

Annual report 2010/11



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“Our staff and supporters should feel proud that in one of the most difficult years imaginable we have provided high-quality support and opportunities to more people than ever before.” Mark Goldring, chief executive



There is little doubt that the final year of my 12-year term as chairman has been the most challenging. The combination of financial, political and social change has created a difficult environment in which to meet our objectives and maintain our values.

Despite these factors, I am pleased to report on a generally successful year. We have done well in service delivery, and our campaigning has continued to highlight many of the negatives still facing people with a learning disability.

We need to accept that the current situation will not be short-lived. We must maintain high standards and re-examine our priorities, without damaging Mencap’s values.

I step down as chairman with confidence in the commitment of our workforce, and safe in the knowledge I am leaving the role in Jim Glover’s capable hands. My confidence is bolstered by the quality and commitment of our board of trustees – unstinting in their support for Mencap.

Special thanks to Lord Rix, in particular for his work in the Lords on issues relating to the world of disabilities and all the work he does in many other areas. Also thanks to our royal patron, HRH The Countess of Wessex, for her continued encouragement and involvement in our work.

Brian Baldock

Brian Baldock CBE
Chairman (until May 2011)



As Brian completes his hugely successful time as chairman, we are reminded of the critical importance of our volunteers, members and supporters. In celebrating Brian’s excellent contributions, I know that he would insist that I broaden our thanks to you all.

We need no reminder that we are living in extremely challenging times. Clear, decisive leadership is vital, based on a well-communicated strategy and guided by Mencap’s powerful vision. I am pleased that the trustees, Mark Goldring and the leadership team fully support this approach. We will make sure we build on the firm foundations developed in previous years.

Last year’s substantial change programme to reduce costs and increase effectiveness continues into 2011 and, although we can understand the reason for the changes, it is always difficult to say goodbye to dedicated members of staff. On behalf of the trustees, I would like to thank all members of staff, past and present, for their wonderful commitment and hard work on behalf of Mencap and everyone with a learning disability.

Finally, may I thank everyone for the warm welcome to Mencap, and for the invaluable words of wisdom, support, advice and encouragement. I look forward to many more such encounters in the future!

Jim Glover

Jim Glover
Chairman (from May 2011)

An introduction to Mencap and learning disability

What is a learning disability?

A learning disability can mean that a person finds it harder to learn, understand or communicate. It can affect their intellectual development or everyday skills, such as social or daily living skills, but it's not possible to make generalisations. Each person's abilities are different, and the level of support they need will also be different.

What's more important is that each person with a learning disability is an individual with their own goals, values, opinions, preferences and abilities. We work to support each person as an individual in the areas of their life where they need it.

For example, a person with a mild learning disability may need extra support to fill in forms, get a job or learn household skills. A person with a moderate learning disability may not communicate with speech and might need support to complete daily tasks like cooking, using public transport, having a conversation and getting access to activities they enjoy.

People with profound and multiple learning disabilities often need 24-hour support with eating, dressing and personal care. They will need careful attention and support to make sure

they can take an active role in making decisions about the way they want to live their lives.

Many, but not all, people with a learning disability may be diagnosed with other conditions too, including autism and Down's syndrome.

A learning disability occurs because of the way the brain develops, and it usually lasts for someone's whole life. It is often confused with mental health issues or conditions Mencap would describe as learning 'difficulties' not disabilities, such as dyslexia and dyspraxia. It is none of these.

Raising awareness and understanding of learning disability is one of Mencap's greatest ongoing challenges. The current lack of understanding has a real effect on the lives of people with a learning disability, leading to disadvantage, exclusion, discrimination and even hate crime. That's why Mencap is working hard to create clear and instant recognition of learning disability throughout the UK.

Raising awareness and understanding of learning disability is one of Mencap's greatest ongoing challenges



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An introduction to Mencap and learning disability

What does Mencap do?

We work with people with a learning disability of all ages across England, Northern Ireland and Wales. We listen to them so we can support them in all parts of their lives. And we work with other groups and organisations that want the same things we do.

Ultimately, everything we do is about valuing and supporting the individual. We work in a person-centred way to help people with a learning disability, and their families and carers, to transform their own lives.

We provide high-quality, flexible services in things like housing, employment, education, personal support, volunteering, advocacy, leisure and the arts. We tailor all our services so we can support each person throughout their life.

We constantly develop new ideas and ways to challenge wrong ways of thinking about learning disability. We are here to fight for the changes that people with a learning disability, and their families and supporters, want and need.

We provide excellent information and advice through our helplines and website, staff and volunteers.

Our vision is a world where people with a learning disability are valued equally, listened to and included. We want every person to have the opportunity to achieve the things they want from life.



How we are run

The Mencap group consists of four individually registered charities – Royal Mencap Society, Golden Lane Housing, NOFAS-UK and the AdCare Foundation – and a federation of nearly 600 local groups.

Each local group is an independently registered and governed, and self-financed, organisation that shares the

values and mission of Mencap. Local groups vary considerably in size and work. They include many volunteer-run societies providing valuable leisure activities, campaigning organisations, and larger bodies employing hundreds of people delivering public services. Supporting this federation of local groups is an important part of Mencap's work.

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This financial year, Mencap...



provided support and services to more people than ever before, while meeting our budget targets in a tough economic environment



ran successful campaigns to improve healthcare and double the number of Changing Places toilets across the UK



developed a new programme to work with thousands of young people at risk of offending



achieved a place in *The Sunday Times* top 100 public and voluntary sector companies



became The Co-operative's Charity of the Year, benefitting from the company's fantastic fundraising efforts and assistance, enabling us to support 20,000 people in the next three years



launched Mencap Direct, a national phone service to help people find and choose local Mencap services for people with a learning disability.

Royal Mencap Society, Golden Lane Housing, NOFAS-UK and the AdCare Foundation – working alongside people with a learning disability, their families and carers – have achieved a great deal this year.

These are just some of the highlights for 2010/11. You can find more details about these and our other achievements in the next section of this annual report.

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“I think the video is important. Seeing Robert, it brought tears to my eyes because they’re bringing the best out of him now. They’re learning from him what he’s capable of doing. I think he’s come on in leaps and bounds.” Jill, Robert’s mother

My life



Robert attends the Coronation Centre in Ellesmere Port, one of four sites for Mencap’s Involve Me project. The project works with people with profound and multiple learning disabilities to increase their involvement in decision making and consultation. Though Robert is registered blind and has limited verbal communication, his support workers have been using creative communication approaches to improve his ability to influence decisions in his life.

A creative communication session was planned around one of the things Robert’s carers know he likes: food. He was supported to go to a local supermarket, where he enjoyed touching and smelling different kinds of food. While Robert was being supported to prepare his lunch, his support worker let him try the raw mushrooms and red onions. While eating the raw onion Robert pulled a very funny face, but continued to eat and actually appeared to enjoy it. The session was filmed to enable Robert to share it with other people.

Watching the film back, staff saw that this was a clear example of something that might have appeared as a negative reaction in the first instance

but was actually a positive one for Robert. Providing good care for Robert means getting to know his responses and body language.

“It’s about people’s perceptions of Robert. People seeing the video see how much fun he can have and how much you can interact and engage with him. Sometimes people, staff included, were apprehensive about working with someone who shows such challenging behaviour. But now we have staff asking, ‘Can I work with Robbie?’” Sandra Pattinson, Coronation Centre manager

The video profile of Robert was also used for his annual review with social services. It helped to show the positive ways he is able to interact, and his improved mood, given this highly tailored, one-to-one care.

Creative communication is just one of the innovative approaches explored in Involve Me. To find out more go to www.mencap.org.uk/involve

Involve Me is a three-year Mencap project funded by the Renton Foundation and delivered in partnership with the British Institute of Learning Disabilities and communications specialist Dr Nicola Grove.

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Under each heading in this section, we have listed our main aims for 2010/11. We have also shown how successful we were in meeting each aim with one of the following performance indicators:

1. **Exceeded** – we not only achieved our targets in this area, but we surpassed them.
2. **Met** – we successfully achieved our targets in this area.
3. **Largely met** – we achieved a great deal in this area but narrowly missed our targets.
4. **Partially met** – we made good progress towards meeting our targets and work is ongoing.
5. **Not met** – we made some progress in this area but did not achieve the progress we planned – due to either internal reasons or reasons beyond our control.



Our achievements in 2010/11

Fighting for change and understanding

Our main aims for 2010/11

1. To get 30 health authorities in England signed up to the *Getting it right* charter as part of our campaign for equal healthcare **(exceeded)**.
2. To review and strengthen the membership of the *Getting it right* coalition **(met)**.
3. To recruit 300 activists to join our healthcare campaign **(exceeded)**.
4. To support 90 local group activities taking place as part of the campaign **(exceeded)**.
5. To launch a targeted campaign for greater access to housing for people with a learning disability **(met)**.
6. To publish a report on the scale and impact of hate crime in the UK and form a coalition to understand and tackle hate crime **(partially met)**.



Our main achievements in 2010/11

Mencap's campaigning work relies on voluntary funds. In 2010/11, we worked hard to make the best use of these funds by recruiting more supporters and raising more awareness in the UK.

In June 2010, Mencap launched its *Getting it right* campaign to improve healthcare for people with a learning disability. This groundbreaking campaign centred on working directly with health organisations to put an end to the institutional discrimination that

leads to worse health outcomes and premature death for people with a learning disability. The campaign has been hugely influential. In 2010/11, 196 healthcare authorities and hospitals signed up to Mencap's *Getting it right* charter, committing themselves to making reasonable adjustments in the way they deliver healthcare to patients with a learning disability (aim 1).

The success of the *Getting it right* campaign hinged on the strength of the coalition of charities and royal

colleges now working together to improve the health of people with a learning disability. The coalition's growing strength and influence is illustrated by two key successes in early 2011. Firstly, the government announced it would be continuing the annual health checks for people with a learning disability. These checks can help to identify health problems before they become critical. At the moment, not everyone who is eligible is getting them, but the fact that they will continue for a further year is very positive.

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“We stayed in hospital the entire nine days and we slept beside Louise on the floor. I’d like to be assured that all people with a learning disability will receive sympathetic care in hospital, whether or not their parents are around.”

A photograph of two women outdoors. An older woman with short blonde hair, wearing glasses, a blue shirt, and a pearl necklace, has her arms around a younger woman. The younger woman has dark curly hair, wears glasses and a light purple shirt, and is smiling. They are in front of green foliage.

“There was no way of telling what the problem was; she’s not able to nod or shake her head, or point to a pain. Some doctors might have thought ‘Well let’s wait and see what happens’, but they moved heaven and earth to continue with

When Brenda heard about Mencap's *Getting it right* campaign for equal healthcare, she wanted to share her story as a great example of what can be achieved with the right care and good practice. Among the ten points on the *Getting it right* charter, Mencap is calling for the appointment of a learning disability nurse in every hospital and for more medical staff to listen to and respect family carers like Brenda and her husband.

Mencap's *Getting it right* campaign was launched in Learning Disability Week 2010. In the course of 2010/11, our campaigners succeeded in getting 196 healthcare authorities and hospitals to sign the charter and pledge to improve the healthcare they provide to people with a learning disability.

Find out more at www.mencap.org.uk/gettingitright

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In 2010/11, Mencap's personal support services grew in turnover by 1.2%. This result reflects a challenging year, which saw a combination of volume and price reductions, together with pockets of new and emerging business. Income shortfalls in some parts of the business were offset by additional income in other parts; in particular, our employment services had a significant shortfall in budgeted income. The fall in employment income was due to budgeted activity for the government's Work Choice programme that did not materialise. This was compounded by challenging market conditions, making it difficult to meet the shortfall.

Mencap supported more people than ever in 2010/11. We increased the volume of support we provide by just under 19% (aim 1). We reached 9,931 people through our direct services. In Northern Ireland, through the course of the year, we supported 53 people in residential care and supported living. In Wales, we supported 362 people through our housing and support services. This was short of our target of 400 due to our decision not to continue with some services in south-east Wales. In a challenging marketplace, we were unable to compete with the hourly rate and still deliver the same high-quality Mencap service. We therefore made the decision not to

re-tender for some of our existing services in the area (aim 2).

At the close of the financial year, Golden Lane Housing had 1,059 tenants in England and Wales – 88 of whom were new tenants. We launched a new housing service, which has enabled us to gain speed in placing tenants (aim 3).

In Northern Ireland, we continued our priority of developing new services for children and young people. We are the lead partner in the Northern Ireland Youth Inclusion Hub. We offer information, advice and training for youth service providers, developing



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good youth work practice for young people with disabilities and promoting inclusion and participation. The project is funded by the Youth Council for Northern Ireland.

Our Young People Together project, funded by the Big Lottery Fund, provided support to children and young people with disabilities who attend mainstream schools, and their families, in Dungannon and Coleraine. We

worked in partnership with Autism NI and the Southern Education and Library Board for the project. We also successfully completed a project promoting children's advocacy in the western area, and worked with a range of schools to support young people moving from school to employment or further education through our transition service.

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In 2010/11, we started to introduce new technology to engage our network of people with a learning disability and their families and carers in Northern Ireland. One example of this is our Princetown Road supported living scheme, for which we purchased an all-in-one, touch screen computer for tenants, enabling them to interact with their families and the wider community online. The tenants also took part in Mencap’s LiveNet project, which gives people with a learning disability and their families and carers the chance to try out new technology such as computer games, tablet computers and the latest digital cameras. Across Northern Ireland, a total of 456 people took part in over 30 LiveNet events. LiveNet is funded by the Big Lottery Fund and delivered in partnership with Citizens Online and the BCS IT Can Help programme.

All four of our residential and supported living services in Northern Ireland achieved ‘building foundations’ level in Mencap’s own quality standards, *What matters to me*. These standards put the person at the heart of the care they receive. A good example of this is Riversley housing complex where, in 2010/11, the local health trust asked Mencap to explore options for alternative day activities for the tenants, who were then attending statutory day care. Mencap made sure all of the people who lived at Riversley were

We started to introduce new technology to engage our network of people with a learning disability and their families and carers in Northern Ireland

consulted from the start of the process. Staff developed a much broader range of activities and produced accessible weekly planners for each tenant according to their preferred activities. The tenants were consulted individually to make sure they were absolutely happy before the new activities began (aim 4).

In 2010/11, Mencap’s employment services in England supported 3,004 people and found 16% of participants paid jobs (480 jobs). Though this was below target, we supported 251 more people than in the previous year, with 127 more jobs and an improvement of 4% in the number of participants successfully placed.

Funding was hit from April 2010, with a suspension of commissioning prior to the general election. The decisions of the new coalition government meant that commissioning from the Department for Work and Pensions was halted from April 2010, except for Work Choice. The Learning and Skills Council was disbanded and confusion around the roles and responsibilities with the Young People’s Learning Agency and Skills Funding Agency meant that the



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commissioning of new contracts was delayed. European Social Fund commissioning was affected by this situation, with a general slowdown and suspension of local authority commissioning while decisions about cuts to budgets were made. This meant that new funding was reduced and we were not able to fund employment services for as many people.

In Wales, we exceeded our target of supporting 360 people with a learning disability to move nearer to the labour market

Work Choice commenced in October 2010. However, prime contractors were not officially told that the programme would definitely be going ahead until late summer 2010. This meant that

they did not have their systems fully ready and tested, and we have found that fewer referrals were realised in the first few months of the contract than expected. This is being rectified now

and the Work Choice programme is gaining momentum. In Northern Ireland, we exceeded all of our aims for employment. At the close of the financial year, we had 408 trainees, 27 people in paid jobs and 40 people in Workable placements. Three people have also progressed to unsupported employment, showing great personal achievement.

In Wales, we exceeded our target of supporting 360 people with a learning disability to move nearer to the labour market through employment-related activity, volunteering and developing their skills and confidence. We have worked with the Welsh Assembly Government and the National Assembly for Wales to encourage them to set an example within the public sector. As part of our ongoing employment campaign, we have also set up a scheme for employment opportunities within the NHS (aims 5 and 6).

In education, we continue to review our strategy for the three colleges. The strategy covers four main strands: governance and structure, curriculum, student destinations and student cohorts. We hope the introduction of an education and learning committee, as well as individual college advisory boards, will enable the colleges to improve links with the local community, local employers and schools.

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The curriculum has been realigned to focus on individual learning plans (ILPs), which outline each student’s transition aspirations and include a mix of accredited qualifications, life skills, work experience and enrichment activities. Each learner’s plan is designed to enable them to realise their potential and achieve their personal transition goals. The colleges are also now able to offer more flexible placements, with anything from five to seven days per week, with the option of taking up residence in preparation for supported living after college.

The future path of students is of utmost importance during their college education and each of the colleges has introduced a distinct transitions team. Student destinations continue to show an increasing trend of learners moving into supported living after college, with 69% of residential students securing independent supported living. Another strong indicator of success is 21% of students entering employment or vocational training at the end of their course.

The three colleges have continued to attract applications from students with more complex learning disabilities and support needs. Each college took steps in 2010/11 to respond to the changing needs of its learners and offer placements for learners with complex support needs, enabling them to overcome barriers to learning. We have begun to review the place of our colleges in long-term education provision.

We have continued the redevelopment plans for Segal House nursery by identifying a potential site for relocation. Under the guidance of our futures planning board – comprising local policymakers, politicians, academics and families – an investment in new premises will enable Mencap to create a hub for community and children’s services with a Centre for Early Childhood Development (CECD). Good relationships have been built with local universities, allowing greater potential for research, as well as using Segal House as a demonstration project for evidence-informed practice. Although based in Belfast, the impact will reach, and be felt right across, Northern Ireland and beyond via outreach services provided by play advisers, local advisers and child development clinics (aim 7).

Mencap prides itself on the quality of its services and continuously reviews and ensures compliance with the requirements of its regulators for

service provision. In 2010/11, we maintained high levels of compliance across our services and at the close of the financial year we were at 94% (aim 8).

As we complete our second year of reviewing our housing services in England, Wales and Northern Ireland against our *What matters to me* standards, 97% have fully achieved a ‘building foundations’ performance rating, with the remaining services progressing towards targets to achieve this. In 2010/11, 64% of our services attained the second performance level of ‘developing good practice’, exceeding our target of 50% (aim 9).

Mencap Direct was launched in July 2010. This new national service enables people with a learning disability to find Mencap care and support services in their area, either online or over the phone. A team of advisers is on hand to help people find Mencap services that may be of interest to them.

The service has been set up in response to the way social care funding is changing, with people starting to move over to personal budgets. Since launching the service, the team has taken hundreds of calls and helped to improve the lives of people with a learning disability and those who support them.



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“My plan is about things in my life and what I like doing best. My support workers talked to me about trying different things. I like going to the arts centre on a Friday. I really love it. Instead of feeling lonely, I have made some new friends, with people who have similar interests to me.” Richard

My life



Richard lives independently in the Darlington area with seven hours of support per week from Mencap. In the past, he had often told his supporters that he was lonely and he felt people avoided him. A lot of the time, he had nothing to do.

Richard’s situation was transformed when Mencap launched a new initiative of one-to-one interventions in Darlington. Using Go for it, a forum for people who use Mencap services, Richard’s support staff took a person-centred approach to his reviews, looking at the important people and things in his life.

Richard had previously found it very difficult to talk to people about how he felt, but during his one-to-one meetings staff took time to work with him to find out what he likes to do, what he wants for the future and how he can stay healthy and safe.

Richard’s support workers created a *What matters to me* plan for him, with regular follow-up meetings to look at what parts of his plan are working and what needs to change.

“One of the things Richard spoke about was that he enjoyed drawing when he was younger. He said he didn’t think he was very good at drawing, but I told him that it doesn’t matter as long as he enjoys it. He decided to give it a go and I supported him at the local arts centre.” Louise, Richard’s support worker

As part of his plan, Richard joined an art and crafts club at his local arts centre. He enjoys his time there, building up friendships and socialising with other people, and he is very proud of the work he has produced.

Staff say Richard’s new plan has a very positive effect on his well-being and self-confidence. He believes that he can do more and take more control over his life – so much so that he now wants to discuss his future housing plans.

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1. To negotiate changes in the way we work with local groups **(largely met)**.
2. To develop the wider Mencap movement by engaging with individuals and non-Mencap groups **(largely met)**.
3. To create 150 more volunteering opportunities in England, recruit 75 young volunteers aged 16 to 25 in Northern Ireland and 50 new fundraising volunteers **(exceeded)**.
4. To engage 230 more people from hard-to-reach groups, including 50 young offenders and 30 people with profound and multiple learning disabilities **(met)**.

Our main achievements in 2010/11

Mencap’s presence in the community almost entirely relies on voluntary funds. Our local groups, volunteers and dedicated staff help us make the best use of those funds and support more and more people with a learning disability, and their families and carers.

20:20 Vision is a project about how Mencap and its affiliated local groups can work together in partnership in the future. Since September 2010, Mencap has been piloting proposals for partnership agreements with seven local groups or consortia: Bromley Mencap, Northallerton and the Dales Mencap, Braintree and District Mencap, Nottingham Mencap, Midlands Mencap, the Hertfordshire consortium of local groups and the North London consortium of groups. The groups have been talking about how to work together to achieve the best for people with a learning disability and their families and carers.

Key areas for discussion with these pilot groups included: delivering services together; communication and planning; sharing resources; and branding. The pilots have also looked at managing situations where both Mencap and the local group want to deliver a service in the same area – in particular, how we can work in partnership and what we can do together to maintain good relationships. The aim of 20:20 Vision is to make both Mencap and its local groups stronger. For example, in Braintree we have discussed how



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and used it to engage with volunteer managers from voluntary and public sector organisations. We provided learning disability awareness training for 45 managers from local hospices, NHS trusts, RNIB and other local charities and voluntary organisations, supporting and encouraging them to involve people with a learning disability as volunteers.

“My previous volunteering roles have involved sticking stamps on envelopes, stuffing them or being called upon for tasks that didn’t suit my skills. To be honest, my interest in volunteering drifted. My confidence suffered too, so when I was asked to be a volunteer for Inspire Me I initially thought I couldn’t do it.

“I can’t describe to you what an honour it is to be asked, and how excited I am to be part of this. I will be able to use my training skills in the workshops and my previous experience to help people with a learning disability realise their potential.” Becky Andrews, Inspire Me volunteer

In 2010/11, we took steps to engage more hard-to-reach groups. We achieved our aim to reach 30 people with profound and multiple learning disabilities (PMLD). This was achieved through our Involve Me project, which reaches out to people with PMLD who often have little or no verbal



“I will be able to use my training skills in the workshops and my previous experience to help people with a learning disability realise their potential”

communication. The project uses alternative communication methods and tools to make sure they are involved in the big and small decisions in life (find out about Robert’s experiences with Involve Me on page 5).

Mencap’s Raising Your Game programme, delivered in partnership with Nacro and I CAN with funding from the Big Lottery Fund, has engaged with over 200 young people with a learning disability or communication difficulty, most of whom are regularly

involved. The programme is particularly designed for young offenders or young people thought to be at risk of offending. As well as working towards their personal goals, young people from the programme have formed a participation advisory group. The group is working to develop a best practice guide for staff within the criminal justice system and other professionals who work with people with a learning disability. Over 100 peers, MPs and other opinion formers attended a reception at the House of Lords in

March 2011, meeting young people who are part of Raising Your Game and increasing awareness of the programme’s groundbreaking work (aim 4).

In Wales, we also ran a series of surgeries for people from black and minority ethnic groups to help them access support and get involved in their local communities (see Andy’s story on page 24).

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“I was warmly welcomed by the members and the other volunteers. I found them all to be warm, funny and their passion for life amazed me.” Laura, Gateway club volunteer

My life

Laura is 18 years old and she’s one of thousands of volunteers working for Gateway clubs across the UK. Gateway clubs provide leisure, social and creative activities for people with a learning disability, and opportunities for personal development.

There are over 300 Gateway clubs affiliated to Mencap and over 100 of them are run by Mencap local groups. We estimate that around 10,000 people use the clubs every week. Laura volunteers at Carcullion House Gateway Club and recently received her certificate for completing 100 hours of volunteering.

“Initially I was not sure how I would cope. I was cautious that I was undertaking a huge responsibility, and I was aware that the members might not welcome me; it is, after all, their group. However, within the first evening, I was warmly welcomed by the members and the other volunteers. I found them all to be warm, funny and their passion for life amazed me.”

The support and dedication of volunteers like Laura makes a huge difference for people with a learning disability. It can also be a fulfilling and

rewarding experience for the volunteers themselves, as Laura explains:

“I help organise activities such as games of rounders, table tennis or arts and crafts, as well as making refreshments. We organise a weekend holiday to Ireland in April, which is a wonderful experience for the members and volunteers alike. After several weeks, I quickly found that I looked past the disability, to see the person underneath. I thoroughly enjoy my work at Gateway, and I hope to continue it for many years to come.”

At a time when volunteering is high on national, regional and local agendas, Mencap has drawn up a new volunteering strategy. It will provide a framework to widen volunteering opportunities across Mencap, providing more rewarding opportunities for our volunteers and strengthening Mencap’s ability to support people with a learning disability.

As part of the strategy, Mencap will build on traditional volunteering roles like Laura’s to create new opportunities, working in conjunction with our services. We hope that in the



future, when a person with a learning disability receives a paid service from Mencap, they could also receive extra support, for example with leisure activities, from one of our dedicated volunteers.

If you would like to become a Mencap volunteer, find opportunities in your area at www.mencap.org.uk/volunteer

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Collecting and sharing information

Our main aims for 2010/11

1. To refresh our website, in particular developing the family and fundraising pages and introducing more interactive content for people with a learning disability **(largely met)**.
2. To establish a national support unit that works with all parts of Mencap to develop systems and practices for capturing and sharing learning, and making it available to the wider learning disability community **(met)**.
3. To complete our review of knowledge management within Mencap **(largely met)**.

Our main achievements in 2010/11

Our work in collecting and sharing information relies heavily on voluntary income. We want the information we provide to: raise understanding of learning disability among the general population; give families and carers the up-to-date advice they need to provide the best support; and give people with a learning disability accessible information that will empower them to make decisions about their lives.

Throughout the financial year we have continued to provide new and useful resources for families. One of these, the *Mental Capacity Act resource*, is an interactive guide to help families and professionals understand, and make the most of, the protection the Mental Capacity Act provides for people with profound and multiple learning disabilities. You can see the guide and watch the accompanying films at www.mencap.org.uk/mentalcapacityact Another good example is our video message from Professor Luke Clements, giving his advice for families facing cuts

to their services (www.mencap.org.uk/lukecllements).

Our website has continued to grow in popularity. In March 2011 we hit a landmark high, recording a 40% increase in the number of visitors compared with the same month in the previous year. This is an excellent result, particularly in light of all of the work undertaken to prepare for a relaunch of

the website early in the 2011/12 financial year. This work included in-depth usability research among Mencap supporters, people with a learning disability exploring new interactive content, and the development of a bold, new design. The new website will also include a transactions system that will enable us to create targeted online fundraising campaigns for the first time (aim 1).



The new website will also include a transactions system that will enable us to create targeted online fundraising campaigns for the first time

Our achievements in 2010/11

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In November 2010, Mencap appointed programme leads for a new national support unit (NSU). The new team will act as a learning exchange – collecting and disseminating knowledge to inform and enrich the activities of Mencap and the wider learning disability community (aim 2).

The team has begun to establish programmes of development that will enable them to pioneer changes within both public and private sector organisations. They will provide training and consultancy to help improve the way organisations treat people with a learning disability, and to promote their participation in the development of products and services. The team will also hold learning events and provide ongoing opportunities to share learning and resources. Among these resources will be research commissioned by the NSU to provide stronger evidence of informed policy and practice.

As part of this work, the NSU has planned and begun a review of information and knowledge management within Mencap. Towards the end of 2010/11, the team began piloting new ways of working and new systems for collaboration and sharing learning – a key step in our knowledge management review, which will continue into 2011/12 (aim 3).

When surveyed, 78% of respondents in England, 86% of respondents in Northern Ireland and 99% of respondents in Wales said they were happy with the service they received from our helpline



Other achievements in 2010/11

Mencap’s advice and information service works across England, Northern Ireland and Wales. The helpline service has moved to a single number (0808 808 1111), and callers are automatically re-routed to advisers in their relevant country, or, if calling from a mobile phone, they get a choice. Over 30,000 people used our helpline in 2010/11. The new arrangement is working well and we received good

feedback in our annual customer satisfaction survey. When surveyed, 78% of respondents in England, 86% of respondents in Northern Ireland and 99% of respondents in Wales said they were happy with the service they received from our helpline.

The satisfaction survey is an important indicator of how well Mencap’s information service is supporting people

with a learning disability and the wider learning disability community. Results in Northern Ireland provided evidence of a higher level of satisfaction among those who have had a home visit from Mencap. Funding this level of service is a challenge. Nevertheless, in 2010/11 we took steps to meet this need by restructuring our service to place greater emphasis on community-based advisers.

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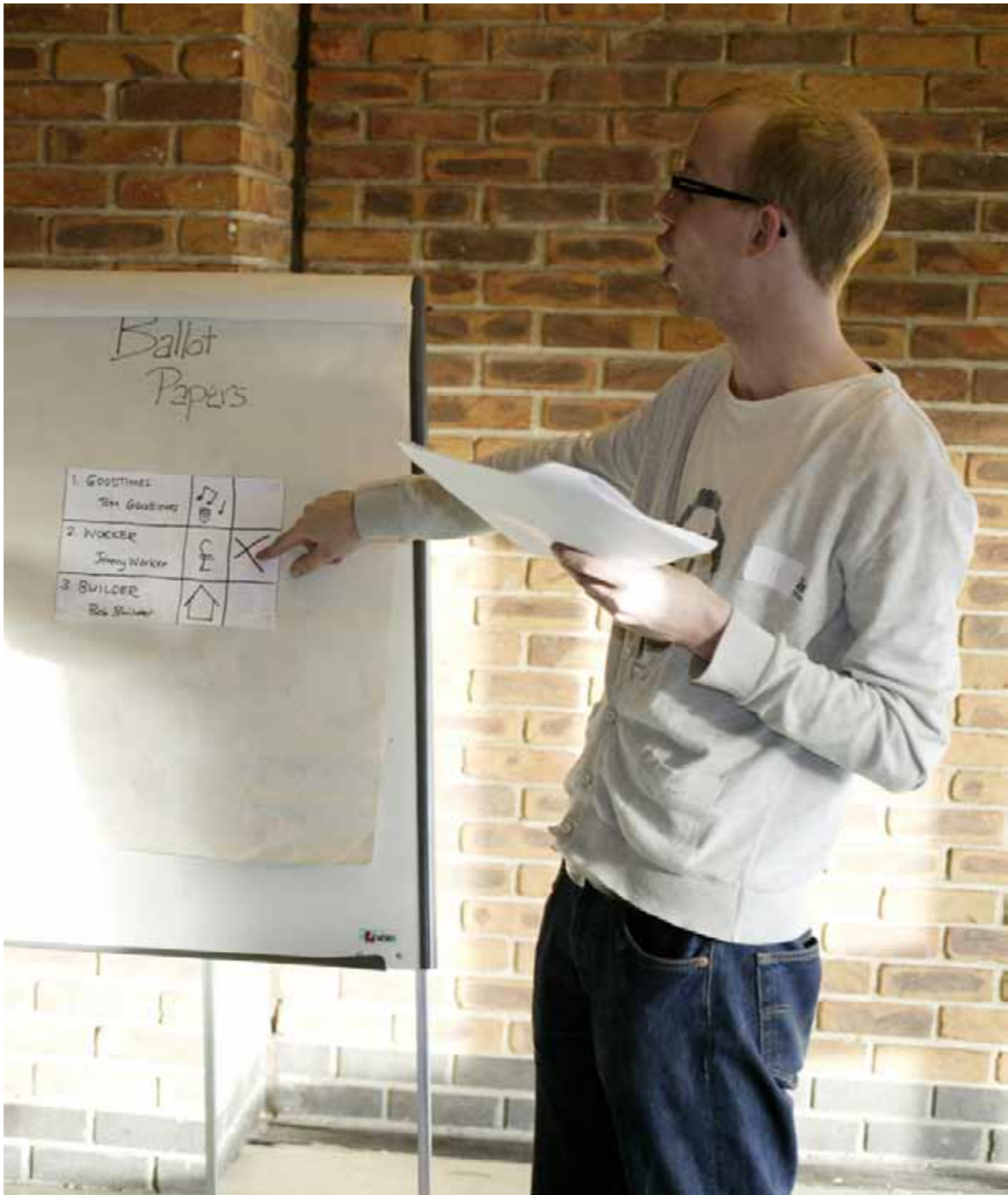
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“I enjoy giving the training more than anything because I love showing employers what someone with a learning disability can do with the right support.” Paul McGowan, disability equality officer



Learning disability awareness training is a fundamental part of delivering one of Mencap’s core values: to challenge wrong ways of thinking about learning disability. Throughout 2010/11, learning disability awareness training was delivered to a wide range of organisations. This included a series of training sessions with GPs in Wales and employers in Northern Ireland – as well as local authorities, healthcare specialists, police and a variety of public venues throughout the UK. The team is also actively involved in providing training and consultancy to LOCOG, the organising committee for the London 2012 Olympic Games.

The training helps to increase understanding of what’s important for people with a learning disability, whether it’s as customers and employees or as friends and neighbours. In most cases, the training is co-delivered by people with a learning disability, making it a representative and rewarding experience for everyone involved.

“A fantastic, inspiring day. We must do more to make our venues and services accessible.” A delegate from Museums, Libraries & Archives, Liverpool

“I enjoy giving the training more than anything because I love showing employers what someone with a learning disability can do with the right support.” Paul McGowan, disability equality officer

Mencap staff members try to increase awareness and understanding of learning disability in all of the work we do. 2010/11 was a good year for media coverage. Big media pushes included our *Getting it right* health campaign for Learning Disability Week, which gained a total of 210 pieces of coverage. This included eight national print pieces, 16 national broadcast pieces, and coverage in Wales and Northern Ireland.

In a year that saw substantial cuts in public spending, Mencap took a leading role in raising awareness about the impact cuts have on people with a learning disability. Coverage included an appearance from Mencap’s chief executive on the *Politics Show*, where he challenged government minister Paul Burstow, and a radio interview with Mencap’s head of campaigns and policy on Radio 4’s *You and Yours*.

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“Nobody was helping us. Going to a new place and not knowing anyone made us feel helpless, and Andy was very irritable. When we were in Monmouthshire we had help and support from the Chinese community, but when we moved we had nothing.” Mr Wong, Andy’s father

My life

The Wong family and their son Andy, who has a learning disability, moved from Monmouthshire to Cardiff in July last year. When they arrived they hoped to set up the same support for Andy, which had included attending a day service. However, there was a problem with their referral, and Andy’s file had not been transferred to Cardiff. Mr Wong speaks limited English, and his family speaks no English, which made it almost impossible for him to sort the situation out. Andy had no support for four months, which made the family extremely frustrated and worried, as Mr Wong explains:

“We cannot leave Andy on his own; he can’t look after himself. We have to take him everywhere we go. We don’t know anyone here, so we went to church and told them about the problems we were having. Someone at the church works for ABCD and told us about the Mencap surgery; she said Mencap would help.”

Mr Wong attended a surgery that is jointly run by Access for Black and minority ethnic Children and young people with Disabilities and/or chronic illnesses (ABCD Cymru) and Mencap, to reach out to black and minority ethnic communities in the Cardiff area. Here,

Mr Wong met one of Mencap’s regional officers who worked with a Cantonese-speaking ABCD Cymru staff member to talk about the problems he was having.

One of the functions of Mencap’s advice and information service is to make sure people with a learning disability and their families have the knowledge they need to get the support they are entitled to. Our regional officers work with people across England, Northern Ireland and Wales to make sure they have someone to turn to when they need support.

In the case of the Wong family, our adviser helped to negotiate between the two authorities, alert them to the problem and secure copies of the missing paperwork. After liaising with social services on behalf of the family over a period of weeks, the regional officer finally succeeded in getting information on social and educational options, and Andy was linked to a social worker who arranged the vital support he needed.

The family also shared other issues with the Mencap adviser, who helped them to access welfare benefits advice



and gave details about where to access English language courses. As Mr Wong explains:

“Andy doesn’t feel bored at all. Right now he has a normal life like other people.”

The Wong family are extremely happy with the support they received from Mencap’s advice and information service.

“You helped us a lot. Without you we wouldn’t have a social worker. You have helped us when no one else did.”

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Our main aims for 2010/11

- 1. To deliver income expenditure balance, with appropriate cash flow and reserves **(met)**.
- 2. To review our pension scheme and agree a process for pension overheads and support service charging that mitigates costing risk and gives transparency **(largely met)**.
- 3. To review recruitment and our reward strategy, continue to embed talent management initiatives and increase staff retention to 14% **(partially met)**.
- 4. To gain recognition as one of *The Sunday Times*’ 100 Best Companies **(met)**.
- 5. To outsource absence reporting with the aim of reducing sickness absence by 8% **(partially met)**.
- 6. To embed our internal audit, undertake an HR services review and implement outcomes that are seen to meet the needs of our service users **(met)**.

- 7. To agree a future strategy for Northern Ireland and Wales **(met)**.

Our main achievements in 2010/11

Financially, we met the economic challenges of 2010/11. Through professional, high-quality fundraising and contracting, coupled with tight financial control, we exceeded our financial targets.

Against this, we have had to look at how we transform the management of the charity to reduce cost and increase our effectiveness. This has resulted in a large cost for investment in a new way of working. We had to put this above the investment we had signalled in last year’s report for health and housing (aim 1).

The results and financial implications are discussed more fully in the ‘About the money’ section on page 36.

Mencap has begun its pension review, looking at two aspects of pension provision. Firstly, new laws coming into force on 1 October 2012, which mean that all our employees will be enrolled in a pension scheme. We are undertaking work to help us

Through professional, high-quality fundraising and contracting, coupled with tight financial control, we exceeded our financial targets



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understand the implications of this legislation, including the impact on staff, systems and cost. We anticipate that, during 2011/12, we will draw up proposals in order to consult with our staff on the best way forward and start to implement the necessary changes.

The second consideration is how to manage our obligations to our old pension scheme, which has a deficit. We are working with our pension scheme trustees to decide how best to meet our obligation to make good this shortfall (aim 2).

Our employee voluntary turnover continued to decrease throughout 2010/11 to a current level of 12%, the lowest level in Mencap’s recent history. However, we have continued to have difficulty filling posts in certain parts of the UK and for some particular specialisms. The review of our recruitment strategy showed that, since attracting and securing talent is still largely the responsibility of managers, we need to do more to understand the barriers. We have appointed HR business partners to enable us to develop the right skills and practices to achieve a healthy talent pipeline into and throughout the organisation. We postponed work on a reward strategy until 2011/12.

In 2010/11, we continued to develop and expand the recruitment support



Mencap has successfully achieved a place in *The Sunday Times*’ Top 100 best public and voluntary sector employers

available to managers via our shared-service business support centre. This has significantly reduced the time it takes from interview to the candidate starting work. Building on the success of our Quality Through Leadership programme delivered in 2010, we began to embed more focused programmes across our main operating environments – notably Shape Your Future, our new performance and talent programme, which is designed to identify the key

management roles and skills needed to successfully deliver the corporate strategy for 2011/12 (aim 3).

Mencap has successfully achieved a place in *The Sunday Times*’ Top 100 best public and voluntary sector employers. We reached 85th place among 246 applicants. The staff survey identified some positive engagement levels across our teams, including better-than-normal group scores in the area of staff

personal development. The survey also identified key areas for improvement in staff engagement, and we will review our management programmes in light of these (aim 4).

In December 2010, we implemented a new approach to absence management, in partnership with a third-party provider. We began to review the new absence data the service provides to understand our true level of

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Over the past decade, Mencap Cymru has been hugely influential in terms of both policy change and improving the day-to-day experiences of people with a learning disability living in Wales



sickness-related absence. At the close of the financial year, our absence levels appeared much lower than our previous systems suggested. Only once this data has been tested will we publish the results and review our reduction targets for 2011/12 (aim 5).

During 2010/11 we looked at how best to improve our assurance process, which led us to establish an audit and assurance committee. This involved separating the function of our financial governance from our audit and

assurance processes. Details of the revised committee structure can be found on pages 66 and 67 (aim 6).

Over the past decade, Mencap Cymru has been hugely influential in terms of both policy change and improving the day-to-day experiences of people with a learning disability living in Wales. *Building on our success*, Mencap Cymru’s new strategy paper, is now complete and outlines plans to build on these achievements in the coming years.

At the heart of the new strategy are five key aims:

1. To be an interpreter of information – using resources to support people locally, interpreting and helping them to understand more, so they can make better-informed choices in life.
2. To develop people with a learning disability and their families as community leaders – helping people think about their own skills, stand for election and understand their rights and responsibilities as citizens of Wales.
3. To support people to be more independent and help their communities understand their learning disability – making use of the knowledge and infrastructure of Mencap’s personal support services in England to improve the quality and reach of our services in Wales.
4. To lead on innovation and debate – creating new research within Wales and ensuring learning from Welsh projects is disseminated across the UK.
5. To make sure Mencap Cymru can support its staff to be effective – using the knowledge and support available from the rest of Mencap to ensure that we can do more for the same money.

You can find out more about the work of Mencap Cymru at www.mencap.org.uk/cymru

We also undertook a strategic review in Northern Ireland, to inform our focus and direction for the next five years. As part of Northern Ireland’s mission to make equal lives a reality for people with a learning disability, it was agreed that Mencap would focus on the following key areas:

1. Making change happen – by identifying new solutions, shaping what others do and building alliances of people with the right skills, knowledge and power.
2. Transforming lives – ensuring that our services and support make a real difference to individuals’ lives, in ways that are important to them.
3. Connecting people to others and to power – supporting people to make the necessary connections to take control of their own lives and build more inclusive communities.

You can find out more about the work of Mencap in Northern Ireland at www.mencap.org.uk/ni

Both the Wales and Northern Ireland strategic reviews were completed with the agreement and participation of internal and external stakeholders during 2010/11 (aim 7).

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“The office is great; it’s just nice to talk to the people that you work with. I am supported by Catherine who helps me in my job role. She is really helpful and if there’s something that I am struggling with she’ll be there. I think that’s why it’s a ‘best company’.” Sandra, learning disability consultant

My life



In 2010/11, Mencap was proud to win a place in *The Sunday Times*’ Top 100 best public and voluntary sector employers. Partly judged from an organisation-wide survey, it was an uplifting endorsement from Mencap’s own staff members, like Sandra, and a chance to identify areas for future improvement.

Sandra started life with Mencap at a young age, when she lived in a Watford Mencap house specifically for young people with a learning disability. She had had a difficult childhood, feeling that she didn’t fit in with other people because of her disability. She found it difficult to interact and was often nervous, though she didn’t know why.

Once Sandra had settled in her Mencap home, she found the confidence to apply for a job as a cleaner at Watford Mencap. She got the job, and it was during her time as a cleaner that she saw an advertisement for the role of learning disability consultant. Sandra and the manager at her care home put their heads together to write her a great application. Mencap saw Sandra’s potential straight away and gave her the job.

Now, for the first time, Sandra is able to support other people as she has always wanted to.

“I like the fact that I am in a position to help other young people with a learning disability and help them get the right support. The right help is not always available, but I’ve been very lucky with Mencap and I want that for others. They have helped me set my life in the right direction, and I’m meeting so many new and interesting people; it’s amazing. I feel like I can make decisions for myself now, something I’d never have had the confidence to do before.”

In 2010, Sandra was asked to take part in the presentation to The Co-operative’s Charity of the Year panel amidst fierce competition from four other charities. Sandra described it as “like Dragon’s Den”, but despite the pressure she did a fantastic job and helped Mencap to win the partnership.

Our achievements in 2010/11

Increasing the money people give us

Our main aims for 2010/11

- 1. To generate net income of £7.8 million **(exceeded)**.
- 2. To lay the foundations for reaching £11.3 million net income by 2014/15 **(met)**.

Our main achievements in 2010/11

So much of the work we do is dependent on voluntary income. We fundraise in England, Northern Ireland, Scotland and Wales, which gives us the flexibility to choose what we spend our money on and what work we do.



It was only with the continued and strong support from individuals and companies that we were able to grow and help so many more people with a learning disability. Thank you, to all of our supporters

In 2010/11 we raised gross income of £12.7 million, which was 7% higher than the previous year. Our fundraised contribution grew by 6% to approximately £8 million, and we maintained our income-to-cost ratio of 2.5. This success was due in part to our partnership with The Co-operative. We had not anticipated such early financial success but, as a result of over-performance in this area, we were able to account for almost £800,000 in 2010/11. This money was raised from the start of the partnership (January 2011) to March 2011 (aim 1).

In a year when sections of the UK economy and even entire countries struggled with debts and cutbacks, it was only with the continued and strong support from individuals and companies that we were able to grow and help so many more people with a learning disability. Thank you, to all of our supporters.

Our five-year investment programme, which began in 2009/10, continued – adding 2,500 new donors and increasing our income from individual donations. Our wills and trusts service consultants provided advice to parents

and carers of people with a learning disability. Our grants team delivered over £2 million of income, including £0.8 million from the Big Lottery Fund to work with young people with a learning disability who have offended or are at risk of offending (aim 2).

The Co-operative chose Mencap and ENABLE Scotland as its Charity of the Year for 2011 and has pledged to raise money to help 20,000 young people with a learning disability. Many other companies joined with us to support our work such as our *Changing places, changing lives* campaign for fully accessible toilets.

Supporters across the UK took part in our Y Factor events, generating £143,000. Across the world, participants of our extreme challenge events added another £100,000. Over 434,000 people in the UK came to our music and comedy events or watched them on Channel 4.

We will continue to invest in engaging more supporters, improving our income-to-cost ratio and reaching out to new supporters with innovative fundraising activities.

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“I am delighted that colleagues across our family of businesses have chosen Mencap, together with ENABLE Scotland, as our Charity of the Year for 2011. We’re aiming to help bring about a cultural shift in the way that young people are viewed and treated in this country. This partnership is key to making that happen.” Peter Marks, group chief executive, The Co-operative



The Co-operative Charity of the Year launched on 1 December 2010. After a rigorous selection process, Mencap and ENABLE Scotland achieved a 58% majority in The Co-operative staff vote – a total of 42,000 votes. We are thrilled to have been chosen and by the close of the 2010/11 financial year there were already some fantastic successes to report.

Raising money across the UK, The Co-operative Group has set an ambitious target to raise more than its previous Charity of the Year total of £3.7 million for Mencap and ENABLE Scotland. This includes fundraising across all parts of The Co-operative Group and the money raised in each region goes towards delivering our project, Inspire Me, in that region.

A bespoke, fun-packed calendar of events has been designed for The Co-operative staff members. It includes established Mencap fundraising events such as Tea With Me parties, Walk With Me sponsored walks, Dodgeball championships and Y Factor singing contests. The Co-operative businesses (food, pharmacy and financial services)

also host three annual balls, which are fantastic fundraising opportunities for the partnership.

Throughout the partnership, The Co-operative staff will be recognised and rewarded for their efforts, with special recognition for outstanding fundraisers across the businesses.

Where the money is going

The money raised by the Charity of the Year partnership has allowed Mencap and ENABLE Scotland to launch Inspire Me, a new programme to improve the lives of 20,000 young people with a learning disability aged 16–25, and their families. Inspire Me provides activities and training workshops for young people with a learning disability to help them access more opportunities. The project also works with families and local communities to break down barriers and change attitudes towards young people with a learning disability.

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The Co-operative has been keen to raise awareness of learning disability and of the services Mencap provides across each of its businesses



Project activities include:

- Inspiring Young People workshops in schools, colleges and community clubs
- Community Impact volunteering opportunities
- Inspire Me champions scheme – encouraging young people who have completed the workshops to promote it peer to peer
- providing support and advice for parents of young people with a learning disability, so they are able to help their child achieve the best possible future
- working with local communities on behalf of marginalised young people and their families to promote awareness and understanding, and create opportunities.

The scope of the partnership

The impact of Inspire Me will be hugely significant for young people with a learning disability. However, the benefits of the partnership are not limited to Inspire Me alone. The Co-operative has been keen to raise awareness of learning disability and of the services

Mencap provides across each of its businesses. This includes thousands of staff members, customers and members and will have a huge impact in the awareness and understanding of learning disability in the UK.

Mencap and ENABLE Scotland have committed to visit 2,400 food stores to assist with the efforts to raise awareness and money, as well as conducting learning disability training across the businesses. Mencap’s regional fundraising and community development teams are helping to achieve this target and make sure The Co-operative staff members feel they are supported during the partnership. Current WorkRight employees with a learning disability at The Co-operative will have the chance to act as champions for the partnership.

The Co-operative employees have also been invited to get involved with the partnership through volunteering and pro bono work. We have received an overwhelming response to these opportunities and we hope this will leave a strong legacy in the wake of a landmark partnership for Mencap.

Go to www.mencap.org.uk/thecooperative to find out more.

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Corporate partnerships

We are proud to have been chosen as Charity of the Year for both The Co-operative and Reynolds Porter Chamberlain (RPC). Both organisations have shown great support and enthusiasm for our work by encouraging their staff to get involved in a variety of events.

Read more about our partnership with The Co-operative on pages 30–31.

RPC has raised almost £25,000 for *Stand by me*, Mencap’s hate crime campaign. Staff members have taken

part in their very own Y Factor singing event, rowing challenges, running events, volunteering and much more. They have also provided around £20,000 worth of pro bono legal support and are planning more exciting events for 2011/12.

Total Hygiene, sponsor of our *Changing places, changing lives* campaign, has offered professional advice and support throughout the year. Their £25,000 sponsorship donation has enabled Mencap to employ a campaigns officer, who has done an excellent job in increasing awareness and helping to secure more accessible toilets in public places. There are now 250 Changing



Places toilets in the UK, including IKEA and Marwell Zoo.

Skanska and International Power plc have also raised a fantastic £42,000 for Mencap through the health and safety challenge, where staff members raise money for every hazard or near miss they report.

We are grateful to all of our partners. If you would like to find out how your company can get involved, visit www.mencap.org.uk or call 020 7696 5555.

Events

On 13 May 2010 Mencap launched Our Friends Acoustic, a celebration of the very best of 80s British pop. Hosted by Nik Kershaw, some of the amazing artists who performed included Jimmy Somerville, Andy Bell, Howard Jones and Carol Decker.

In November 2010, we celebrated the fifth birthday of Mencap’s Little Noise Sessions – a series of exclusive gigs curated by Radio 2 DJ Jo Whiley. Artists performing over the week included Tom Jones, Paolo Nutini and Ellie Goulding. In December 2010, it was the turn of Pet Shop Boys to perform a Big Noise Session – a very special Christmas ‘Pandemonium’ show.

Mencap’s extreme team goes from strength to strength. In 2010, we had more participants in UK extreme events than ever before and secured guaranteed places in two highly popular events: Racing The Planet’s Nepal and Jordan roving races. In combination, our extreme events made £100,000.

Our Y Factor singing contests have received remarkable corporate support through sponsorship and participation. In total, all of our singing events (Y Factor and our Idol series) in all of the regions raised an impressive £143,000 in 2010/11.

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Regional fundraising in the north

Affinity Sutton Partnership, GVA Grimley and Hitachi Consulting UK have supported Mencap in 2010/11 through a number of employee fundraising activities.

We are raising awareness of Mencap in the region, as well as growing the level of support within the community. A number of individuals and groups organised fundraising events including our new Tea With Me tea party events. We secured free advertising for Tea With Me in several magazines including Marks & Spencer’s magazine, which has a readership of over four million people.

Mencap was the nominated charity for the Wilmslow Half Marathon, the north-west’s most prestigious half marathon. This was a great opportunity to increase Mencap’s profile in the local community and raise over £25,000.



The regional fundraising team in the north successfully recruited a large number of volunteers via V Inspire – a volunteering scheme for young people aged 16-25 – and university and voluntary organisations.

Regional fundraising in the Midlands

The Midlands region had a successful year, which kicked off with the inaugural Y Factor event in Birmingham, raising £37,000. Individual donors were our key to success; we met new people at events and worked to improve relationships with existing donors.

Mencap is delighted that many of our corporate Charity of the Year partners decided to stay with us into 2011/12 and are busy organising repeat activities and events.

In 2010/11, the team laid the groundwork for three new appeals



committees launching in the next financial year. Each committee will organise one bespoke event per year, helping us to create long-term sustainable income.

Regional fundraising in Northern Ireland

Northern Ireland has seen substantial growth this year with a new team in place. The annual Race Day was a profitable start to the financial year and was followed by a successful series of five Y Factor heats, which increased the net income by 40% on the previous year’s figures.

2010 also welcomed the arrival of a new young professionals committee, which was established to help us reach a younger market. The committee consists of 12 influential business people from the Northern Ireland business sector, and the group will be



hosting its first major event in summer 2011.

The Northern Ireland team secured profitable charitable partnerships with Momentum NI, *Business Eye* and several award ceremonies, including Absolutely the Business. The team closed the year in a sound financial position, on a confident path for 2011/12.

Regional fundraising in Wales

It was a challenging year for the Welsh fundraising team. Starting off with relatively no fundraising activity, the team worked to produce several successful fundraising events, including Carols by Candlelight. The team forged good relations with local groups and companies such as the Cardiff Round Table and Legal & General in Wales, and was nominated as the charity partner for the Welsh Pharmacy Awards.

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Grants

Voluntary income from grant-making bodies such as the Big Lottery Fund, the Esmée Fairbairn Foundation, the City Bridge Trust, BBC Children in Need, the Department of Health and the Renton Foundation allows Mencap to undertake large, strategic and innovative projects that create a lasting change in the lives of people with a learning disability, and their families and carers.

Without the substantial multi-year contributions from these funders, Mencap wouldn't be able to develop new ways of working and influence the way other organisations and policymakers view people with a learning disability and provide services for them. Currently we are developing a number of projects designed to improve healthcare services for people with a learning disability.

Ongoing grant-funded projects

Play Our Way supports young people with a learning disability to access mainstream leisure facilities and classes in their local communities in Wales. This three-year project is funded with £299,000 from BBC Children in

Need and £145,000 from Mencap. 120 young people with a learning disability in 12 local authority areas can try out new activities, develop their self-confidence and make new friends. In the process, the project will identify barriers that prevent young people with a learning disability from accessing facilities. The project team will then work with staff at leisure centres and local authorities to make classes and leisure facilities more accessible and inclusive. The dissemination of learning and best practice from this and other projects ensures that any positive changes are spread to other organisations and benefit people with a learning disability beyond the duration of the original project.

Raising Your Game is a five-year project that aims to empower young people with a learning disability and/or communication difficulty to participate in decision-making bodies. The project is particularly welcoming to those who have offended or been identified as being at risk of offending. Delivered in partnership by Mencap, I CAN and Nacro, the project will support at least 3,500 young people and is funded by almost £5 million from the Big Lottery Fund and further funding from Mencap.

Young People Together is a summer play scheme in Northern Ireland for children with autism and their families. Delivered in partnership with Autism NI



and the Southern Education and Library Board, Young People Together will directly support 800 children with a learning disability and their families. The project is funded by £1 million over five years from the Big Lottery Fund.

LiveNet is a five-year project that provides training in information and communications technology (ICT) for people with a learning disability, carers, volunteers and Mencap staff. Delivered in partnership with Citizens Online, the British Computer Society and IT Can Help, LiveNet fun sessions, clubs and workshops are held in eight target

areas in Northern Ireland. The project is funded by £1 million over five years from the Big Lottery Fund.

Cer Amdani! is a three-year project aiming to improve the employability of young people aged 19–25 who have a learning disability. Cer Amdani! directly supports 310 people across South Wales, and has been awarded just under £1 million from the Big Lottery Fund (Cymru).

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Mencap’s fundraising team would like to thank all of our supporters and donors. In particular, for their major contributions to our fundraising success, our thanks go to...

Alex Proud	Esmée Fairbairn Foundation	and Finance	Sutton Kersh
Alison Hicks and the Nottingham Appeals Committee	Euler Hermes UK	Manchester University Business School	Sweet Causes Ltd
Alison Stokes	Fortis Commercial Finance	Manchester University RAG	Team Avilton
Anson Charitable Trust	Fujifilm UK Ltd	Marathon des Sables 2011 team	The Birmingham Y Factor committee and the contestants
Arriva UK Ltd	George Bull	Mat Horne	The Building Change Trust
Auto Cycle Union	George and Liz Parker of Parker Plant Hire	MBNA Europe Bank Limited	The Co-operative Group
Barclaycard	Ginns and Gutteridge	MC2	The Kathleen Laurence Trust
Barclays Corporate	Gordons LLP	Medicash	The Knitter
Barrie Wade	Grant Thornton	Mencap special events committee	The M L Saich Charitable Trust
BBC Children in Need	GVA Grimley Ltd	Mencap’s young special events committee	The Priory Church of St Bartholomew the Great
Big Lottery Fund	Gwendoline and Margaret Davies Charity	Mr Graham Ball	The Renton Foundation
Bolton Hyde Lea	HBOS	Mrs Whittaker	The Walcot Foundation
British Motorcycle Federation	Helene Sebba Charitable Trust	Nokia UK Limited	Theodore Roussel Memorial Trust
Canter Levin	HFM Consulting Engineers	North Cestrian Grammar School	Thorntons Golf Society
Cardiff Round Table	Hill Dickinson	Northern Ireland ladies committee	Total Hygiene
Cathedral Hygiene	HSBC Bank Plc	Northern Ireland young professionals committee	Uberfit Events
Charities Aid Foundation	Hull Business Centre	Oxford University Press	Unique Voices Baildon
Charity Sweets	Ian Nuttall	Pearson Family Fourth Settlement	Venture Structured Finance
City Bridge Trust	International Power	Pinsent Masons	VOTWO
CLB Coopers	Jamie Rix	Rene Horton & Joan Parkin Charitable Trust	WA Handley Charity Trust
Clearchannel (Adshel)	Jo Brand	Reynolds Porter Chamberlain	Walker Morris
Clearwater Corporate Finance LLP	Jo Whiley	Richard Woodcock	Weightmans LLP
Cobbetts LLP	John James Bristol Foundation	River Media	Will Young
Community Foundation Rongtons Fund	Juliet Bernard	Royal Bank of Scotland	Wilson Henry
Croydon Relief in Need	Kate Walder and the Birmingham Appeals Committee	Sainsbury’s Supermarkets Ltd	Yorkshire Bank
Dame Norma Major	Key Capital Partners	Santander	Zeus
David Wilson Homes (Mercia)	KPMG	Sir John Zochonis Charitable Trust	
Department of Health	Kym McConnell	Skanska UK Plc	
Disability Sports Development Trust	Lancaster University RAG	Social Care Institute for Excellence	
DWF	LDC	Standard Chartered Bank	
Ed James	Lloyds TSB Corporate Markets	Sue Champion	
Endless LLP			
English Baroque Choir			



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AdCare Foundation

AdCare Foundation has a policy to grant the money it has by way of donations to individuals over the next decade. The expenditure plans for AdCare will enable this outcome to be achieved.

The reserves of AdCare, which are all unrestricted, were approximately £857,000. There were no restricted reserves. In line with the strategy for this charity, it is anticipated that these will be spent over the next decade to further the charity's objectives. This period may be longer if additional legacies are received.



NOFAS-UK

NOFAS-UK's reserve policy is to maintain sufficient reserves to enable operating activities to be maintained, taking into account potential risks that may arise from time to time. The policy is reviewed annually by trustees. Its reserves at the year end were:

	£'000
Restricted	6
Unrestricted	21
Total reserves	27

Independent auditor's report to the members and trustees of Royal Mencap Society

We have audited the group and parent company financial statements of Royal Mencap Society (company number 554057) for the year ended 31 March 2011 set out on pages 42 to 63.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable group's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with section 44(1c) of the Charities and Trustee Investment (Scotland) Act 2005.

Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company's members as a body, for our audit work, for this report or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in ‘Statement of trustees’ responsibilities’ on page 67, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44(1c) of the Charities and Trustee Investment (Scotland) Act

2005 and under the Companies Act 2006 and report in accordance with regulations made under those acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the group's circumstances and have been consistently applied and adequately disclosed
- the reasonableness of significant accounting estimates made by the trustees
- the overall presentation of the financial statements.

Group cash flow statement year ended 31 March 2011

	Note	Group 2011 £'000	Group 2010 as restated £'000
Net cash inflow from operating activities	(a)	2,630	8,373
Returns on investments and servicing of finance	(b)	(1,224)	(1,123)
Capital expenditure and financial investment	(c)	(705)	(3,288)
Net cash inflow before financing		701	3,962
Financing	(d)	613	(287)
Increase in cash for the year	(e)	1,314	3,675

The notes on pages 46–63 form part of these accounts.



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Notes to the group cash flow statement year ended 31 March 2011

	Group 2011 £'000	Group 2010 as restated £'000
(a) Reconciliation of net incoming/(outgoing) resources to net cash inflow from operating activities		
Net incoming/(outgoing) resources	(2,676)	5,567
Investment income	(411)	(447)
Management charges on investments	48	46
Interest receivable	(26)	(18)
Interest paid	1,567	1,484
Interest element of finance lease rentals	46	58
Depreciation – fixed assets	1,784	1,785
Adjustment for pension funding	297	750
Adjustment for NOFAS-UK	20	-
(Profit)/loss on sale of fixed assets	(40)	34
(Increase)/decrease in stock	(4)	22
Decrease/(increase) in debtors	970	(1,736)
(Decrease)/increase in creditors	(1,447)	268
Increase in provisions	2,502	560
Net cash inflow from operating activities	2,630	8,373
(b) Returns on investments and servicing of finance		
Investment income	411	447
Management charges on investments	(48)	(46)
Interest received	26	18
Interest paid	(1,567)	(1,484)
Interest element of finance lease rentals	(46)	(58)
Net cash (outflow) from returns on investments and servicing of finance	(1,224)	(1,123)
(c) Capital expenditure and financial investment		
Purchase of tangible fixed assets	(1,942)	(3,755)
Shared investment contribution	(144)	(60)
Purchase of listed investments	(3,717)	(1,166)
Disposals of tangible fixed assets	1,086	695
Disposals of listed investments	4,012	998
Net cash (outflow) from capital expenditure and financial investments	(705)	(3,288)

	Group 2011 £'000	Group 2010 £'000
(d) Financing		
Capital element of finance lease payments	(130)	(242)
Loan drawdowns	743	(45)
Net cash inflow/(outflow) from financing	613	(287)

	Group at 1 April 2010 as restated £'000	Cash flows £'000	Group at 31 March 2011 £'000
(e) Analysis of changes in net debt			
Cash at bank and in hand	4,997	1,314	6,311
Net cash	4,997	1,314	6,311
Debt due within one year	(1,243)	(217)	(1,460)
Debt due after one year	(34,953)	(526)	(35,479)
Finance leases	(648)	130	(518)
	(31,847)	701	(31,146)

	Group 2011 £'000	Group 2010 as restated £'000
(f) Reconciliation of net debt		
Increase in cash in the year	1,314	3,675
Cash (outflow)/inflow from (decrease)/increase in debt and leasing finance	(613)	287
Change in net debt resulting from cash flows	701	3,962
Movement in net debt in year	701	3,962
Net debt at 1 April 2010	(31,847)	(35,809)
Net debt at 31 March 2011	(31,146)	(31,847)

Notes to the accounts year ended 31 March 2011

1 Accounting policies

The financial statements have been prepared in accordance with the Companies Act 2006, applicable accounting standards and the Statement of Recommended Practice (SORP), Accounting and Reporting by Charities, published in March 2005.

The principal accounting policies adopted are described below:

(a) Accounting convention

The financial statements have been prepared under the historical cost convention as modified by the revaluation of certain fixed assets and listed investments which are marked to market at the balance sheet date.

(b) Going concern

The financial statements have been prepared on a going-concern basis as Mencap considers that it has adequate resources to continue in operational existence for the foreseeable future.

(c) Basis of consolidation

The consolidated accounts incorporate the charity Mencap and the three charities (Golden Lane Housing Limited, AdCare Foundation Limited and NOFAS-UK), of which the charity, in all cases, is the sole member. Each charity within the Mencap group is a separate registered charity governed by its own Articles of Association. Additionally, Mencap's trading subsidiaries as disclosed in the accounts are fully consolidated, because in all cases Mencap is the sole member.

Mencap claims exemption from the requirement to file an individual Statement of Financial Activities under section 408 of the Companies Act 2006 and paragraph 397 of the Charities SORP 2005.

(d) Incoming resources

i) Voluntary income

Donations

Donations are accounted for when conditions for their receipt have been met and there is reasonable assurance of receipt and the amount receivable can be reliably determined.

Legacies

Legacies are accounted for when notified, providing the amount can be reliably determined and that ultimate receipt is reasonably certain.

Legacies include legacies with a life interest held by another party. Given the length of time these interests may take before they are realised, and the inherent uncertainties, no income is accounted for until the estate's accounts are finalised and the income is received by Mencap.

Trusts and Community Fund

Grants from trusts and lottery funds are accounted for as receivable as and when conditions for their receipt have been met.

Gifts in kind

Donated services and gifts in kind are included at their value to Mencap, where this can be quantified. The value of services provided by volunteers has not been included in these accounts.

ii) Activities for generating funds

Trading and other activities

Income from trading, contracted services and other activities is accounted for when earned. Income which has been earned, but not yet received, is accrued as being earned. Income which has not yet been earned, but has been received, is accounted for as deferred income.

iii) Investment income

Investment income is accounted for when receivable.

iv) Grants receivable and other income receivable

Grants receivable are recognised in the statement of financial activities when received or when the charity becomes entitled to receipt. Grants that have been received will be treated as deferred income where there is a specific requirement in the terms of the grant that the income recognition is dependent on certain activities being completed in a future accounting period(s).

Notes to the accounts year ended 31 March 2011

2 Voluntary income

		Restricted funds £'000	Unrestricted funds £'000	Total 2011 £'000	Total 2010 £'000
(a)	Donations				
	Total donations income	-	3,686	3,686	3,672
(b)	Legacies receivable				
	Total legacies income	-	5,579	5,579	5,626

Mencap has been notified of a number of legacies which have not been included in the statement of financial activities as the criteria for recognition have not been met. At 31 March 2011 these are estimated to be £0.1 million (2010: £0.2 million).

(c) Trust fund				
Beatrice Laing Foundation for Palliative Care	-	-	-	5
Bolton Hyde Lea charity	30	-	30	-
CAP America Baskin	-	-	-	1
Charities Aid Foundation for Access to Volunteering	5	-	5	-
Children in Need for Play Our Way	79	-	79	-
City Bridge Trust for Newham parents' advocacy project	15	-	15	62
Croydon Relief in Need for GLH renovation	12	-	12	-
East Ridings Yorkshire LDDF funding for parenting project	-	-	-	23
Esmée Fairbairn Foundation for A Clean Sweep	-	-	-	23
Futurebuilders England Fund Management Limited	-	-	-	50
Helene Sebba Charitable Trust	5	-	-	17
John James Bristol Foundation for A Clean Sweep	5	-	5	-
Kathleen Laurence Foundation for A Clean Sweep	20	-	20	-
Kathleen Laurence Foundation for Hertfordshire friendship project	10	-	10	-
Liverpool Mersey Travel – annual donation	-	-	-	10
Marjorie Treves	-	-	-	10
ML Saich Charitable Trust for East Sussex community development work	12	-	-	14
North East Lincolnshire Council funding for local walking group	-	-	-	24
Pearson Family Fourth Settlement	-	18	18	-
Renton Foundation	103	-	103	49
Sir John Zochonis Charitable Trust	30	-	30	-

		Restricted funds £'000	Unrestricted funds £'000	Total 2011 £'000	Total 2010 £'000
	Social Care Institute for Excellence	14	-	14	-
	Theodore Roussel Memorial Trust	14	-	14	-
	Torbay Older Carers – Speaking Out in Torbay	-	-	-	7
	Walcott Foundation gardening project	5	-	5	-
	Subtotal	342	18	360	295
	Other	76	19	95	90
	Total trust income	418	37	455	385
(d)	Community Fund/Big Lottery Fund				
	Big Lottery Fund, Children's Play via Dudley Metropolitan Borough	14	-	14	16
	Big Lottery Fund Wales, Children and Young People's Fund Reaching Out for Building Our Futures	32	-	32	75
	Big Lottery Fund Wales, Advice Plus for In Control and Me	68	-	68	201
	Big Lottery Fund Northern Ireland/Live and Learn for LiveNet	212	-	212	121
	Big Lottery Fund Wales/Stepping Stones for Cer Amdani!	297	-	297	328
	Big Lottery Fund Northern Ireland/Safe and Well for Young People Together	136	-	136	62
	Big Lottery Fund/Young People's Fund 2 for Raising Your Game	792	-	792	354
	Big Lottery Fund Wales Committee for Partners in Politics	-	-	-	46
	Building Change Trust for Early Intervention Service NI	16	-	16	-
	Total Community Fund/Big Lottery Fund	1,567	-	1,567	1,203
(e)	Organisations raising significant funds				
	The Co-operative (Charity of the Year)	908	-	908	-
	Skanska	-	26	26	-
	Travis Perkins	-	26	26	-
	MBNA	-	22	22	-
	All other Community Fund income	176	-	176	496
	Total organisations raising significant funds	1,084	74	1,158	496
(f)	Total gifts in kind	-	3	3	7
	Total voluntary income (a–f)	3,069	9,379	12,448	11,389

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3 Net income of group companies, including consolidation entries

A summary of the group companies’ results is shown below:

	Blue Sky Housing Ltd £’000	Mencap Trust Co. Ltd £’000	Mencap Ltd £’000	Mencap Promotions Ltd £’000	Consolidation eliminations £’000	Total 2011 £’000	Total 2010 as restated £’000
Trading subsidiaries							
Turnover	-	228	101	409	-	738	907
Cost of sales	-	(228)	(82)	(120)	182	(248)	(393)
Gross profit	-	-	19	289	182	490	514
Administration costs	(2)	-	(11)	(111)	-	(124)	(164)
Net profit	(2)	-	8	178	182	366	350
Paid to Mencap under Gift Aid	-	-	-	(178)			
Retained in subsidiaries	(2)	-	8	-			

The costs of all the above subsidiaries are included in the ‘Group statement of financial activities’ under costs of activities for generating funds.

	Royal Mencap Society Ltd £’000	Golden Lane Housing Ltd £’000	AdCare Foundation Ltd £’000	Consolidation eliminations £’000	Total 2011 £’000	Total 2010 as restated £’000
Charitable companies						
Incoming resources	184,881	8,171	27	(263)	192,816	193,292
Resources expended	(172,044)	(5,180)	(207)	(91)	(177,522)	(172,251)
Income for the year before administration costs	12,837	2,991	(180)	(354)	15,294	21,041
Administration costs	(16,305)	(2,031)	-	-	(18,336)	(15,824)
Realised gain/(loss) on investments	1,792	-	169	-	1,961	(202)
Net income	(1,676)	960	(11)	(354)	(1,081)	5,015

Included in the rental income of £8.4 million shown in the group statement of financial activities is £8 million from Golden Lane Housing (2010: £7.5 million). The balance is from other sources.

	Total 2011 £’000	Total 2010 as restated £’000
Reconciliation of net income/(expenditure)		
Group statement of financial activities’ net income/(expenditure)	(715)	5,365
Trading subsidiaries’ net profit	366	350
Charitable companies’ net income/(expenditure)	(1,081)	5,015
	(715)	5,365

4 Investment income

	Group 2011 £’000	Group 2010 £’000
Income from listed investments in the UK	385	447
Bank interest	26	18
	411	465

Notes to the accounts year ended 31 March 2011

5 Grants and other income receivable

	Group 2011 £'000	Group 2010 £'000
Belfast Health and Social Care Trust for children, adults, information and advocacy services in Northern Ireland	291	295
Blaenau Gwent County Borough Council funding for Pathway supported employment scheme	-	8
Black Country Connexions NEET young people	15	15
Cabinet Office of the Third Sector Volunteering for All for north west and Yorkshire and Humber volunteering programme	-	23
Cabinet Office/V for youth volunteering team north west	-	7
Cabinet Office/V for increasing volunteering opportunities for young people	-	28
Carmarthenshire County Council for Family adviser service, children's information officer and Welfare benefits advice service	75	75
Carmarthenshire County Council for Pathways and community projects	159	159
Children in Need (NI) for Play adviser service	-	12
City and County of Cardiff shopping project	42	40
Department for Employment and Learning (NI) for employment services	150	147
Department for Social Development (NI) for Core project	-	77
Department of Health, Social Services and Public Safety (NI) – Children's Fund for Shout-Out project in Northern Ireland	31	41
Department of Health, Social Services and Public Safety (NI) core grant	109	110
Department of Health funding for the Opportunities for Volunteering Scheme	90	362
Department of Health/Section 64 for Transactive	-	47
Department of Health/Third Sector Investment Fund for inclusive parenting support for parents with a learning disability	-	50
Dudley Borough Council for taking children and young people services through the me2 award and part funding the young people's panel	40	40
Dudley Borough Council EYCDT taking early years services through me2 award	27	27
Dudley Borough Council decision making in short breaks	28	28
Essex County Council social services for older carers support service	-	72
European Social Fund – funding for employment services in Northern Ireland	749	742
Gloucestershire social services user form	-	49
Health and Social Services Care Trust for Segal House nursery, area manager, children, adults, information and advocacy services in Northern Ireland	-	130
Health and social services boards for Segal House nursery, area manager, information, advocacy and children services in Northern Ireland	156	167
Hertfordshire Children's Fund for befriending	-	21
Northern Health and Social Care Trust for children, adults, information and advocacy services in Northern Ireland	97	143

	Group 2011 £'000	Group 2010 £'000
Northern Ireland Housing Executive for Supporting People grant	569	574
South Eastern Health and Social Care Trust for children and adults in Northern Ireland	271	398
Southern Health and Social Care Trust for children, adults, information services and area manager in Northern Ireland	329	291
Sure Start Partnerships in Northern Ireland for play adviser services	37	39
Volunteer Development Agency for Millennium Volunteers project in Ireland	21	22
Walsall MBC for advocacy and empowerment	-	68
Walsall MBC for leisure	-	23
Welsh Assembly Government funding for core activities, independent support and information service, campaigning and information	203	203
Western Health and Social Care Trust for children, adults, information and advocacy services in Northern Ireland	169	172
Wolverhampton MBC for advocacy and empowerment	-	59
Wolverhampton MBC for leisure	-	32
Youth Council Northern Ireland core grant	70	51
Subtotal	3,728	4,847
All other grants and other income receivable	167,837	168,324
Total grants and other income receivable	171,565	173,171

Notes to the accounts year ended 31 March 2011

6a Total resources expended

	Staff costs £'000	Depreciation £'000	Other direct costs £'000	Other allocated costs £'000	Total 2011 £'000	Total 2010 as restated £'000
Cost of generating voluntary income	2,342	2	2,283	307	4,934	3,881
Trading costs of subsidiaries	101	-	271	-	372	557
Investment management costs	-	-	48	-	48	46
Providing services	131,510	898	31,777	15,249	179,434	172,276
Supporting people	3,197	7	1,290	317	4,811	5,648
Campaigning and lobbying	4,132	7	1,605	382	6,126	5,770
Governance	191	-	264	50	505	454
Support	9,422	870	6,013	(16,305)	-	-
	150,895	1,784	43,551	-	196,230	188,632

6b Support costs allocated

	Facility management £'000	Processing and support £'000	Finance £'000	IT £'000	HR and pension £'000	Management support and quality £'000	Total 2011 £'000	Total 2010 £'000
Cost of generating voluntary income	-	85	99	61	62	-	307	270
Providing services	705	3,010	3,496	2,182	2,220	3,636	15,249	13,089
Supporting people	17	82	96	60	62	-	317	349
Campaigning and lobbying	-	105	122	76	79	-	382	344
Governance	-	14	16	10	10	-	50	26
	722	3,296	3,829	2,389	2,433	3,636	16,305	14,078

6c Governance costs

	Total 2011 £'000	Total 2010 £'000
External audit fees	53	69
Internal audit	77	82
Annual report and AGM	27	31
Trustee meetings and staff support costs	76	65
Expenses reimbursed to trustees	11	11
Legal costs	81	82
Support costs	50	26
Recruitment fees	40	-
Other	90	88
	505	454

Notes to the accounts year ended 31 March 2011

7 Net incoming/(outgoing) resources for the year

	Group 2011 £'000	Group 2010 as restated £'000
Net incoming/(outgoing) resources for the year are stated after charging		
Depreciation		
Own assets	1,465	1,399
Leased assets	319	386
Rentals under operating leases		
Land and buildings	2,295	2,212
Interest payable		
Interest element of finance leases	46	58
Bank interest	1,567	1,484
FRS 17 expenditure movement for the year	297	750
Auditor’s remuneration		
Audit of the group	70	69
Non-audit work	3	3

Included in the audit fee charged for the group was £58,130 (2010: £56,841) for the audit of the parent charity.

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Notes to the accounts year ended 31 March 2011

8 Tangible fixed assets

(b) Charity

	Freehold land and buildings £'000	Assets under construction £'000	Leasehold land and buildings £'000	Fixtures, fittings and equipment £'000	Motor vehicles £'000	Total £'000
Cost or valuation						
Balance at 1 April 2010	28,831	329	312	4,644	4,380	38,496
Additions	443	15	-	377	218	1,053
Disposals	(356)	-	(166)	(71)	(516)	(1,109)
Transfers	166	(329)	-	163	-	-
Reclassifications	61	-	(70)	9	-	-
Balance at 31 March 2011	29,145	15	76	5,122	4,082	38,440
Accumulated depreciation						
Balance at 1 April 2010	4,438	-	152	2,770	3,772	11,132
Disposals	(55)	-	(84)	(53)	(511)	(703)
Charge for the year	500	-	11	481	327	1,319
Reclassifications	25	-	(25)	-	-	-
Balance at 31 March 2011	4,908	-	54	3,198	3,588	11,748
Net book value at 31 March 2011	24,237	15	22	1,924	494	26,692
Net book value at 31 March 2010	24,393	329	160	1,874	608	27,364

Tangible fixed assets continued

Freehold land and buildings analysed according to colleges, houses and offices

	Colleges £'000	Houses £'000	Offices £'000	Total £'000
Cost or valuation				
Balance at 1 April 2010	12,021	5,114	11,696	28,831
Additions	-	432	11	443
Disposals	-	(356)	-	(356)
Transfers	166	-	-	166
Reclassifications	-	18	43	61
Balance at 31 March 2011	12,187	5,208	11,750	29,145
Accumulated depreciation				
Balance at 1 April 2010	1,370	704	2,364	4,438
Disposals	-	(55)	-	(55)
Charge for the year	192	137	171	500
Reclassifications	-	4	21	25
Balance at 31 March 2011	1,562	790	2,556	4,908
Net book value at 31 March 2011	10,625	4,418	9,194	24,237
Net book value at 31 March 2010	10,651	4,410	9,332	24,393

Notes to the accounts year ended 31 March 2011

17 Information relating to employees

The number of employees whose total emoluments (salary plus taxable benefits and excluding pension contributions) are in excess of £60,000 is as follows:

	2011 including termination payments	2011 still employed	2011 No.	2010 No.
£60,000 – £70,000	4	11	15	13
£70,000 – £80,000	2	6	8	11
£80,000 – £90,000	3	2	5	1
£90,000 – £100,000	-	1	1	2
£100,000 – £110,000	-	1	1	1
£110,000 – £120,000	-	1	1	1
£130,000 – £140,000	1	1	2	1
£170,000 – £180,000	1	-	1	-

Of the 34 employees above, 24 are members of the defined contribution scheme. Payments made to the defined contribution scheme on behalf of those individuals amounted to £96,999 for the year. Of the above employees, 11 are included as a result of salary payments paid during the year and additional termination payments either made before the year end or provided in the accounts as at the year end.

Employee costs during the year:

	2011 £'000	2010 £'000
Wages and salaries	137,589	129,887
Social security costs	10,527	10,143
Pension costs	2,779	1,940
	150,895	141,970
Benefits in kind	131	232
	151,026	142,202

The estimated average number of employees, in terms of full-time equivalents, analysed by function was:

	2011 No.	2010 No.
Providing services	5,127	5,056
Supporting people	116	139
Campaigning and lobbying	116	111
Generating voluntary income	62	64
Support	231	206
Governance	5	4
	5,657	5,580

The estimated average number of employees analysed by function was:

	2011 No.	2010 No.
Providing services	7,249	7,109
Supporting people	180	217
Campaigning and lobbying	151	141
Generating voluntary income	79	83
Support	265	242
Governance	6	4
	7,930	7,796

Amounts paid to temporary staff (not included in the above) during the period was £5.6 million (2010: £5.3 million).

18 Expenses of the trustees

During the year, 12 trustees (2010:12) were reimbursed for out-of-pocket expenses in relation to travel and subsistence. The total amount reimbursed amounted to £11,540 (2010: £10,745). Members of the board of trustees are not remunerated.

19 Indemnity insurance

Mencap has purchased the following insurances:

- i) Fidelity guarantee insurance
The cost for the year was £31,658 (2010: £34,650)
- ii) Professional indemnity and trustees’, directors’ and officers’ insurance
The cost for the year paid by the charity was £17,321 (2010: £17,959).

Notes to the accounts year ended 31 March 2011

20 Pension schemes

Mencap operates a number of pension schemes for the benefit of its employees. At 31 March 2009, Mencap’s defined benefit scheme was closed to future accruals. This means that Mencap will fund the benefits that staff have earned to that date, but we cannot offer the same benefit moving forward due to the inherent risk involved in running this type of scheme.

Staff are, however, able to save for their retirement through a defined contribution scheme to which Mencap contributes. All contributions are expensed in the year that they are made.

In addition to the above, Mencap also participates in a number of local government pension schemes in relation to a small number of staff who have transferred over to Mencap. Mencap participates in these schemes by way of admission agreements. In relation to these schemes, Mencap currently has seven active employees. Full provision has been made according to FRS 17 in the financial statements in relation to two of the schemes covering six of the staff. However, as the liability per FRS 17 is not material, detailed disclosure has been limited so as not to distort or overstate the importance of these schemes within Mencap’s overall finances.

Mencap pension scheme
This scheme is valued annually for the purposes of the annual report and accounts. This valuation, which is carried out under specific accounting rules and detailed in full below, is made so that we can account for the pension liability in our balance sheet.

The trustees of the pension scheme undertake their own formal valuation once every three years. This valuation provides the basis for agreeing the amounts that Mencap will pay each year to fund the scheme. The last valuation for this purpose was undertaken in March 2008, and we subsequently agreed a schedule of contributions with the pension scheme trustees to settle the pension deficit over a period of 20 years.

A key element of this agreement was to transfer some surplus land to the scheme at a valuation of £6.75 million. This asset was acquired by the pension scheme in May 2009.

We also agreed to cover the stamp duty costs of £270,000 in respect of the transfer and make a cash contribution in 2009/10 of £200,000, which was treated as an expense during the year. In the

previous year ending 31 March 2010, we also made payments of £0.5 million to the scheme in respect of the deficit.

For the year ended March 2011 and going forward, we agreed to make the following cash payments to the scheme:

For the year ended March	2011	£1.0m
For the year ended March	2012	£1.5m
Each year thereafter until 31 March 2028	2013-28	£2.0m

This schedule of repayment is intended to fund the deficit over 20 years.

At the end of March 2011, the total scheme liabilities were valued at £89 million and the assets at £71 million. The net deficit is therefore £18 million. This compares with a net deficit of £28 million reported last year.

The following assumptions have been used to place a value on the retirement benefit obligations of the charity:

Principal actuarial assumptions	At 31 March 2011	At 31 March 2010	At 31 March 2009
Weighted-average assumptions to determine benefit obligations			
Rate of interest/discount rate	5.50% pa	5.70% pa	7.00% pa
Rate of increase in pensionable earnings	n/a	n/a	n/a
Rate of price inflation	3.70% pa	3.70% pa	3.40% pa
Rate of pension increases	3.40% pa	3.60% pa	3.60% pa
Weighted-average assumptions to determine net pension cost			
Discount rate	5.50% pa	5.70% pa	7.00% pa
Expected long-term return on assets	6.01% pa	6.13% pa	6.23% pa
Rate of increase in pensionable earnings	n/a	n/a	n/a
Rate of price inflation	3.50% pa	3.70% pa	3.40% pa
Rate of pension increases	3.40% pa	3.60% pa	3.30% pa

The demographic assumptions used are the same as used for the last actuarial valuation. The mortality table is the PA92 (year of birth) medium cohort table:

	At 31 March 2011	At 31 March 2010
Male member aged 65 (current life expectancy)	22.2 years	22.1 years
Female member aged 65 (current life expectancy)	25.1 years	25.0 years
Male member aged 45 (life expectancy at 65)	23.2 years	23.1 years
Female member aged 45 (life expectancy at 65)	26.0 years	25.9 years

Notes to the accounts year ended 31 March 2011

20 Pension schemes continued

Based on this valuation, using methodology which complies with FRS 17, a deficit has been identified as follows:

	Expected return	Fair value at 31 March 2011 £'000	Expected return	Fair value at 31 March 2010 £'000	Expected return	Fair value at 31 March 2009 £'000
Equities	6.90%	38,288	5.07%	35,849	7.00%	26,394
Bonds	4.93%	22,529	5.70%	10,496	7.00%	9,213
Gilts	-	-	4.50%	11,732	4.00%	9,358
Property	5.50%	5,997	5.70%	6,000	-	-
Net current assets/insured pensioners	4.44%	4,077	4.50%	3,118	4.00%	2,972
Total market value of scheme assets		70,891		67,195		47,937
Present value of scheme liabilities		(89,223)		(94,758)		(63,746)
Deficit in the scheme		(18,332)		(27,563)		(15,809)
Associated deferred tax asset/(liability)		-		-		-
Net deficit in the scheme		(18,332)		(27,563)		(15,809)

Analysis of net return on pension scheme:

	Year to 31 March 2011 £'000	Year to 31 March 2010 £'000
Expected return on pension scheme assets	4,084	3,287
Interest on pension liabilities	(5,342)	(4,385)
Net interest cost	(1,258)	(1,098)

Analysis of amounts that would be recognised in other recognised gains and losses:

	Year to 31 March 2011 £'000	Year to 31 March 2010 £'000
Actual return less expected return on scheme assets	756	10,818
Experience gains and losses on liabilities	6,586	1,376
Changes in assumptions	2,220	(30,110)
Total actuarial gain/(loss) recognised	9,562	(17,916)

Movement in deficit during the year:

	Year to 31 March 2011 £'000	Year to 31 March 2010 £'000
Benefit obligation at beginning of year	(94,758)	(63,746)
Interest cost	(5,342)	(4,385)
Contributions	-	(94)
Actuarial gain/(loss)	8,806	(28,734)
Benefits paid	2,071	2,201
Benefit obligation at end of year	(89,223)	(94,758)
Fair value of plan assets at beginning of year	67,195	47,937
Expected return on plan assets	4,084	3,287
Actuarial gain	756	10,818
Employer contributions	927	7,260
Member contributions	-	94
Benefits paid	(2,071)	(2,201)
Fair value of plan assets at end of year	70,891	67,195
Deficit in scheme at end of year	(18,332)	(27,563)

Notes to the accounts year ended 31 March 2011

20 Pension schemes continued

History of experience gains and losses	Year to 31 March 2011 £'000	Year to 31 March 2010 £'000	Year to 31 March 2009 £'000	Year to 31 March 2008 £'000	Year to 31 March 2007 £'000
Difference between expected and actual return on scheme assets	756	10,818	(12,990)	(6,718)	(1,714)
Percentage of scheme assets	1%	16%	(27%)	(12%)	(3%)
Experience (losses)/gains on scheme liabilities	(6,586)	(1,376)	3,575	3,438	(349)
Percentage of scheme liabilities	(7%)	(2%)	6%	4%	0%
Actuarial gains/(losses) recognised in funds	9,562	(17,916)	8,691	100	1,448
Percentage of scheme liabilities	11%	(19%)	14%	0%	2%
Cumulative amount of gains/(losses) immediately recognised	2,228	(7,334)	10,582	19,273	-

The pension cost for the defined contribution plan over the period was £1.8 million (2010: £1.7 million).

Local authority pension schemes

Shropshire County Pension Fund

The Shropshire County Pension Fund is a defined benefit scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The last actuarial valuation of the fund was as at 31 March 2007. At that time there were 28,203 members, nine of which were Mencap staff (pensioners, deferred or active).

The agreed employer's contribution rate for the year to March 2011 was 19.9% plus £12,900 and is expensed during the year.

The FRS 17 valuation at 31 March 2011 revealed that Mencap's share of liabilities of the scheme exceeded the value of Mencap's share of the scheme's assets by £68,000. This deficit is included in the balance sheet.

Staffordshire County Pension Fund

The Staffordshire County Pension Fund is a defined benefit scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The last actuarial valuation of the fund was as at 31 March 2007. At that time there were 82,552 members, three of which were Mencap staff (pensioners, deferred or active).

The agreed employer's contribution rate was 11.8% and is expensed during the year.

The FRS 17 valuation at 31 March 2011 revealed that Mencap's share of liabilities of the scheme exceeded the value of Mencap's share of the scheme's assets by £25,000. This deficit is included in the balance sheet under pension liabilities.

Other local government pension schemes

Mencap also participates in three other local government pension schemes. However, as there is only one remaining active member, and in view of the cost of obtaining FRS 17 disclosures and the likely liability being immaterial in the context of overall Mencap results, no account or disclosures are made for these three schemes.

Dyfed Pension Fund	No active members
Clwyd Pension Fund (Flintshire)	No active members
Powys Pension Fund	1 active member

Key data

A summary of key data and assumptions from the 31 March 2011 FRS 17 valuation is shown below for both the Shropshire County Pension Fund and the Staffordshire County Pension Fund. The full disclosures normally required to be made under the provisions of FRS 17 have not been given, as the schemes are not material to the charity's financial statements.

	Shropshire County Pension Fund 2011 %p.a.	Staffordshire County Pension Fund 2011 %p.a.
Principal assumptions		
Pension increase rate	2.90%	2.80%
Rate of RPI inflation	3.40%	-
Rate of CPI inflation	2.90%	-
Salary increase rate	4.40%	5.10%
Discount rate	5.50%	5.50%
Expected return on assets		
Equities	7.50%	7.50%
Bonds	5.10%	4.90%
Government bonds	4.40%	-
Property	6.50%	5.50%
Other	7.50%	-
Cash	0.50%	4.60%
Mortality rate assumption life expectancy at age 65		
	Years	Years
Current male pensioners	21.9	21.2
Current female pensioners	24.6	23.4
Future male pensioners	23.3	23.3
Future female pensioners	26.1	25.6
Amounts recognised in the balance sheet		
	£'000	£'000
Fair value of scheme assets	534	84
Present value of funded obligations	(602)	(109)
Deficit	(68)	(25)

Notes to the accounts year ended 31 March 2011

20 Pension schemes continued

	2011 £'000	2010 £'000
Actuarial gains/(losses) on defined benefit schemes		
Mencap pension scheme	9,562	(17,916)
Shropshire County Pension Fund	88	(35)
Staffordshire County Pension Fund	22	(40)
	9,672	(17,991)
Defined benefit pension liability		
Mencap pension scheme	(18,332)	(27,563)
Shropshire County Pension Fund	(68)	(195)
Staffordshire County Pension Fund	(25)	(42)
	(18,425)	(27,800)
FRS 17 expenditure movement		
Mencap pension scheme	(331)	(6,162)
Shropshire County Pension Fund	(5)	160
Staffordshire County Pension Fund	39	2
	(297)	(6,000)

21 Operating lease commitments

At 31 March 2011, the group and charity were committed to the following payments during the next year, in respect of operating leases:

	Land and buildings 2011 £'000	Land and buildings 2010 as restated £'000
Leases which expire		
Within one year	1,457	1,255
Within two to five years	731	824
After five years	107	133
	2,295	2,212

22 Related parties

Fred Worth, who is a trustee of Mencap, is also a director of The Social Investment Business (SIB) whose wholly-owned subsidiary is Futurebuilders England Limited (FBE). In March 2010, Mencap obtained a loan of £450,000 and a revenue grant of £50,000 from the Modernisation Fund run by the FBE. In May 2011, Mencap drew down a further long-term loan of £2.2 million from the FBE.

Mencap has taken advantage of the exemption given by the Financial Reporting Standard 8, Related Party Disclosures, from disclosing transactions with subsidiaries. These subsidiaries are listed in Note 10.

23 Negative goodwill

The assets and liabilities at acquisition of NOFAS-UK (£27,000) have been consolidated in these accounts. Negative goodwill arose from the purchase of assets, as the purchase price was lower than the fair market value of the assets acquired. In light of the guidance on the interpretation of the SORP (specifically the Accounting Standards Board’s paper *Interpretation for Public Benefit Entities of the Statement of Principles for Financial Reporting* published in June 2007) we have recognised the balance of the negative goodwill as income during the year.

In accordance with the requirements of FRS 10, the assets and liabilities of NOFAS-UK have been carefully reviewed to ensure there are no omissions or over/under statements. Additional provisions (£5,000) have been made where it is felt additional liabilities may accrue.

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Looking ahead to 2011/12

We recognise the changing financial, social and political environment, so we are launching a new strategy in 2011. We will look to deliver our vision of a world in which people are valued equally through three main aims. We have planned our corporate objectives for 2011/12 against these aims and are agreeing long-term performance measures with our board of trustees for each of them. We also have a fourth aim about supporting our people and strengthening Mencap itself to deliver our vision.

Our first main aim is to continue to work to change society’s negative attitudes towards people with a learning disability and the culture that promotes them. We will work with people with a learning disability and their families to increase public awareness of learning disability and the challenges people face, and to include people with a learning disability as equal citizens in our communities.

As part of this aim for 2011/12, we will consider the scope of our movement for change. This is a way of bringing together the efforts of Mencap, local groups, campaigners and supporters to bring about change for people with a learning disability. In 2011/12, we will develop our strategy for the movement and begin to implement it.



We will research the feasibility of a major campaign to influence public opinion and attract new supporters to Mencap. This will potentially focus on hate crime to follow on from the *Stand by me* campaign, launched in Learning Disability Week 2011. Through such a campaign, we would aim to raise awareness of and transform negative attitudes to people with a learning disability. Using hate crime as the focus would allow us to extend our work addressing the way these crimes are reported and handled by authorities.

As part of our commitment to including people with a learning disability in the community, we will seek to increase our employment services, so more people with a learning disability can move into work. We will also aim to extend our reach and influence with a broader range of media coverage across a variety of outlets.

Our second main aim is to better influence people who shape policy and practice so that people with a learning disability and their families get the services and support they need. We will engage and work with

our partners to build a better environment that involves and meets the needs of people with a learning disability and their families.

As part of this aim for 2011/12, we will continue our campaigns and policy work on health, employment, welfare reform, housing and social care to bring about real change. We will also develop and communicate our policy about education at every stage of life.

We plan to develop new projects that will support Mencap’s strategic priorities and identify funding to meet

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our fundraising targets for 2012/13. We will also engage with carers and people with a learning disability so their knowledge and experience can better inform Mencap’s work.

Our third main aim is to empower and directly support more individuals to live fulfilled lives. We will improve the lives and well-being of people with a learning disability and their families through a range of high-quality, modern and innovative services and opportunities.

As part of this aim for 2011/12, we have set growth targets for our commissioned services, new business and financial contributions, and for reaching more people.

We will work to increase and improve our information and advice services. We hope to develop a stronger multi-platform resource and reach more people in the community with our expanded community-based advice team.

We plan to further implement Raising Your Game, to support more young people through the programme. We will also deliver the Inspire Me project to reach and support young people and their families in England, Northern Ireland and Wales.

We will launch our programme to redevelop Segal House nursery in Northern Ireland, so we can provide improved specialist services for young children with a learning disability in the area.

We will review the way we ourselves provide and support education opportunities for young people. We will also start to develop new projects, and extend our existing ones, that have secure income streams to help us meet our fundraising targets for 2012/13.

Our fourth aim is to strengthen our capability and leadership to better deliver our mission. Everything we do is delivered by our people. This means we must build our capability and leadership through our people strategy and by improving our infrastructure and systems.

As part of this aim for 2011/12, we will continue to develop our financial and human resources strategy. This includes better managing liabilities under our pension scheme. We will complete work on a people strategy focusing initially on performance management and will continue to embed internal audit and risk management. We will also review our IT services and how we manage our property portfolio.



During the financial year, we will evaluate the pilot partnerships with local groups under our 20:20 Vision programme and start rolling out new partnerships with the local groups that want them. We will also review and improve how we involve people with a learning disability and family carers in the way we run Mencap.

Another key focus for the year will be maximising the potential of our

relationship with The Co-operative. Mencap and ENABLE Scotland, our sister charity, will work to help The Co-operative reach its fundraising target of £5 million. We will also continue to build relationships with other potential major donors, improve communication with supporters and increase their engagement with us.

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Trustees

Governing document

Royal Mencap Society was formed as a company limited by guarantee and is governed by its Articles of Association. Royal Mencap Society is registered as a charity with the Charity Commission and with the Office of the Scottish Charity Regulator. There are 46 members of Royal Mencap Society who each agree to contribute £1 in the event of the charity being wound up.

Appointment of trustees

As set out in the Articles of Association, up to seven of the trustees are elected by Royal Mencap Society members for a four-year term of office, and up to five trustees are co-opted by the board of trustees for a four-year term. The chairman is also a trustee.

Trustee induction and training

New trustees undergo an induction programme that ensures they are briefed on their legal obligations under charity and company law and the content of the Articles of Association. New trustees also meet fellow trustees and senior managers of Royal Mencap Society, and visit a number of locations to gain an understanding of the services and activities of Royal Mencap Society.

Organisation

The board of trustees meets six times a year along with members of the leadership team to set strategic direction and review progress and priorities. The board of trustees holds to itself a range of reserved matters and delegates certain authority to the leadership team in order to run the organisation efficiently.

Committees

The trustees have established a number of committees with clear terms of reference, including those listed in the table to the right.

Committee	Main purpose
Audit and assurance committee	To provide assurance to trustees that the information the board receives on achievement of the corporate objectives is reliable and complete. To review the annual financial statements and monitor the internal audit plan.
Finance committee	To support trustees to achieve Mencap’s strategic objectives by: <ul style="list-style-type: none"> • reviewing Mencap’s exposure to financial and related business risks • ensuring policy decisions are taken with full awareness of financial and/or business risk • ensuring effective management of financial and business risks.
Remuneration and employment committee	To approve Mencap’s reward strategy, oversee all senior management reward proposals and recommend salary and benefits levels for the post of chief executive and directors to the board of trustees.
Governance committee	To be responsible for effective best practice governance of Mencap.

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Committee	Main purpose
Education and learning committee	<p>To support Mencap’s education and learning activity, and advise on the development and provision of education and learning for people with a learning disability. This is done to best reflect Mencap’s strategic aims and the aspirations of individuals.</p> <p>Each of Mencap’s three colleges has an advisory board that informs the work and activity of the college locally and supports the work of the education and learning committee.</p>
Country and regional committees	<p>To provide the board of trustees with a link to the Mencap membership in the English regions, Northern Ireland and Wales.</p> <p>Mencap Cymru also provides the board of trustees with a link to the National Assembly for Wales, and Mencap in Northern Ireland provides the board of trustees with a link to the Northern Ireland Assembly.</p>
<i>Country:</i> Mencap Cymru Mencap in Northern Ireland	
<i>Regional:</i> London South east East South west West Midlands East Midlands North east Yorkshire and Humberside North west	

Statement of trustees’ responsibilities

The trustees are responsible for preparing the trustees’ annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (UK GAAP) and applicable law. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the surplus or deficit of the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company and the group will continue in business.

The trustees are responsible for ensuring that adequate accounting records are maintained and that they are sufficient to show and explain the charitable company’s and the group’s transactions, and disclose with reasonable accuracy at any time the financial position of the charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group, and ensuring their proper application in accordance with charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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Provision of information to auditor

Mencap’s trustees are its company directors. Each of the persons who is a director at the date of approval of this report confirms that:

- so far as the director is aware, there is no relevant audit information of which the company’s auditors are unaware
- the director has taken all the steps that they ought to have taken as a director in order to make themself aware of any relevant audit information and to establish that the company’s auditors are aware of that information
- they have had due regard to guidance by the Charities Commission in respect of Public Benefit.

Auditor

Horwath Clark Whitehill LLP changed its name to Crowe Clark Whitehill LLP on 1 October 2010, and has expressed its willingness to be reappointed as statutory auditor.



Risk management and internal control

Mencap’s key risks have been assessed under the following categories:

1. Maintenance of funding and cash flow
2. Maintenance of reputation
3. Attracting and retaining quality staff
4. Having an infrastructure that is fit for purpose

Senior management reviews the risks, providing periodic updates to the board of trustees.

During 2010/11, it became increasingly clear that changes in the economy

affecting contract prices, donations, grants and investments would significantly increase these risks to Mencap. Although the speed, extent and distribution of the changes continue to be uncertain and subject to regional variation, the corporate effect has already been significant and is expected to increase.

This has driven an organisation-wide review of operations and business models, which is now nearly complete. While the changes made/planned as a result of this review are designed to mitigate these risks going forward, the changes themselves present new challenges and risks, which will be monitored as part of the ongoing risk

management processes. Looking further ahead, the changes should provide opportunities for maintaining the planned increase in efficiency when the economy recovers.

Following a review of the structure of its subcommittees, the board has redefined and refocused responsibilities for reviewing the reporting on the corporate and financial objectives and risks between the finance committee and the audit and assurance committee. These committees will support the ongoing development of the corporate planning and risk management process to further enhance the effectiveness of Mencap’s risk and assurance framework.

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Employee involvement and employment of people with a disability

We consult with our employees about future Mencap activities and issues of direct concern (such as terms and conditions) through a range of mechanisms.

All employees are able to elect colleagues to represent them on national and business unit consultative forums. These forums also include employees who are elected representatives of Unison, the trade union with which we work in partnership, in proportion to Unison membership in our workforce.

Following the bringing together of the personal support and housing, and education and employment business units, we have reviewed the structure of these forums to ensure that they continue to operate most effectively for staff at a local level.

We also actively engage with employees through things like questionnaires and focus groups. Where possible we include employee representatives in the development of new HR policies so that employee views are reflected within our final proposals.

We have a range of detailed HR policies to support our charitable and business

objectives and ensure compliance with employment legislation. These are regularly reviewed so that they continue to meet the needs of our operational managers and reflect good practice.

In accordance with our diversity policy, Mencap also has long-established fair employment practices for the recruitment, retention and training of staff with disabilities. At 31 March 2011, there were 289 people with a declared disability on Mencap’s payroll. Actual numbers of employees with a disability in employment are likely to be higher since disability disclosure is voluntary.

Inclusion is very important to us, and Mencap supports the employment of staff with a learning disability within the organisation. We are focusing on expanding opportunities where employees can use their direct experience of having a learning disability to inform and influence – as media spokespeople, campaigners and trainers.



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Reference and administrative details

Trustees		
Brian Baldock CBE Chairman (stood down 18 May 2011)	Alan Griffiths Richard Hastings Stuart Kelly (term ended 16 October 2010)	John Phillips Jan Sunman (elected 16 October 2010)
William James Glover Chairman (appointed 18 May 2011)	Manny Lewis Debra Moore	Colin Rogers Karen Townsend George Venus Fred Worth
Pete Bickers Janet Brown		

Chief executive	Company secretary	
Mark Goldring CBE	Jill Tombs (until 18 April 2011)	Mark Goldring CBE (from 18 April 2011)

Senior staff members to whom day-to-day management of the charity is delegated by the trustees		
Ellie Gray Director of fundraising	Rowena Webster Director of community action (appointed 16 August 2010)	John Tranter Director of finance
Maureen Piggot OBE Director of Mencap in Northern Ireland	Jill Tombs Director of human resources and governance (until 18 April 2011)	Liz Neal Director of Mencap Cymru (stood down 12 July 2010)
	Jan Tregelles Director of personal support	Wayne Crocker Director of Mencap Cymru (appointed 28 January 2011)

Name and registered office of the charity
<p>The full name of the charity is the Royal Mencap Society, and its registered office is 123 Golden Lane, London EC1Y 0RT. The registered charity number is 222377 (England, Northern Ireland and Wales) and SC041079 (Scotland); the company registration number is 550457.</p>

Auditor	President	Bankers
Crowe Clark Whitehill LLP (formerly Horwath Clark Whitehill) St Bride’s House 10 Salisbury Square London EC4Y 8EH	The Lord Rix Kt CBE DL	Barclays Bank PLC Charities Team Level 28 1 Churchill Place London E14 5HP
Solicitors	Vice presidents	Investment managers
Bates Wells Braithwaite 2–6 Cannon Street London EC4M 6YH	Sir George Bull Kt Barrie Davis Pauline Fairbrother OBE Dame Pauline Harris DBE Alan Hill Michael Mackey MVO BEM Dame Norma Major DBE The Lady Rix Leslie Wooster	Aberdeen Asset Management Bow Bells House 1 Bread Street London EC4M 9HH
Laytons Carmelite 50 Victoria Embankment Blackfriars London EC4Y 0LS		Blackrock Investment Management UK Limited 33 King William Street London EC4R 9AS
Freshfields Bruckhaus Deringer 65 Fleet Street London EC4Y 1HT		Investec Wealth & Investment Limited Clock House Dogflud Way Farnham Surrey GU9 7UL

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Mencap Trust Company Limited

The Mencap Trust Company Limited (MTC) was formed in 1975 by Mencap. It is a professional trust company and fully-owned subsidiary of Mencap with its own independent board of directors. MTC acts as the sole trustee of trust funds held for people with a learning disability. Since its formation, MTC has helped parents and relatives create over 1,700 individual trust deeds.

MTC's mission

MTC differentiates itself from standard trust companies, or trust service providers, in that it:

- builds and maintains relationships with all beneficiaries while their trust fund is active – this includes personal visits to discuss needs and future aspirations with beneficiaries, their relatives, carers and supporters
- provides a person-centred investment approach by using alternative portfolio models that take account of both scale of individual funds and personal circumstances (which may vary over time)
- can draw on its knowledge base, which comes from several decades of providing a trust service to people with a learning disability, as well as the expertise of our MTC board members

and Mencap staff and resources.

While providing its trust service MTC will:

- ensure all trust property (investments and physical property) is used to enhance the quality of life of the beneficiaries
- operate with integrity and be financially sound
- administer trusts and investments effectively and efficiently.

MTC's service

MTC provides its service through a standard discretionary trust deed made between the settlor of the funds and MTC. Each deed has its own named primary beneficiary and instructions with what to do with any residual funds left on the death of the primary beneficiary – the person with a learning disability.

MTC works closely with the people who support the person with a learning disability. It informs care staff that there is a trust fund available and asks them to contact MTC if they think money from the fund could improve the life of the person they care for. MTC also arranges regular review visits so that the trust can

be discussed directly with the beneficiary and their key supporters.

MTC uses the following third-party professionals and specialists for specific services:

- Rensburg Sheppards Investment Management Limited invests all trust funds in a portfolio model (four models at present) that best suits individual circumstances.
- Deloitte PCS Limited ensures individual trusts are fully tax-compliant and all statutory returns are made.
- Golden Lane Housing Limited manages and maintains physical trust property.

As at 31 March 2011, MTC was actively managing 171 individual trusts with a financial value of £13.9 million. During 2010/11, MTC arranged 64 individual review visits and processed 424 discretionary payment requests from beneficiaries.

For more information about MTC visit www.mencap.org.uk/mencaptrustcompany



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Golden Lane Housing



Golden Lane Housing (GLH) is an independent charity and fully-owned subsidiary of Mencap with its own independent board of trustees. It specialises in finding suitable homes for people with a learning disability. GLH was launched by Mencap in 1998 and to date has helped over 1,000 people with a learning disability in England and Wales choose their own homes and become tenants. It also gives information, advice and guidance to hundreds of families every year.

GLH aims to:

- develop close and supportive relationships with tenants, their families and supporters

- continue to develop its housing portfolio, both in number and in quality
- provide advice and guidance to tenants, as well as people with a learning disability who are not tenants of GLH
- work with MTC to provide a service to help people leave, manage and maintain property in trust for a loved one with a learning disability.

For more information on GLH and what it does, call 0845 604 0046 or go to www.glh.org.uk

The AdCare Foundation



- improve the opportunities for people with a learning disability to take part in leisure activities
- support people with a learning disability and help them change their lives by increasing their choices.

For a grant application form or for more information, contact the AdCare Foundation on 01923 776 729 or email adcare@mencap.org.uk

The Adcare Foundation is a registered charity established in 1985 and fully-owned subsidiary of Mencap with its own independent board of trustees. It is funded by voluntary donations. It offers two types of grant. One is for people with a learning disability to pay for their own holiday costs or the costs of their supporter. The other is a more general grant that pays for ‘extras’ for people with a learning disability that are not funded by public money.

The AdCare Foundation aims to:

- enrich the lives of people with a learning disability by providing grants of up to £500

NOFAS-UK

Mencap became the sole member of NOFAS-UK in March 2011. NOFAS-UK is a registered charity and its mission is to eliminate birth defects caused by alcohol consumption during pregnancy, and to improve the quality of life for individuals and families affected by fetal alcohol syndrome.

NOFAS-UK has its own independent board of trustees, and the intention in due course is to merge the activities of NOFAS-UK with those of Mencap.

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Contact us



Mencap	Mencap Cymru	Mencap in Northern Ireland
<div>✉ 123 Golden Lane London EC1Y 0RT</div> <div>☎ 020 7454 0454</div> <div>☎ 020 7608 3254</div> <div>@ helpline@mencap.org.uk</div> <div>💻 www.mencap.org.uk</div> <div>☎ Learning Disability Helpline 0808 808 1111</div>	<div>✉ 31 Lambourne Crescent Cardiff Business Park Llanishen Cardiff CF14 5GF</div> <div>☎ 029 2074 7588</div> <div>☎ 029 2074 7550</div> <div>@ helpline.wales@mencap.org.uk</div> <div>💻 www.mencap.org.uk/wales</div> <div>☎ Wales Learning Disability Helpline 0808 808 1111</div>	<div>✉ Segal House 4 Annadale Avenue Belfast BT7 3JH</div> <div>☎ 028 9069 1351</div> <div>☎ 028 9064 0121</div> <div>@ helpline.ni@mencap.org.uk</div> <div>💻 www.mencap.org.uk/ni</div> <div>☎ Mencap's Northern Ireland information service 0808 808 1111</div>

Registered charity number 222377 (England, Northern Ireland and Wales); SC041079 (Scotland) 2011.044-09 .11