



Rainbow House

Rehabilitation, Education & Fun

TRUSTEES' REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDING 31st AUGUST 2015



LEGAL AND ADMINISTRATIVE INFORMATION

Trustees/Directors:

| | |
|--------------------|------------------------------|
| Mrs K L Macpherson | |
| Mr P Maddison | |
| Mr G E Jones | |
| Mrs M McWha | |
| Mr P Entwistle | Resigned |
| Miss C Fiddler | Resigned |
| Mr K M Abbott | (Appointed 9 September 2015) |
| Ms L D'Arcy | (Appointed 9 September 2015) |
| Mrs P Clare CBE DL | (Appointed 21 October 2015) |
| Mrs A V Dewhurst | (Appointed 21 October 2015) |

Registered Office:

Salt Pit Lane
Mawdesley
Ormskirk
Lancashire
L40 2QX

Charity Number: 1127498

Company Number: 06725399

Auditor:

Pierce C.A. Limited
Mentor House
Ainsworth Street
Blackburn
Lancashire
BB1 6AY

Bankers:

National Westminster Bank plc
46 Market Street
Chorley
Lancashire
PR7 2RZ

Barclays Bank plc
38 Fishergate
Preston
PR1 2AD

Santander
T54 Ground Floor Ops
Bridle Road
Bootle
L30 4GB

Message from the Board of Trustees

The organisation has changed its financial reporting period to 31 August in line with the academic year. As a result this report covers a period of 17 months.

The Charity has undergone a period of change which, I am delighted to report, has resulted in the Charity emerging in a stronger position at the end of the period.

Due to circumstances beyond his control our Chairman, Phil Entwhistle, had to stand down from the board of trustees in November 2014. We thank Phil for all his hard work over many years of service and send him our best wishes for the future.

In July 2015, Joanne Mawdsley, the founder of the organisation, decided to resign from the charity to pursue new areas of interest. We thank Joe for her vision and her tenacity to establish the services and wish her and her family well.

Carole Cochrane was appointed as our new CEO in August 2015 and has already had a fantastic impact on our organisation. I look forward to an exciting future for the Charity working with Carole.

We have secured the funding to complete the Enablement Hub, which is a brand new, purpose built facility to provide our Conductive Education services and an opportunity to develop and expand our services in the future.

The changes during the period have brought trustees, staff, parents, carers and families closer together to strengthen the Charity, improve fundraising initiatives and promote communication. Importantly the Charity has secured new partnerships which has improved the financial sustainability of the organisation.

The trustees would like to sincerely thank all our staff who have worked with us to ensure our high quality services are provided for current and future beneficiaries. We are very grateful for their continued commitment to the Charity.

I personally would like to thank my fellow trustees for their ongoing support and commitment, and welcome our new Chairperson and trustees to the board to strengthen our governance.

Paul Maddison, Acting Chairman
(2 November 2014 to 18 October 2015)

WHAT OUR BENEFICIARIES SAY ABOUT US...

ALEX'S STORY



My son Alex suffered oxygen starvation at birth and so started his journey in neo-natal intensive care where he spent 3 ½ weeks. It was a week before I could give him a cuddle. The lack of oxygen caused brain damage and so he has quadriplegic cerebral palsy. He has been fed through a tube since he was born and also has severe epilepsy for which he has had frequent trips to hospital. He also has life threatening problems with his intestines which are tangled and in the wrong place, and so has had two lots of emergency surgery to try and correct them with long stays in hospital. But despite all of this, he is a little fighter and is doing incredibly well. We found Rainbow House when Alex was 2 years old. What he has achieved in the time he has attended is a miracle. From being able to do absolutely nothing, he can now proudly hold his head up high and sit for seconds independently, all thanks to Conductive Education. Watching him take steps with help and seeing how tall he stands brings tears to my eyes. Now the future is positive as he is achieving new things every day. And I never dreamt that I would be able to say I've played football with my son

Written by Alex's Mum, Karen

JACOB'S STORY

When I was younger, i used to love playing sports, getting dirty and just being a typical boy.....then at the age of 5 years old my life changed forever. I started to feel unwell, I was taken to the hospital for lots of tests and they found an inoperable tumour in my brain. The only thing they can do for me is shrink it. Whilst going through treatment, I had a stroke. I have lost my sight in my left eye and control of the left side of my body. I spent months in hospital; I lost all of my independent skills and physical abilities. When I came to Rainbow House, all I wanted to do was be able to sit on the floor and play with my lego.... I achieved this after a few weeks of attending my Conductive Education sessions. I am now working towards standing up from kneeling, using my fine motor skills to hold objects and stepping up and down from a box. My life was turned upside down, but with the help and support from Rainbow House I am able to challenge myself and learn new and exciting skills.

Written on behalf of Jacob by his Mum Louise



The Trustees, who are also Non-Executive Directors for the purpose of the Companies Act are pleased to present their report together with the Audited Finance Statements for the year ending 31 August 2015.

STRUCTURE GOVERNANCE AND MANAGEMENT

LEGAL STATUS

The Legacy Rainbow House is a Company Limited by Guarantee in England, not having a share capital, incorporated under the Company Act of 1985 (Registered Number 06725399). The Company is registered as a charity with the Charity Commission for England & Wales (Charity Number 1127498). The charity was incorporated on 16 October 2008.

GOVERNANCE

The charity is governed by its Memorandum & Articles of Association with the activities of the organisation being entrusted to a Board comprising at least three Trustees. The Trustees are drawn from different backgrounds within the business and community and parents of children with disabilities, bringing a broad range of skills, experiences and knowledge to Board deliberations.

New Trustees are appointed by resolution of the Trustees in accordance with provisions of the Articles of Association. All new Trustees appointed in the year are familiarised with their statutory responsibilities, their role as Board members, the governance framework within the organisation, the work of the charity and the risk environment. Ongoing training is arranged as and when identified.

OUR BOARD

In the past there was clear distinction between the role of the Board and Management. However, due to the loss of key personnel there was a period where it was necessary for the two roles to merge.

The appointment of an Interim Chief Executive Officer and the restructure of the Senior Management Team has resulted in a return to 'Board Decides, Management Implements, and Board Monitors'.

A small Senior Management Team meet regularly to ensure close monitoring of services and finances and to be able to raise any relevant issues to the Board at the earliest opportunity.

The Treasurer meets on a regular basis with the Finance Manager and this results in a good understanding at board level of all our financial transactions.

Staff are invited to attend board meetings to present on their areas of work thus enhancing relationships between staff and trustees and for trustees to learn more about our services from those delivering them.

MANAGEMENT

The organisation had a flat management structure with a Business Manager as the linkage to the Board. The appointment of the Interim Chief Executive Officer and the formation of a Senior Management Team has resulted in a more effective way of working with clear lines of communication to the Board and Staff Teams.

OBJECTIVES & ACTIVITIES

The Legacy Rainbow House was established in direct response to the needs of parents of disabled children. The service has grown in both scope and scale offering an increasing range of services to increased numbers of children, young adults and adults with disabilities and their families.

The Legacy Rainbow House is a Charitable Company Limited by Guarantee employing 24 staff (a mixture of part and full time staff) and supporting over 85 families.

THE NEED

The additional challenges facing someone with a disability and their family extend far beyond the immediate physical and mental impairments of that person.

The additional challenges caused by physical and cognitive limitations can further hinder development in other areas and have a devastating impact on their quality of life.

Their chances of developing secondary medical conditions and health issues are increased. Also, limitations in their speech, language and communications, dependency on family and carers and the obvious mobility and cognitive issues can limit opportunities for participation and social integration in personality, emotional wellbeing and the life skills required to maximise independence,

Added to this, disability can have a profound effect on the entire family unit; the physical and emotional demands, time and financial costs and logistical complexities associated with caring for a disabled person can have far reaching effects.

PUBLIC BENEFIT STATEMENT

The Legacy Rainbow House works for the public benefit through its work delivering a range of education, enablement and support services to disabled children, young adults and adults and their families. The Trustees have complied with their duty to note and pay due regard to public benefit guidance published by the Charities Commission. The Trustees are committed to ensuring the Charity remains responsive to, and respectful of, the diverse needs of those with disabilities and their families and carers and the local community, enabling families to pursue ordinary lives and to see their disabled family member achieve their full potential.

OBJECTIVES

Objects

To achieve the education and relieve the suffering of people (mainly children) with physical disabilities and life reducing conditions and to provide information, advice and guidance for their families and carers in particular by means of education, conductive education, rehabilitation and the provision of participation in sport and other recreation.

Aim

To maximise each disabled person's potential to enjoy the best quality of life possible.

- Maximising the physical, cognitive, social, psychological, educational and emotional development potential of disabled people.
- Increasing their access to and availability of opportunities to participate in education, social, community and recreational activities.

To maximise each disabled person's independence and reduce the need for life long care.

- Enabling disabled people to carry out personal care and life skills activities independently.
- Reducing the level of social care and supported living interventions required relative to the general population with similar conditions.
- Contributing to cost savings in state social care provision.
- Supporting young people to maintain a level of physical well-being that reduces the necessity of medical interventions relative to the general public with similar conditions.
- Contributing to cost savings in NHS medical interventions.

To Empower parents

- Improving parents' knowledge of how to support and care for their children with disabilities.
- Improving parents' understanding of the emotional and psychological issues around having a child with a disability associated with support services.
- Increasing parents' ability to make informed legal, medical and care decisions.
- Increasing parents' awareness of the social welfare and benefits environment.

Activities

With the disabled person at the centre of everything we do, The Legacy Rainbow House takes a holistic approach to supporting a person with a disability and their family to address the challenges associated with the practical, emotional and financial impacts of caring for a family member with a disability.

Enablement Services

Our core service is the provision of holistic therapy in the form of Conductive Education to children, young adults and adults with disabilities, acquired brain injury and complex needs.

Conductive Education is a holistic system of learning in which disabled people are encouraged to develop their full range of life skills including practically based physical activities, cognitive skills, communication and language, emotional wellbeing, social interaction and their individual personalities; unlocking their full potential so they can lead the most independent, fulfilled lives as possible. This service is delivered in small groups and, where needed, on a one-to-one basis.

Services are tailored to meet the needs of the person with the disability and are in parent and child groups, primary and secondary age groups, young adult groups and adult groups.

In line with The Rainbow House philosophy of supporting the person's holistic development within all areas of their lives, the Enablement Services also maintain strong links with other professionals, both internal to and outside of the organisation, to ensure the beneficiaries' development, education, work and home environments give the best possible opportunities to achieve their potential.

To support this approach the Charity employs a multidisciplinary team of dedicated professionals, including a team of conductors; a physiotherapist; early years professionals and a qualified teacher specialising in inclusion and speech language and communication. They all work together sharing best practice, developing plans for each child, carrying out annual development reviews, liaising with external network of education, health and social care teams informing decisions and providing key information to support the provision of all-round care in the disabled person's life.

ACHIEVEMENTS AND PERFORMANCE

We said we would ensure continuation and consolidation of existing services.

We have:

- Continued to deliver Conductive Education Services. During the development of the new hub this meant being creative about how and where we delivered the sessions. For the final month of the building work we provided sessions through schools and at the homes of our beneficiaries.
- .Delivered short breaks and fun clubs during school holidays. This included several residential and day activities both on and off site.
- In partnership with The Legacy Nursery delivered early years intervention, education and support for disabled children in a fully integrated setting,
- Continued to deliver outreach Conductive Education services in Cumbria.
- Increased our support to parents and families to ensure they have access to information that allows for informed choices, practical and emotional support, information and training sessions to promote their health and wellbeing.

We said we would complete the construction of the new building.

We have:

- Secured sufficient funding to complete the work in readiness for an October opening.

We said we would strengthen governance and management systems.

We have:

- Sought interest from potential Trustees (four new trustees appointed in October 2015).
- Appointed an Interim Chief Executive with a lengthy and successful background in managing medium to large charities and who is skilled in Change Management.
- Restructured to form a Senior Management Team.
- We have identified a Quality Assurance System that encompasses all aspects of the work of the charity including governance.

We said we would strengthen our financial position.

We have:

- Secured support from several new supporters, including several three year partnerships.
- Secured the charity as Preston North End FC and Manchester City FC 'Charity of the Year'.

We said we would develop proposals for expanding existing and developing new services.

We have:

- Increased our work with parents.
- Increased our partnership work to ensure we are not duplicating services but working with others to enhance provision.
- We have worked in collaboration with statutory authorities to deliver residential and short breaks and fun clubs.

FINANCIAL REVIEW

Financial Summary

A summary of the income and expenditure is as follows:

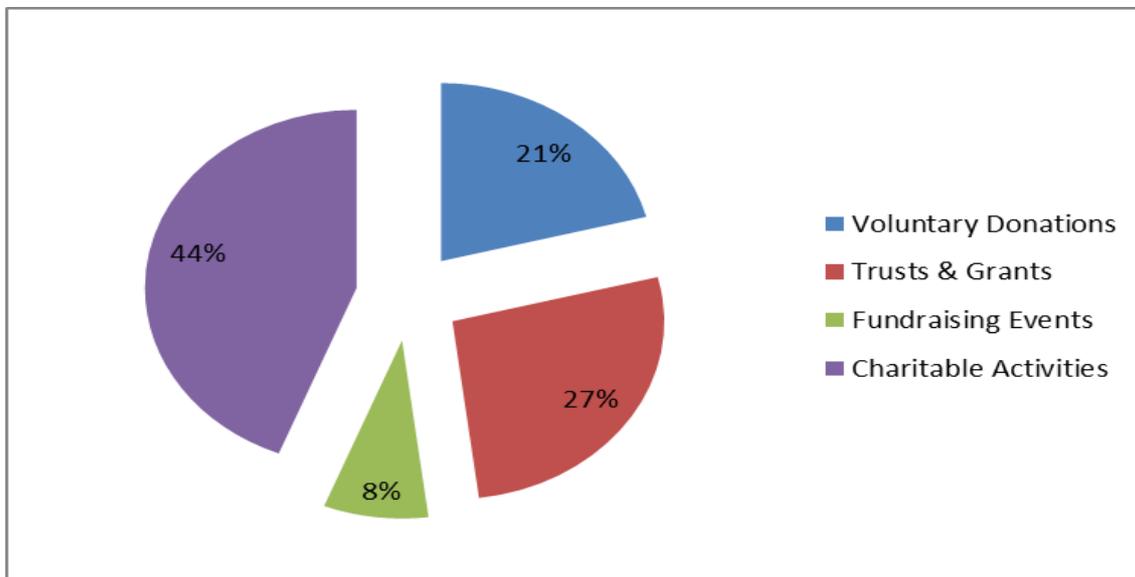
| | Unrestricted Funds 2014/15 | Restricted Funds 2014/15 | Total Funds 2014/15 | Total Funds 2013/14 |
|-----------------------------|---------------------------------------|-------------------------------------|--------------------------------|------------------------|
| Total incoming resources | 910,318 | 281,314 | 1,191,632 | 909,100 |
| Total Resources expended | 1,026,477 | 53,639 | 1,080,116 | 853,688 |
| Net Movement for the period | 118,217 | (6,701) | 644,970 | 588,558 |

Reserves Policy

The Board of Trustees has established a policy with an aim that the unrestricted funds not committed or designated for a specific purpose held by the Charity should be 6 months of the resources expended on core activities. At this level the Board feels that they would be able to continue the current core activities of the Charity in the event of a significant drop in funding. This period would allow the Board to consider how the funding would be replaced or the activities changes.

Principal Funding Sources

Income to the Charity in 2014/15 amounted to £1,191,632. The main sources of these funds were as follows:



Future Plans

Services:

We have both quantitative and qualitative evidence of the positive impact conductive education sessions have on the health and well-being of our beneficiaries.

Our successes include being able to get users sitting, walking and talking when others had said this would never happen.

We recognise the importance of working with users and their families to set achievable goals and to give practical and emotional support that allows for parents, carers and families to continue the exercises in between Conductive Education sessions. Numbers requiring our services continue to grow and therefore we aim to:

Secure the funds and ensure full completion and fitting out of the Rainbow Hub that will allow for:

- Conductive Education to expand the numbers and ages supported at The Rainbow Hub, Mawdsley. To grow our work with adults who would benefit from CE.
- To implement an impact measuring tool that better allows us to track someone's progress.
- To increase our outreach work in Barrow.
- To identify gaps in service provision that we might be able to support i.e. increase our Physio support to adults who have had a stroke/MS etc.
- To deliver short breaks/fun clubs during school holiday periods.

The Legacy Nursery

Whilst an independent community interest company the nursery is very much part of the Rainbow House family and working together we can, and do, ensure smooth transition of services and maximise the use of skills and experience within teams to ensure that children get the best possible support and continue to offer and improve high quality childcare.

- Increase capacity through the provision of an additional classroom.
- Increase the numbers within all age groups including babies.
- Retain our 'Outstanding' rating with Ofsted.

Parent/Carer Support

We can never underestimate the impact of having a child with disabilities has on a family unit and we recognise just how much family carers give to ensure their children have the best possible support to reach their potential. Whilst all of this is admirable we must ensure that we can and do offer support to these families and allow them to be rightly proud of their endeavours and to be able to off-load in confidence at times of heightened stress.

We therefore aim to:

- Develop our work with parents/carers through one-to-one and peer support. This can be for opportunities to gain new knowledge or for emotional support.
- Develop & deliver holistic therapies.
- Develop a male carers' group.
- Research possible delivery of sibling support.

Income Generation

Securing funding to complete the hub and keep services operation in 2014/15 proved challenging.

To ensure our sustainability we will:

- Form long term partnerships with at least two funders.
- We will secure ourselves as the chosen charity of at least 3 funders.
- We will diversify our funding bases to include Grant Making Trusts; Corporates; Community; Events; Individual Giving; and High Value Donors.
- We will expand our knowledge, experience & skill base to allow for us to successfully bid for statutory contracts.
- We will work with parents, carers & families to find effective ways to secure financial contribution towards the Conductive Education sessions.

Expenditure:

By setting a realistic budget, income targets and expenditure controls we can be sure to manage our finances within the charity/company requirements.

PR/Media

It is vital that we positively communicate all the exciting changes that have, and are, taking place, to do this we will work with stakeholders to agree and implement:-

- Rebrand to reflect the locally known name of Rainbow House.
- New logo (with strapline that reflects what we do)
- New Website
- New Key Messages
- PR Strategy that encompasses all outlets of press, radio, social media etc.

Staffing:

One of the most valued resources of the charity is its staff team. They showed true dedication by taking salary cuts etc. to get the charity through a difficult period. They have eagerly embraced the changes and are working with trustees to ensure a successful and exciting future for the charity and more importantly, its beneficiaries.

In recognition of their support and development needs we aim to:

- Implement staff support sessions for all. This will result in agreed work plans (that reflect the organisation's strategic plan) for each employee.
- Diarise regular personal and team support sessions and access to appropriate training when and where possible.
- Implement effective communication channels to ensure staff and volunteers are kept up to date and able to participate in the development of a 3 year business plan, quality assurance scheme, development opportunities and board discussions/decisions.
- Implement a Quality Assurance System to ensure that all of our HR policies are up to date and fit for purpose.

Volunteers:

We are aware of the additional value volunteers can and do bring to our work. The organisation already benefits from the support of our volunteer Trustees, funding groups, handy man etc.

We plan to expand on this area of support and to do so we aim to:

Research the areas where volunteers could expand and complement our work without taking the place of what should be paid employee roles.

- To develop and implement volunteer recruitment and policy guidelines.
- To appoint a volunteer co-ordinator to ensure all volunteers have meaningful tasks and access to relevant training and support.
- Recruit 10 new volunteers

Governance:

Our Board members come with a diverse range of skills, experience and expertise. To ensure we continue to provide effective excellent governance we aim to:

- Recruit new trustees with the skills & experience to complement those of current board members and to appoint officers.
- Work with stakeholders to develop a 3 year business plan from which will flow an annual plan, departmental and individual work plans.
- Ensure trustees are kept informed and supported to develop their role.
- Implement a Quality Assurance System that will cover all areas of the work of the charity including governance.