-based approach to harm. Our Innovation Project in Parc prison is one small step towards exploring what works restoratively funded by the Ministry of Justice and successfully extended further to the end of 2026.

In criminal and community justice across Wales, strategic conversations are increasing about the levels of locally devolved justice, and the potential role of restorative approaches in early intervention, prevention, and response. Our presence within the South Wales Police and Crime Strategic Plan Commissioner's working groups has helped inform the long-term criminal justice strategy. Increasing the use of restorative approaches is now featured in the new Police Crime and Justice Plan 2025, after close collaboration with strategic leads.

Alongside being restorative, there is an ongoing recognition of the need for a trauma-informed approach, with concern for future generations and their wellbeing and acknowledging the rights of the child. We celebrate the fact that Wales leads the way in terms of innovative wellbeing and child safety legislation, education curriculum development through Successful Futures, and new mental health and wellbeing frameworks.

This year we have developed close relationships with Welsh Government's Cabinet Secretary for Education and her team and will continue to collaborate and to promote restorative education as an evidence-based model.

W.R.A.P. strives to model being restorative within our business. We try to be restorative in our supportive challenge with each other when issues arise internally and with partners, to model the behaviours we want to see in others. This takes courage and vulnerability.

We have continued hybrid working with more collective face-to-face meetings and delivery and try to stay as connected as possible as a team. In terms of wellbeing, this year brought multiple personal and professional challenges with periods of intense and then slower business activity to navigate. W.R.A.P. always tried to be as restorative as possible with regular check ins and team events, including time spent on team wellbeing days, and external coaching and reflective practice opportunities through the Parc prison contract. Our Employee Assistance Programme offers a range of wellbeing support for staff, and we provide regular supervision, including clinical supervision where needed.

Financially, the third sector and small businesses from across all sectors are sharing similar challenges to W.R.A.P. in a tough economic climate. We experienced a small loss, the first loss in nine years, but this does not adequately reflect the amount of excellent hard work, and positive business developments that will bear fruit in contracts post March 2025. Our larger funding partnerships via Local Authority leaders also experienced unforeseen delays and reductions in their core grants. This year also involved considerable business development activity time including on reviewing systems and core materials, new product development, and long-term multi-year funding partnership developments, including globally.

Changes in staff and recruitment and essential induction time plus innovation work in Parc prison also meant considerable time was invested in developing new skills, knowledge, and new sector learning as well as new and better quality products. This is time very well spent longer term as we can confidently gain future contracts; however, this impacted inevitably on this year's potential delivery activity at times.

We remain optimistic that the time invested this year on the business including developing our staff and resources will reap tangible rewards next and in subsequent years.

Looking forwards, we have been developing our new Strategic Plan 2024-2026. This always is a process, not an event. We are considering effective succession planning and staff development to grow our team and meet business needs. We continue to prioritise the quality and diversity of our products and further develop our digital abilities to become more accessible and competitive in an increasingly digital world.

Again, I thank everyone involved with W.R.A.P. in this challenging year— staff, Board Directors, business clients and communities. It is people, not programmes that change people, and also enables W.R.A.P. to flourish. We are always stronger together than apart, as the cooperative movement reminds us. I appreciate the patience, tolerance, sometimes forgiveness, and at times sacrifice and energy our work demands.

I have been so very proud, humbled, and privileged to be W.R.A.P.' S Chief Executive for all these years. I have immense respect and appreciation of everyone in W.R.A.P. and to those we are privileged to work with during these challenging and rewarding times. We look forward to the new relationships and business endeavours that the future brings.

Julia Houlston Clark, Chief Executive Officer July 2025

Who We Are

Board of Directors – March 2024- March 2025

Julia Houlston Clark
Rob Larkins (Treasurer)
Edmund Shiress
Rosana Detorres
Julie Pitt
Cheryl Pinheiro
Rebecca Hunter

Company Secretary (non-Board member) - Leanne Morgan
Minute Taker (non-Board member) – Gina Joseph

Board Activity

Our Board of Directors supported the Senior Leadership Team to ensure the organisation met its legal requirements. The Board operates a rolling Chair system which enables a collaborative model of managing agendas and sharing tasks. W.R.A.P. remains grateful for the diverse professional and volunteering experiences the Board displayed through their support and challenge, whilst remaining cognisant of staff wellbeing and the challenges and joys of being in the third sector. This included intensive work on policies and procedures, financial scrutiny and support, and problem solving this year.

A special note of thanks in recognition of the time given freely by all the Directors to ensure the business continues to meet its obligations, works towards its strategic aims and social impact, and maintains financial stability and sustainability within a particularly challenging economic climate.

The W.R.A.P. Team

Our dedicated team brings a wealth of experience from sectors including education and early years, prisons, housing, mental health, and community development. We have great diversity in our professional and lived experience, which continues to enrich our work with each other and those we work with.

We welcomed Madison Johnstone and Lucy Jackson to our training and practice team. They continue to contribute their skills and creativity from early years and teaching, especially as we develop our work in early years, with young peer mediators, our work with young people in hostels, as well as bringing expertise to our online and digital content offer.

We sadly said goodbye to Vince Sanderson, one of the first members of our team in 2014, as he left to further establish his own training business. We thank Vince for his ongoing commitment to the restorative field and his fantastic and impactful contribution to W.R.A.P.'s work and developments for more than 10 years. We wish Vince the very best.

We had no active Associates during this period.

Volunteering

Since the introduction of hybrid working, volunteering opportunities within W.R.A.P. are still paused, due to the inability to provide a meaningful experience and support. Quality volunteering opportunities need a well-resourced and managed model and purpose, and during this year of further considerable change this was not possible or desirable.

Julia and Leanne continued their voluntary work as a School Governor which adds to our education sector's contemporary knowledge for W.R.A.P.'s overall benefit.

Membership of W.R.A.P. as a Co-operative

Although we have many partners formal and informal, being a full member of W.R.A.P. means being a Director or member of staff, associate, or a volunteer for more than 6 months in order to have voting rights. In March 2025, we have the following active voting members: -

Members with full voting rights

1. Julia Houlston Clark
2. Edmund Shiress
3. Robert Larkins
4. Rosana Detorres
5. Julie Pitt
6. Cheryl Pinheiro
7. Rebecca Hunter
8. Leanne Morgan
9. Anthony Houlston Clark
10. Sansha Allen-Jones
11. Eleanor Barrow
12. Megan Davies
13. Kate Smyth
14. Madison Johnstone
15. Lucy Jackson

What we have achieved

Highlights

- The W.R.A.P. delivery team worked intensively together to ensure the consistency and quality of our offer, achieving the Restorative Justice Council various registrations again to the appropriate levels.
- We continued to receive new requests for our services and new services, continuing work with Caerphilly Council and restorative development with Grŵp Llandrillo Menai (GLLM), encompassing 10 College sites across North Wales.
- We began codeveloping new training products and interventions, including our engagement circles programme, wellbeing resources and adapted training within Parc prison, and adapting our training for staff working with children in Early Years settings

- We continued delivering our 2-year HMPPS Innovation Grant more intensively, with all the trainer and practitioner team finally security cleared and fully prison trained as key holding non operational staff with considerable time and effort.
- We firmed up the W.R.A.P. core license agreement with legal advice and support which we were able to sell to partners and will continue to promote as a new product to generate income.
- We continued to measure and evaluate our impact with Kate our PhD researcher and received training and input about good research modelling for our team via our new academic research partners in Cardiff Metropolitan University and Swansea University. We began analysing and presenting our social impact with support from Cwmpas.
- We continued face to face as well as online training, group supervision and management coaching in Romania via Transylvania College and the School of Trust Charity, training 90 school leaders from across Romania. This included agreeing a funded license agreement for a train the trainer course and future supervision.
- We reviewed, quality assured and amended our core training products to ensure branding consistency and professional presentation, including producing a train the trainer manual.
- We continue to raise awareness about potential applications of restorative approaches with new partners and sectors, including directly with Welsh Government, Police and Crime Commissioners and team, and Ministry of Justice leaders.
- We began working with the Cwmpas marketing team to codevelop our marketing strategic and content, including capturing and promoting our social impact and achievements.

Research and evaluation

We are very pleased to work in partnership with Swansea University to support and employ part time Kate Smyth, a PhD candidate at Swansea University. Kate is researching aspects of restorative approaches and wellbeing, and brings prior restorative practice experience and Master's level restorative justice research knowledge. Kate is researching the impact of restorative approaches across the HMP Parc Prison project.

Professor John Hobson, a recognised expert in research methods and outcomes in restorative justice continues to lead the research elements of the Parc Prison project together with Dr Sara Correia, lecturer in Law at Swansea University.

Kate has also been focussed on our impact in schools which has added to the quality and rigour of our reporting. It is a great asset to be able to more fully achieve our strategic aim to contribute to restorative research and evidence our impact with such high-quality work.

Wellbeing

We all struggle at times managing the different challenges and demands of life, at home, in family and at work. W.R.A.P. provides as much wellbeing support as possible and strives to be family friendly. Sadly, several team members experienced serious personal and family health challenges this year again.

I would also like to acknowledge the impact of maintaining a small social enterprise can have at times, with personal stress and sacrifice especially at peak delivery times for everyone this year.

We maintained healthy relationships and connections as far as possible, checking in with each other and as a team regularly. We provided wellbeing focussed time and events, as well as offering supervision as a team and on-demand individually. The Employee Assistance Programme commissioned by W.R.A.P. provides independent diverse support for staff and their families to access as needed, including access to free counselling and wellbeing advice.

The HMPPS Parc prison project grant also brings additional support in terms of individual therapeutic coaching and reflective practice support and training to help process and manage the various stressors and trauma prison work can bring, alongside its rewards.

We developed a new working relationship with Dr Helen Jones, a Counselling Clinical Psychologist who provided mental health awareness training and wellbeing events at her home this year. This included wellbeing time with her alpacas!

Digital developments

Digital safety is even more important in a hybrid world and when working with sensitive data. W.R.A.P. renewed its IASME Gold and Cyber Essentials Plus Awards this year.

“Restorativ” is now embedded as our secure case management system, and we are co-working with their technical team to continue to adapt their system to be more bespoke to meet our staff and client needs and our reporting requirements.

Our new digital booking system has been designed ready to be rolled out in the next year.

We continue to design and produce online resources towards expanding our online training. We aim to generate income without having to rely on staff time, and to be accessible globally at any hour of the day. This is key to remaining competitive in the restorative community, as other companies start to offer the same facility, and all training providers increasingly offer digital learning options for convenience.

Our first pilot of the digital design process began at the end of this year, inspired by our international partnership with SPARK Generation via their learning management system. The process itself developed our skills and knowledge and gave us valuable lessons for our future in house digital developments, whilst we retain ownership of the SPARK pilot materials for the future.

Practice Work Across W.R.A.P.

Different elements of restorative practice were delivered during this year within W.R.A.P. whilst newer members of the team developed their practice experience and knowledge. Everyone worked towards achieving or renewing their advanced accredited practitioner status with the Restorative Justice Council. We successfully renewed our RJC Registered Restorative Service and Restorative Training Provider registrations.

We received far fewer restorative practice referrals this year compared to previous years, partly due to us not over promoting our service whilst we mentor and skill up new and existing members of staff in their training confidence and experience as well as practice confidence by shadowing.

We completed 5 cases formally, some involving numerous participants and embracing complex and sensitive issues and wellbeing needs. Cases included local community based group work; workplace mediation and team conflict group work, and management, Director, and Board level restorative support and mediations.

The line between practice and training can become very blurred especially when enabling clients to be able to have their own difficult conversations. As always, restorative practice or personal advice and coaching requests from participants arose during our training event time. Personal disclosures in the moment are also an inevitable part of our work and can sometimes trigger safeguarding concern processes. This happens frequently in Parc prison, including during initial assessment, individual support and within circles with the men. Within the Cadwyn Ending Homeless project this is also a reality, when working with young tenants to improve their wellbeing and restorative relationship skills.

The practice process and recording systems within W.R.A.P. are being regularly reviewed. We will continue to enable facilitators to have more time to develop their restorative skills, competence and confidence with focussed mentoring, CPD and supervision in the coming year.

Hopefully more formal practice will expand further soon via our new Police and Crime Commissioner's priority interests in her strategic delivery plan and the sentencing reform activity, including the use of restorative interventions as an out of court disposal or diversion activity.

Training Work across W.R.A.P.

W.R.A.P has delivered training across all of our 5 core sectors this year with our work in criminal justice increasing because of the HMPPS Innovation work at Parc prison. It is worth noting that social housing providers such as Cadwyn and Beacon are large private businesses and landlords in their own right. So there is crossover between this sector which is labelled as "community" for our business code categorisation for recording. Our ongoing work with Lloyds TSB national leads has also been rolled out more regionally to support

local social businesses and charities across the UK, this included training across England and Wales.

In addition, we also engaged with families and carers via our parent engagement sessions in schools, and with school governing bodies from every school we work with to ensure that as many stakeholders in learning and teaching communities are aware of what restorative approaches might mean for them and to answer any queries.

Training data

In total, W.R.A.P has trained 1274 adults this year and circa 130 children and young people across our diverse range of restorative training products and interventions, not including the St Giles Project group work. The education sector continues to be our largest clients in terms of numbers of people trained. This included training young peer mediators which continues to gain very positive feedback and high engagement. This does not include the many hundreds if not thousands of pupils engaged via our school assemblies, where we introduce and reinforce what being restorative means to them when their school becomes more restorative.

Within the St Giles project partnership, Sansha our Personal Wellbeing Group Facilitator delivered restorative wellbeing group work, both face to face and online across Wales. Our project works with men on Probation in communities to offers specific group coaching and interventions to address wellbeing needs, identified by them with their Probation Officers. We have developed a good working relationship with the St Giles management team, and the HMPPS funded project will be extended further to 2027.

The sessions were completed with 629 men on Probation this year, exceeding the target of 504 participants. Sansha reported that the sessions are still gaining positive and impactful feedback and case studies. However, since last reporting, the number of workshops each individual can attend is now a maximum of 6, with the majority number of workshop sessions being attended standing at only 2-3. This makes it more difficult to monitor substantial progress.

As always, feedback from training continues to be extremely positive with many people reporting they are taking back tools and techniques to use in their professional roles as well as personal lives. We actively respond to ideas to improve our training and resources from all our clients and funders, including some in depth scrutiny by funding leads around quality and impact within our larger projects.

We continue to review develop our training materials and quality assurance, including deigning bespoke training courses to meet specific clients' needs. This is important to some of our clients to evidence learning and to draw down funding, as well as adding to our competitive reputation as a national qualifications provider.

As an example, we were asked to facilitate strategic development days with Monmouth Borough Town Council using restorative approaches to encourage team building across political parties, to codevelop their vision, mission, strategic aims and objectives, and for the

greater use of restorative practices in decision making by elected members and with local communities.

Across the team, staff attended specialist online and in person training events as CPD to network and improve their skills and knowledge e.g. Mint House and Restorative Justice Council events, and also benefited from extensive core and specialised training via Parc prison.

Conferences and Events

Conferences and events enable us to share our message wider and connect with colleagues from across sectors to meet and share good practice.

Conferences are also opportunities for us to learn, consult and develop new areas of work and attract new clients from different sectors.

This year, we codeveloped the programme and delivered keynotes and workshops at the Restorative Justice Council's National Annual Conference which was held in Cardiff, the first time the event has been delivered in Wales in decades. This meant we could highlight the excellent work of our school cluster programme as well as raise the profile of W.R.A.P. nationally with other restorative leaders and staff.

We presented at Unison's National Conference and attended and facilitated workshops at the first Wales Social Justice Conference. We attended and presented at several other local community and education sector conferences, networks, and events, bringing the W.R.A.P. stand and materials to promote our business, and learn about current issues and network.

We also actively contributed to the development of new standards and principles for practice and training by the RJC as part of their review.

Finance Report for the year ended 31/3/25

Leanne Morgan, Business Director

The past year presented a series of challenges driven by the budgetary pressures experienced by our clients, which inevitably impacted our work. Operating across five key sectors—education, families, criminal justice, business, and communities—we felt the effects of tightened resources and the ripple effects this caused.

We were disappointed to report a loss for the first time in nine years; however, we remain confident that the contracts secured during the year positioned the organisation for renewed growth and success in the forthcoming year. In the face of these challenges, we stayed committed to our mission, adapting our approach and strengthening collaborations to ensure our training continued to deliver value and support where it was needed most.

During the year, we continued to work in partnership with St Giles Trust & The Wise Group on the Personal Wellbeing Contract, where our Personal Wellbeing Group Facilitator provided restorative group sessions to men on probation.

We also worked more intensively on the Ministry of Justice project at HMP Parc to improve the safety and wellbeing of men on Imprisonment for Public Protection (IPP) sentences, their families and/or significant relationships, and support for all the staff working with them. This grant helped buffer the effect of the reduction in funding from across the education sector as a whole and was our second largest income stream.

Caerphilly County Borough Council continues to strategically invest some of their Welsh Government school wellbeing grant with us. We continue to roll out our school cluster 3-year model in 2 local areas in the County which experience multiple deprivation and diverse challenges.

During this period, we received support from various funders, including:

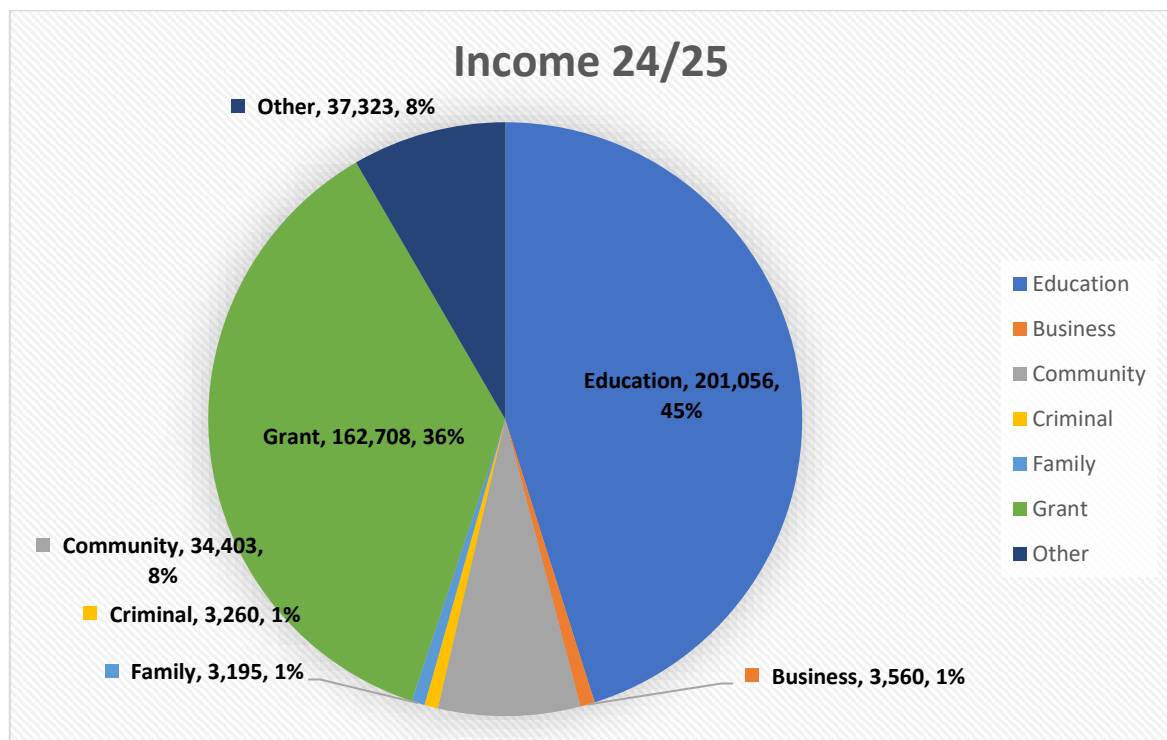
- **Ministry of Justice** – HMPPS Innovation Grant for the IPP project work
- **Cadwyn Housing Association** – Help End Homelessness Project
- **Cardiff Council** – Cardiff Business Growth Fund

We were grateful for the support that enabled W.R.A.P. to develop resources and collaborate with organisations that assisted the most vulnerable members of our communities.

We continued to invest in staff training and support to ensure our team developed and thrived within their roles at W.R.A.P.

Analysis of Income 24/25						
Sector	Training	Grant	Practice *	Other	Grand Total	%
Business	2,985		575		3,560	1
Criminal Justice	3,260	152,445			155,705	35
Community	28,406	5,263	5,997		39,666	9
Education	200,040		1,016		201,056	45
Families	3,195				3,195	1
Misc		5,000		37,323	42,323	9
Grand Total	237,885	162,708	7,589	37,323	445,505	100%
%	54	36	2	8	100	

*Note: This figure refers to direct client requests for casework. It is important to note that there is a substantial amount of practice work within the MOJ contract.



Please note that the criminal justice work in Parc prison is classified as grant work in this infographic, as it is funded by the HMPPS Innovation grant.

Summary of financial information

Year	Year No	Income	Expenditure	Profit / -Loss	Cumulative Profit /-Loss
14/15	1	220,495	237,726	-17,231	-17,231
15/16	2	309,455	365,474	-56,019	-73,250
16/17	3	301,238	278,306	22,932	-50,318
17/18	4	346,468	333,069	13,399	-36,919
18/19	5	339,683	325,750	13,933	-22,986
19/20	6	342,487	319,355	23,132	146
20/21	7	363,944	361,949	1,995	2,141
21/22	8	705,690	647,982	57,708	59,849
22/23	9	599,630	594,552	5,078	64,927
23/24	10	503,242	497,306	5,936	70,863
24/25	11	445,505	466,034	-20,529	50,334
Total		4,477,837	4,427,503	50,334	

Conclusions and Next Steps

Julia Houlston Clark, Chief Executive

Reflecting on a year of incredible hard work, innovation and high social impact. Congratulations and appreciation again to all members and stakeholders involved with W.R.A.P. who have enabled us to achieve another successful year in terms of promoting restorative and social justice, against the economic odds.

It has been a challenging year financially, alongside key staff changes and new appointments plus new projects and innovations, and with the change, stress and energy that juggle involves. It was disappointing to have our first reported loss in 5 years, for a combination of reasons that we know and understand and can mitigate in future years.

We can see that the future for W.R.A.P. next financial year and beyond is positive, if still challenging across the third sector as well as the public and private sectors. Considerable time has been invested in working to help us grow and sustain W.R.A.P. for the longer term. This development work does not always attract income but ensures future resilience.

Many small social businesses and even large charities have sadly have not been so sustainable in the recent economic climate, and we need to celebrate the agility, acumen and determination that surviving and thriving takes across W.R.A.P. Our leadership and management culture of using restorative approaches internally and with our partners has enabled us to navigate sometimes difficult challenges and differences openly and together.

We can see again this year that we can strategically “ride a storm,” including developing new work with repeat customers, gaining new clients, and diversifying income streams and services; managing staff and business model developments and recruiting well; and becoming increasingly digitally able and working positively through any challenges and changes together collaboratively.

Looking forwards to next year, in addition to our constant search for new partnerships and product developments, we are beginning a period of exciting digital innovation; targeted marketing of our products with the Cwmpas marketing team; and an extended contract with Ministry of Justice at HMP Parc. We will also be rolling out our new Early Years restorative training programme and collaborating again with Carmarthenshire Council to embed restorative practice with quality assurance and training coaches. We will be growing our local and global long-term partnerships with the new digital offer which mean global working is more accessible.

The organisation will be focussing on succession planning across the business, building the skills and experience of our strong and committed team, and exploring the potential for associate working to address any skills and knowledge gaps cost effectively.

In our wider strategic context in Wales, our Strategic Plan 2025-27 acknowledges the increasing support and written guidance by Welsh Government education ministers and advisors for restorative approaches, alongside the strategic inclusion of restorative approaches by the new Police and Crime Commissioner for South Wales. Both of these recent

formal recognitions in 2 of our key sectors are a reflection of W.R.A.P. persisting with meeting and sharing best practices and evidence with key leads over several years.

This in turn means that grant and tender funding for restorative training and practice via these key routes for schools and local authorities and justice agencies is much more likely than ever before in W.R.A.P.'s history. This is good news at a time when public sector funding is increasingly stretched.

We look forwards confidently to another year when we will be even more restorative together.

Julia Houlston Clark CEO