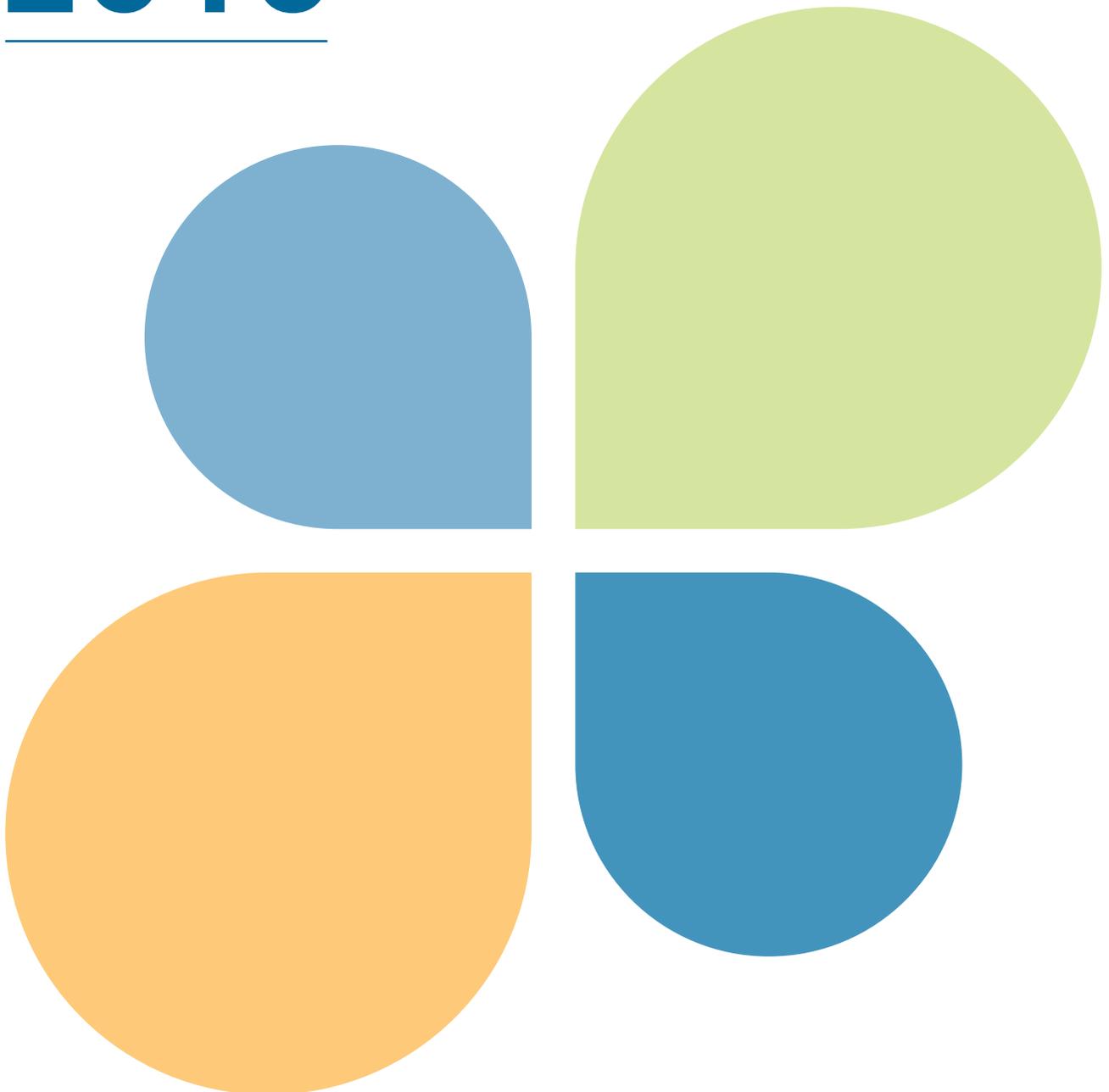




new prospects

ANNUAL REPORT

2016



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About New Prospects

We are New Prospects and we've been supporting people with a learning disability for 25 years. We support people to live the lives they choose, whether they need support 24 hours a day or just a few hours a week.



We have learned a lot over the last 25 years from the people we support and their families and we'll keep on learning and changing to make sure we stay focused on giving people what they want.

We are small, local and well connected.

Being small doesn't mean we don't think big!

New Prospects' Vision Statement 2012

At the 2012 AGM we held a workshop to refresh our vision statement to guide us into the future. People we support, families, staff and trustees worked together to create a statement we can all stand behind.

Here it is:

“We believe that every person has something to offer to others and to the community. Together we will open doors to build a welcoming world where everyone has the right to live the life of their choice with respect, encouragement and the chance to grow. We will realise potential and support each other to get the best out of life.”

Chairperson's Report

Looking back across the 2015–16 year, this has been one of the best and worst years for New Prospects. A lot of the good work which has been undertaken over the last few years appears to have come to fruition but the threat of new legislation and spending cuts is greater than it has ever been.

Pressure on support levels

The pressure on public spending seems to be relentless. The level of support people receive seems to be almost constantly under review with hours being lost here and there. Each change may not seem to be significant, but the combined effect for the people we support and for New Prospects can be dramatic. We are constantly looking at the way we can do things to try to preserve as much of the freedom and choice in the lives of those we support as we can. A bit of pressure is not necessarily a bad thing as it can stimulate creative thinking and the outcome can be amazing.

Unfortunately we have had to express concerns over the proposed changes in support in some instances when the cuts go too far. There is a line that should not be crossed and unfortunately commissioners have sought to reduce support too far in some instances. We have challenged changes we think are wrong and in some instances we have won the argument. There have been instances where we have not been able to persuade commissioners of the needs of those we support and inevitably there is not a good outcome. It is hard not to say “told you so” when this happens, but we need to focus on protection of the people we support first.

Changes in work

We are seeing clear changes in the way we provide support, partly due to the pressure on public spending and partly as a result of more options open to those we support. We are currently seeing a greater number of small packages of support being required as people use their right to decide what and when help is

needed. Freedom of choice is a good thing but it poses some challenges for New Prospects. We need to embrace the requirements of the people we support with the help we offer and that has led to a recent reorganisation of the staff structure.

We are also seeing differences in the way we obtain our work. At one time everything we did was requested by commissioners. Now there is an increasing level of support being requested directly by the people we support or their families. The fact that we are approached to provide support by different people is an opportunity for New Prospects, but it also means we need to get our message out to a wider audience who may not be aware of the work we do. We have achieved major successes in this area but more about that later.

The big threats

At the beginning of my report I mentioned New Prospects having faced some of the biggest threats to its future during the past year. These threats really centred on changes to employment law with both the National Minimum Wage and the National Living Wage. I think everyone is aware of changes announced by the government so I don't need to explain the history. The legal changes were good for the employees of New Prospects and the Board fully support changes that improve pay in the care sector. The threat for New Prospects was that we were given no indication of how the increased cost was to be paid for. As approximately 90% of the money New Prospects spends is paid as wages and salaries, anything that impacts on those costs has huge implications for the Association. If we could not get additional funding to pay for the increased wages costs, we would have been bankrupt. Fortunately this was acknowledged by the government and at the eleventh hour we were given the additional money we needed to pay people the wages they were due and to maintain the support we provide. Personally, I had to trust that common sense would prevail and we would get additional funding, but it was a very worrying time.

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Chairperson's Report

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Working with children

I am keeping some of the really good news stories until the end of my report. For many years now New Prospects has wanted to widen the services we offer to include providing support to children. We have been extremely frustrated with the lack of progress in this area as we have been caught in a 'catch 22' situation. Generally it was known we did good work but we could not be offered work with children unless we could prove we had relevant experience. But how do we gain experience in working with children unless we are allowed to do some work?

I am pleased to say that the innovative efforts of Tim Keilty have paid off in securing some specialist work with children living in Newcastle. The work is not easy and it is only a small start but we hope it will grow and will also lead to New Prospects providing other children's services. We feel we have so much to offer and now we are being given the opportunity to demonstrate what we can achieve.

Saving the best for last

I have saved the best news for last and I am sure this will feature throughout our Annual Report.

Earlier, I mentioned the need to get the message out to a wider audience about the good work New Prospects does. To those outside New Prospects, the easiest way to get information on a care provider is to look at the outcome of the inspections undertaken by external inspectors. We have always been conscious of this and we have been seeking to not only improve the quality of support New Prospects provides but to evidence the quality to external inspectors.

Recently there have been reports published by both the North Tyneside Contract Inspection Team and the Care Quality Commission which I am delighted to share with you as they show fantastic results.

The report from North Tyneside only focuses on those organisations providing services in North Tyneside, but the report shows New Prospects as the only organisation to have a 100% result across all

inspections. That is 100% for Head Office and all the services we provide.

Hot on the heels of the North Tyneside Report was the CQC report which has given New Prospects an overall rating of Outstanding. This is a standard only achieved by the top 1% of care providers in the country.

I cannot describe how delighted I was to hear the results of these reports and a big thanks goes out not only to Michelle Dodds as Head of Services, but to every single member of staff of New Prospects Association. To achieve these results everybody needs to be working at their best and be working as a team.

We intend to let as many people as we can know about the achievement, hence the inclusion in the Annual Report. We hope this will lead to more work for New Prospects, better job opportunities for staff members and, above all, great lives for the people we support.

In conclusion

We have had to make some tough decisions over the last year but I am pleased to say they appear to be the right decisions. Financially we have managed to come through the problems largely unscathed and in terms of delivery of support, we have managed to make some good progress in difficult times. There will be some problems ahead no doubt but we are in a good place to tackle whatever we are facing.



Paul Hutchinson,
*Chair of Board of Trustees,
New Prospects Association*

Chief Executive's Report

There have been a few momentous events during 2016. First and foremost, this is the year that New Prospects turns 25!

I don't know whether that makes you think "how old?", or "I thought they had been going for much longer than that", but either way it is a landmark in our history. We have had a variety of events to mark our Silver Jubilee. A big thank you to the seven staff – six riders and one back-up support driver – who undertook the Coast to Coast cycle ride to raise money for the biggest event of our year, which is our 25th Anniversary Ball to be held at the Village Hotel in October 2016. We are all looking forward to putting our glad rags on and feasting on fine fare before dancing the night away. With 200 guests in attendance, including Margaret Storey who founded the organisation 25 long years ago, it will be a night to remember. I am looking forward to seeing everyone dressed up to the nines and having a great time. Those are the evenings when I know why I chose to work in social care back in the mists of time. I too have had an anniversary this year – almost as surprising as the realisation that we are 25 years old. It is ten years since I joined New Prospects. Which is most important? No contest! This organisation is THE most important thing because it is the vehicle by which we produce great work that results in great lives for the people that we support.

There have been lots of reasons for celebration this year. We have continued to grow and set up new services for people who need support to live in their local communities. We have exceeded the expectations of our North Tyneside commissioners with our score of 100% compliance in their contract monitoring process. This triumph was a truly remarkable feat, particularly since New Prospects had 14 Independent Living Houses inspected. I must say a huge thank you to staff at every level of the organisation for their part in this rating – each person must make their contribution if an organisation is going to get top marks.

The year got better when the Care Quality Commission (CQC) visited us in May. The CQC is the regulator for all aspects of care – both health and social care – and meeting the CQC standards is what all of our Quality Systems are designed to do. Our report, published in June 2016, rated us as an 'Outstanding' support provider. This is the highest rating available and CQC's own national statistics show that only 1% of care providers and only 1% of learning disability care providers can say that they have received the 'Outstanding' rating. It was a proud moment when I got the call from our CQC Inspector (who was as excited as I was) to tell me that we would be graded 'Outstanding'. Of course, once again, I have many people to thank for the part they played in helping us secure this highest of accolades. Many of the families of people we support contributed to the inspection report either by completing the questionnaire sent to them by CQC or by visiting on the day of the inspection to talk to the inspector about their experience of our support. The inspector also talked to members of staff and to people who actually receive support. She also spoke to commissioners, social workers and other organisations that we have a relationship with. All of their input played a part in the outcome, as did our record systems and our drive to constantly improve the support that we deliver. I would really like you to read the report so here is the link:

<http://www.cqc.org.uk/location/1-1369809792>

We have had many challenges as well as many successes this year. The introduction of the National Living Wage has been a great boon to our staff (as was the decision to pay staff an hourly rate for undertaking sleep-ins) and we were delighted to pay it, as well as relieved that our Local Authority partners adjusted their contract rates to allow for this significant increase in our costs. However, better paid staff does not necessarily mean efficient, effective and productive working. Having grown steadily over several years we needed to stop and take stock of where we were, what was important and, most importantly, where we wanted to be in the future.

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Chief Executive's Report

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With this in mind, we have restructured our support services and created new posts that allow progression for support workers who have an ambition to develop, and full-time managers who have the time and ability to manage the support that people receive. The restructure was a major undertaking and as I write we are still interviewing for the final few Lead Support Worker posts. Already we can see the benefits of the changes we have made – staff teams are receiving better support, people are beginning to receive really individualised support in a consistent manner that allows them to grow and achieve.

Another big excitement was the opportunity to start working with children and young people in Newcastle. This is an ambition that New Prospects has had for several years. We are making a small and careful start but I and my colleagues hope that this will be an area of growth for the organisation in the coming months and years.

One of the reasons that we achieved the CQC 'Outstanding' rating is our work with people in the local community. We have been working closely with Whitley Bay Big Local as we took on the role of their Local Trusted Organisation. Big Local is a national scheme that gives £1m over ten years to areas of severe deprivation – and South Parade is right in the middle of just such an area. New Prospects has been helping by managing the money, paying the bills, holding contracts for the Whitley Bay Big Local group, giving advice etc. We have also been gaining by being around so many positive people who want to improve their area and are giving up their time to do so. We now have links with many of the social entrepreneurs (big and small) in Whitley Bay and some of the people we support are getting involved too. The area is beginning to improve, and it is wonderful to see people with disabilities automatically included in community-led change – and doing their bit to make that change happen. For many years now everyone involved in social care has talked about how to support people with a learning disability to be part of their community and

make a contribution, with very little evidence that many have made a success of doing so. As I look out of my window at work, every day I see little things happen – people walking up the street together, people who can tell me about their work at the Big Local shop, or in the community garden, or who have helped with the Carnival or another local event – that show me that, at least in Whitley Bay, community is alive, well and welcoming.

It is 25 years since New Prospects started to support people who were leaving long stay 'hospitals', where many had lived the majority of their adult lives, to move into 'ordinary houses in ordinary streets'. There have been hundreds (probably thousands) of initiatives, white papers, green papers, policy changes, joint working concordats, task forces, inspectorate regimes, and even advocacy movements. They have all helped change the outlook of society and the expectation of people with a learning disability with regard to what they should expect from life. Here in Whitley Bay (and in the other areas where we work) we are doing everything we can to ensure that expectations are met and exceeded.

As ever, I wish to finish by thanking everyone involved with this organisation for their hard work, their commitment to excellence, their enthusiasm for making things better and their ability to enjoy life. Here's to the next 25 years – bring it on!



Ellen Vick,
Chief Executive,
New Prospects Association

Treasurer's Report

New Prospects Association Limited Treasurer's Report for year ended 31 March 2016

Key financial details of the year are:

- Income increased by 11.3% to £4.8m
- Annual costs increased by 14.3% to £4.6m
- Operating surplus decreased by £91k to £170k
- Staff numbers increased by 7 to 201
- Net current assets (these are the funds we have available to meet our monthly costs [see next item]. This reflects the use that we made of our available cash which was invested in our new building.) Increased by 29% to £882k
- How long would our net current assets (excluding those designated for special purposes) last, until our running costs reduced them to nil? 68 days

There is an argument to say that, for a body with charitable aims, the financial results don't matter and, in a sense, this is true. We don't exist to make a profit; our function is to look after the people with whose wellbeing we have been entrusted. But, of course, it is naïve to think that we can fulfil our responsibilities without money so, like it or not, the finances of the organisation do matter and the Trustees take their financial responsibilities just as seriously as their other responsibilities.

As the above summary shows, we have posted a surplus in 2015/16 but this is less than that of the previous year. This reflects the economic climate in which we operate: almost all of our income comes directly or indirectly from public funds which are coming under increasing downward pressure; at the same time, we face increasingly more demanding requirements and, consequently, increasing costs. A very difficult mix.

What lies ahead is not easy to predict but I think we can confidently assume that there will be little improvement in the immediate future. This, then, makes the reserves we carry of even greater importance. We have a reserves target of at least 90 days running costs. In other words, we need enough

in reserve to be able to carry on functioning for at least three months even if our income should cease completely. At the end of the 2015/16 financial year we had about 68 days in reserve. To put that into cash terms, we were short of our target by more than £280k. So, there is no room for complacency.

In conclusion, we are well aware of the challenges we face but, at the same time, we think that the team that makes New Prospects Association what it is can face up to and overcome those challenges. We have a well-deserved reputation for delivering services to the highest of standards and will do all we can to maintain that.



Keith Williamson FCA
Treasurer, New Prospects Association Ltd

Financial Statement

Where we get our funding from

| | 2016 | | 2015 | |
|------------------------------------|------------------|------------|------------------|------------|
| | £ | % | £ | % |
| Contract income | 4,537,500 | 95 | 4,192,482 | 98 |
| DSS allowances | 0 | 0 | 0 | 0 |
| Other income | 81,147 | 2 | 89,299 | 2 |
| Income held on behalf of Big Local | 148,300 | 3 | 0 | 0 |
| Interest received | 25 | 0 | 25 | 0 |
| Total | 4,766,972 | 100 | 4,281,806 | 100 |

What we spend it on

| | 2016 | | 2015 | |
|------------------------------------|------------------|------------|------------------|------------|
| | £ | % | £ | % |
| Care costs | 3,849,822 | 84 | 3,450,698 | 86 |
| Day activities | 293,736 | 6 | 250,422 | 6 |
| Management and back office support | 304,086 | 7 | 289,949 | 7 |
| Depreciation | 29,655 | 0 | 29,655 | 1 |
| Spend on behalf of Big Local | 119,800 | 3 | 0 | 0 |
| Total | 4,597,098 | 100 | 4,020,724 | 100 |

Where we use our assets

| | 2016 | | 2015 | |
|-----------------------------|------------------|------------|------------------|------------|
| | £ | % | £ | % |
| Property provision | 1,518,193 | 64 | 1,574,629 | 70 |
| Working reserves | 823,363 | 34 | 652,350 | 29 |
| Designated funds | 30,000 | 1 | 30,000 | 1 |
| Held on behalf of Big Local | 28,500 | 1 | 0 | 0 |
| Special projects | 612 | 0 | 592 | 0 |
| Total | 2,400,667 | 100 | 2,230,789 | 100 |

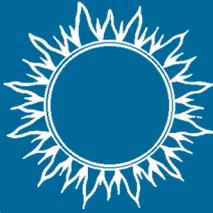
Bankers: Lloyds TSB, Grey Street, Newcastle upon Tyne

Auditors: Reed Milburn & Co., Howard Street, North Shields, Tyne & Wear

Registration: Company No. 2728R registered under the Industrial and Provident Societies Act 1965, with charitable status

New Prospects MANIFESTO

KEEP YOUR
PROMISES



LISTEN

celebrate gifts

let your light shine

BE MAGNIFICENT!

CO-OPERATE and COLLABORATE

build community

keep it
simple

LAUGH

learn from the
people we serve

GROW



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INVESTOR IN PEOPLE