

The Scottish Centre For Children With Motor Impairments

Registered in Scotland Number 129291

Charity Number SC008428

Financial Statements for the year ended 31 March 2009

THE SCOTTISH CENTRE FOR CHILDREN WITH MOTOR IMPAIRMENTS
Report of the Board of Governors for the year ended 31 March 2009

The Governors, who are also directors of the charity for the purposes of the Companies Act, submit their report and the audited financial statements for the year ended 31 March 2009. The Governors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in March 2005 in preparing the annual report and financial statements of the charity.

REFERENCE AND ADMINISTRATIVE DETAILS

Board of Governors

Member	Appointment Type
Mr H Fraser (Chairperson)	Appointed by Scottish Ministers (<i>formerly The Secretary of State for Scotland</i>)
Mr M Cunliffe (Vice-Chairperson)	Elected by Members of the company
Mrs M Burton	Appointed by Parents/Staff Association on 1 March 2008
Prof B R Durward	Co-Opted
Mrs V Forrester	Appointed by Parents/Staff Association
Mr D D Frame	Co-Opted
Dr P D Jackson	Appointed by Scottish Ministers (<i>formerly The Secretary of State for Scotland</i>)
Dr E A Lennon	Appointed by Scottish Ministers (<i>formerly The Secretary of State for Scotland</i>)
Prof B J McGettrick	Elected by Members of the company
Ms A Philipps	Co-Opted
Mrs G M Queen	Appointed by the Health Service General Managers Group
Vacant	Appointed by Children in Scotland <i>formerly Scottish Child/Family Alliance</i>
Vacant	Appointed by the Convention of Scottish Local Authorities
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Director of the Centre and Secretary	Professor Patrick Salter
Treasurers	Macfarlane Gray Limited Chartered Accountants Castlecraig Business Park Springbank Road Stirling
Assessor representing Scottish Government	R McKendrick Scottish Government Education Department Victoria Quay Leith
Bankers	The Royal Bank of Scotland plc 1 Roadside The Village Cumbernauld
Auditors	Chiene + Tait Chartered Accountants 61 Dublin Street Edinburgh
Solicitors	Brodies LLP 15 Atholl Crescent Edinburgh EH3 8HA
Registered office	Craighalbert Centre 1 Craighalbert Way Cumbernauld G68 OLS
Registered number	Registered in Scotland Number 129291
Scottish charity number	SC008428
Website	www.craighalbert.org.uk

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Centre is a charitable company, limited by guarantee, which was incorporated on 14 January 1991 and the Registrar of Companies has given permission to omit the word "limited" from the company name. The Centre, which is governed by a memorandum and articles of association, has been granted charitable status by HM Revenue & Customs.

Appointment and Induction of Governors

The arrangements for the appointment of Governors are set out in the Articles of Association, and the current Board is detailed on page 1. Governors are appointed from a range of relevant backgrounds, ensuring a breadth of knowledge and experience is contained within the Board, and a Policy on Governance exists to support the operation of the Board. All Governors are required to undertake an Enhanced (Childcare) Disclosure Scotland check. New governors meet initially with the Chairman and/or the Centre's Director and are provided with a range of documents including: the most recent audited financial statements, Memorandum and Articles of Association, Details of current Board composition and membership, Organisational Structure Chart, Copy of relevant strategic and business planning documents.

During the year Prof Bart McGettrick resigned as Board Chairperson due to increased commitments related to his role as a Dean of Liverpool Hope University, however he was anxious to remain a Governor and continue to contribute to the development of the Centre. Mr Hugh Fraser, Director of Education, Culture and Sport, The Highland Council has been appointed Chairperson in his place.

Organisational Management

The Board of Governors administers the charity. The Board meets bi-monthly and the Chairman's Working Group, a sub-committee, exists to facilitate and enable the operational issues arising from the work of the Board of Governors. Membership of the Chairman's Working Group comprises: the Board Chairman and Vice-Chairman, a Governor with professional expertise in financial management, the Centre's Director, Head of Director's Office. In addition, individuals from both within the Board and outwith may be co-opted from time to time should their sphere of expertise be beneficial. Such co-options will require approval by the Board of Governors. The Director is appointed by the Board to manage the day to day operations of the charity. To facilitate effective operations, the Director has delegated authority, within terms approved by the Governors, for operational matters including finance, employment, property and the education and well-being of those using the Centre's services.

Related Parties

The Friends of the Craighalbert Centre, which is registered at the same address as the Centre, is a fundraising trust that exists for the support of the Centre.

Risk Management

The Governors have undertaken a comprehensive analysis of the major risks to which the charity is exposed within the following categories:

- Governance and Management
- Operational
- Financial
- Environmental and External Factors
- Compliance (Law and Regulation)

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STRUCTURE, GOVERNANCE AND MANAGEMENT – Cont'd

Progress is reviewed on a regular basis and a full review undertaken annually. Governors are satisfied that systems are in place to mitigate exposure to major risks.

OBJECTIVES AND ACTIVITIES

The Charity's principal objectives, as set out in the Memorandum of Association, are summarised as follows:

- The development and advancement in Scotland of education for children with disorder of movement or co-ordination caused by cerebral palsy or other conditions and in particular the development and advancement of Conductive Education,
- To establish in Scotland a centre for the education of children with motor impairments based on the principles of Conductive Education, and assist in providing accommodation for children attending the centre and their families.
- To provide training facilities for professional and other staff working with children with motor impairments.
- To establish contact with and liaise with other providers of treatment and education of children with motor impairments and with parents or guardians of such children.

The principal aims of the Craighalbert Centre are:

- To foster the development of an active learning child with an active personality.
- To support children towards their inclusion into mainstream education and work closely with their families.
- Outwith the Centre, to assist others in providing education based on the Craighalbert model for children with motor impairments.
- To advance the knowledge and skills of the Centre's staff and others in the education of children with motor impairments, through developing theory and practice.

To achieve these objectives and aims, and to fulfill its national role, the Centre undertakes the following activities:

Parent & Baby Group
Parent & Child Group
Nursery Group
School Group
Outreach

Each group works closely with families, other educational establishments and the home team of professionals.

ACHIEVEMENTS AND PERFORMANCE

Outreach

Ongoing Periodic Placements -- children unable to attend or travel to the Centre on a daily basis, including former pupils and those for whom the Centre is geographically inaccessible, can attend regularly, typically for three or four weeks per annum. Centre staff undertake home and educational placement visits for these children outwith their placement period in order to ensure collaborative working within the child's home area.

Summer and Saturday Schools – these groups run outwith normal term times and are attended by children attending the Outreach service.

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ACHIEVEMENTS AND PERFORMANCE – Cont'd

Transition – the majority of children attending Craighalbert move to their local mainstream primary school. To support the transition between the Centre and the local school, the Centre's staff work extensively and collaboratively with the professional team and family in both settings. This includes provision of CPD to educational based staff both specific to the child's individual needs and in general terms regarding Conductive Education and Motor Impairment.

Business Management:

The Centre is going through a period of change in terms of its personnel, pupil profiles and financial challenges. Considerable analysis is being given to its current and future roles and the appropriateness of its structure and organisation to address these roles. In 2008/09 all of these issues were considered.

Mission, Values and Aims

The Board, Management Team and staff have been reviewing the organisation's articulated mission values and aims to ensure they remain an accurate reflection of the Centre's current ethos and purpose. The timing of this review is apposite due to the changing educational climate, in particular the increase of inclusion within mainstream education, the challenges created by the Additional Support for Learning (ASL) Act and the evolution of Conductive Education. This review is continuing and revised statements will be issued during 2009/10. In addition, the Board and Management Team are aware that there is a clear requirement to more clearly analyse and articulate the effects of Conductive Education in order to attract potential service users and better engage with other professionals such as educationalists and therapists. Staff have been engaged in discussing aspects of Conductive Education, articulating its ethos and purpose in 2009 and its use within the Scottish educational and health contexts.

Structure and Organisation

Analysis of the Centre's remit and current operation have identified several potential areas for service expansion. These present exciting opportunities for the future of the Centre and are identified below. These have not been able to be initiated in 2008/09 due to the organisations current terms and conditions which are based on a standard 8 am – 4 pm working week. This will be addressed in 2009/10 via a review of the working, day, week and year to enable such service expansion potential and meet the core operational requirements of the Centre.

The Centre's National Remit

It has been identified that although the Centre has a clear national remit it has been difficult to deliver this effectively when the Centre's service delivery is solely focused from the Craighalbert Centre building in Cumbernauld. This was addressed to some degree by the commencement of Outreach services in 2005 which enabled a more flexible service delivery and therefore facilitated attendance from children who live too far away from the Centre to attend daily. Indeed families from the Highlands and Islands along with other regions of Scotland which are some distance from the Craighalbert Centre attend the service regularly. Attendance currently requires the children to stay overnight at the Centre for a period of 5 days and requires parental accompaniment. The Board recognises that for some families this is not possible due to home and family commitments and therefore may prevent access to the service. The Board is therefore actively examining ways in which the service can be offered throughout Scotland within the children's home locality to maximise the potential for engaging with all Scotland's motor impaired children whom may benefit from the Centre's services.

Flexibility of Service

The nature of the Centre's work has changed in recent years, e.g. through increases in the weekend attendance of children. The Board believe that evolving the flexibility of service provision to include after school hours service and/or weekend provision has potential to enable many more children to access the services we offer. This flexibility may attract alternative funding sources for services i.e. Social Work and in addition attract funding from Local Authorities who may perceive current day pupil attendance as prohibitive as it takes the child out of authority provision with their local area peers.

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ACHIEVEMENTS AND PERFORMANCE – Cont'd

Finances

A number of combining factors continue to create a challenging fiscal climate for the organisation. The combination of fee reductions, grant reduction, no financial reserve until 2008 and unfettered salary progression structure, creates a challenging fiscal environment. In anticipation of this situation, expenditure was aggressively reduced during 2007/08 and 2008/09 and will continue to be challenged in 2009/10.

A financial impact is the reduction in fee income due to fewer children attending on a full-time basis, which is not balanced financially by substantial growth in part-time pupils. The Centre is reliant upon referrals for 'full-time' pupils who reside close to the Craighalbert building, creating a highly restricted market and inbuilt financial vulnerability. There is a developing trend for local authorities to require children to attend the authority's schools, with fewer children referred to the Centre. A marketing campaign was conducted to increase visibility, However, despite receiving a considerable number of enquiries Scotland-wide, this did not increase referrals from the local area. It requires to be acknowledged that the Centre is now competing with local authority provision and other GASS. An objective for 2009/10 is to increase the number of 'local full-time children' who may benefit from attending.

Throughout the Centre existence until 2007/08 the Centre's management was apparently unaware that funds could be accrued from one financial year to the next, therefore prior to the current financial year, the Centre had no financial reserves. This has placed the organisation at potential risk from both business and financial stability perspectives. To this end a small reserve was created in 2007/08 and this has been increased during 2008/09.

During the 2008/09, the Centre received a 0% increase in the recurrent grant from the Scottish Government, a reduction in 'real terms'. It has been confirmed that this will continue in 2009/10 with grant funding therefore remaining at 2007/08 levels.

Salary costs - the organisation's current levels of remuneration and incremental structure are based on service duration. This in combination with a low rate of staff turnover has resulted in the majority of staff salary being at the maximum of the salary scale.

The Craighalbert building and campus are now approaching 20 years old and is beginning to show signs of wear. It is expected that maintenance costs will increase over the coming years and Capital Grant Funding will be required to meet this requirement. This of course is reliant on funds being created within the overall budget to contribute the required 40% to Capital Projects.

Service Delivery

Day Pupils

The majority of the Centre's resources are directed to the delivery of a programme which integrates the children's education with addressing their physical and life skills. Day pupils attend from 11 of Scotland's 32 local authorities. The average number of children attending the Centre during the year was 32 with, on average, 8 children in Parent and Baby, 2 in Parent and Child, 14 in the Nursery and 8 in the School Group. The Centre's management is increasingly aware of the social pressures which may make it difficult for children to access services where parents are also required to attend and believe this may be impacting children numbers for these services. The Centre is actively reviewing these services and examining the feasibility of eg after school/work hours or weekend provision alongside provision outwith the Craighalbert Centre. The Centre acknowledges and supports an inclusive education ethos by continuing to offer flexible day attendance at the Centre, be it full time, part-time and part-day attendance which and this continues to be well received by professionals and families. It is increasingly evident that Local Authority funding of day pupils is becoming more difficult for families to secure. The Local Authority fee is significantly subsidised by the Scottish Government grant and the Centre is actively working to maintain day fee increases to inflationary levels to ameliorate the financial constraints faced by Local Authorities, however this is occurring within the context of a reducing Grant profile for the Centre and will continue to be challenging for coming years.

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ACHIEVEMENTS AND PERFORMANCE – Cont'd

Outreach

The Outreach Department was established in 2005 with the remit to further develop “the 3 services most likely to have a positive and continuing impact, directly or indirectly, on the education of former pupils and children/young people with a motor impairment, who have a relatively minor impairment and/or live more than an hour’s journey from the Centre”. The Centre continues to develop services to address this remit.

Ongoing Periodic Placement (OPP)

During the year, the number of groups again increased, from 8 to 9. The composition of each group is influenced by age, abilities and needs. Increases in recruitment will necessitate an additional group and additional staffing of the service. Planning, evaluating and reporting have been revised and consultations with children/young people are now embedded. Individual and group discussion sessions are integrated into each placement in order to better address children/young people’s personal and social needs. The children/young people, their parents and professionals in their ‘home’ school environments report a high level of satisfaction with the services provided, noting particularly increased independence in accessing the school environment and curriculum. The Centre has now passed the 50% attendance of children/young people from Scotland’s local authorities, with 17 of the 32 authorities approving placements.

Siblings Services

The Centre considers that the experiences of siblings growing up with a brother or sister with Additional Support Needs affect the child/young person with the additional support needs and indeed the parents. The concerns of the siblings of children with Additional Support Needs are well documented in professional and academic literature and may include feelings of loss and isolation. For those Outreach children who attend the Centre’s Saturday School a ‘siblings group’ has therefore been created. Led by a member of staff with a counselling qualification, and aims to provide support to siblings of those with a motor impairment. Sessions provide an appropriate environment for meaningful discussion, aiding the children to develop an ability to communicate. Parental and sibling feedback indicates the group has been well received and the Centre now wishes to expand the service to siblings of all children who access the Centre’s services.

Continuing Professional Development Services

The Centre has continued to offer collaborative study days with North Lanarkshire Council Sensory Support Team and these remain well received. Collaboration with South Lanarkshire Council has led to well received sessions with therapists associated with the council’s work. A series of fact sheets have been completed and are used frequently as an alternative means of disseminating knowledge, understanding, skills and good practice to the widest possible audience. CPD has become integral to the outreach programme, with one afternoon each week focusing on knowledge and skill development of parents and SNAs involved with the children. CPD is also being encouraged as part of the transition programme from Nursery and School to mainstream education. This CPD is often more informal and focused on the specific requirements of the school or class environment but is increasingly well received by our mainstream partners.

Family Support Service

The Centre has reviewed its Family Support and in 2008 the service was brought in-house and provided directly from the Craighalbert Centre. The service offers independent support to families of children affected by motor impairment and frequently this is in relation to information associated with the Additional Support for Learning (ASL) Act, provision of additional support in mainstream education and support for school placement requests. Through this service the Centre has also contributed to amendments to the ASL Act.