



The Princess Royal Trust
for Carers

Helensburgh & Lomond Carers' Project

Annual Report and Financial Statements

For the Year Ended 31 March 2010

(Includes Independent Examiner's Report)

Helensburgh & Lomond Carers Project
17E East King Street
Helensburgh G84 7QQ

Tel: 01436 673444

Email: admin@hlcp.helensburgh.co.uk

Registered Scottish Charity No. SC033382

History

In the summer of 2000, the Scottish Government made funding available to Argyll and Bute Council to be used, in consultation with carers, to firstly determine what local services carers required and then to assist meet the costs of providing these services. Within the Helensburgh and Lomond area, a Steering Group was set up comprising carers, health visitors and a representative from the Social Work Department. With the assistance of Argyll Community Voluntary Service, questionnaires were distributed to carers inviting their comments and suggestions. This not only identified the need for an advice and information support service, it also highlighted the demand for a Carers' Centre to be established in Helensburgh.

The Steering Group initially set up an office within a room in the Royal Sailors Rest, Braeholm, Helensburgh, and employed a Project Co-ordinator and Administrator to take matters forward. A voluntary Management Committee was appointed to oversee the development of what was then known as the South East Argyll Carer's Project. At that time, carers were largely unknown to the statutory agencies and one of the first tasks was to identify who they were and start to provide the level of advice and support that could be afforded with the limited resources available.

In 2001, the Project joined other caring organisations to form the Argyll and Bute Carers Networking Board to share experience and identify best practice, as well as creating a forum for discussing carers' issues with statutory agencies and other interested parties. At the end of that year, the Project became a member of the network of Carers' Centres across the United Kingdom operating under the umbrella of The Princess Royal Trust for Carers, which has its Scottish Headquarters in Glasgow.

As the Project grew and developed, more formal arrangements and structures were put in place. In 2002, a written Constitution was agreed and the organisation became a Registered Scottish Charity. In 2004, the name was changed to Helensburgh and Lomond Carers' Project and it relocated from Braeholm to offices in East King Street, Helensburgh. However, the increasing level of demand for services meant larger premises were soon required and, in 2006 the Project took occupancy of its current leased accommodation within the same building in 17E East King Street. This provided more space and good drop-in facilities to allow the Carer's Centre to be properly established.

The Centre is centrally located and provides an excellent operating base for the delivery of a wide range of support services for carers, including:

<i>Drop-in</i>	<i>Information, Advice and Advocacy Services</i>
<i>Signposting to other Agencies</i>	<i>Carers' Health Clinic</i>
<i>Counselling Services</i>	<i>Holistic Therapies</i>
<i>Dementia Support Group</i>	<i>Training Courses</i>
<i>Social Programme</i>	<i>Newsletters/Publications</i>

In 2009, the Project launched a new Outreach Service to improve the support available to carers living in the more rural parts of Helensburgh and Lomond and, in 2010, introduced an Ex-carers Support Group.

Our Mission

“To make a positive difference to the lives of carers by working in partnership with the Network of Princess Royal Trust for Carers’ Centres, statutory and voluntary organisations and by acting independently in the interests of carers throughout Helensburgh and Lomond.”

Business Plan 2009/10-2011/12

Our Values

- *being accountable for all aspects of the management and operation of the organisation;*
- *respecting and valuing each other and all members, showing an understanding and appreciation of similarities and differences of those with caring responsibilities;*
- *being honourable and trustworthy and always striving to do what is right;*
- *being honest, truthful and open in our interactions with each other and with those who use the services available;*
- *treating everyone in a fair, sensitive and ethical manner;*
- *being conscientious, responsible and dependable; and*
- *working together as a team, making best use of individual skills, abilities, and experiences to achieve the organisation’s objectives.*

Our Operating Principles

- *maintaining a focus on identifying and supporting carers;*
- *ensuring that carers are recognised as expert partners in care;*
- *ensuring support services provided are shaped by carers’ needs;*
- *ensuring support services are provided at no cost to carers;*
- *continuously reviewing the quality of services provided to improve performance;*
- *striving to resolve problems encountered by carers;*
- *providing a strong voice in relation to issues that affect carers;*
- *promoting partnership and joint working arrangements within Argyll and Bute and also with the Princess Royal Trust for Carers’ Centres across Scotland and the UK;*
- *continuously reviewing the performance of the management of the Project;*
- *valuing the contribution made by trustees, members of staff and volunteers;*
- *investing in the ongoing training and development of trustees, staff and volunteers; and*
- *promoting equality of opportunity in all aspects of service delivery and employment.*

Contents	Page
Foreword	1
Reference and Administrative Information	3
Section 1 – Introduction	
Charitable Objects	4
Carers Definition	4
Membership	4
Section 2 – Governance	
Election of Trustees	5
Trustee Induction and Training	5
Governance Framework	5
Terms of Reference	6
Scheme of Delegation	7
Risk Management	8
Internal Audit	8
Quality Assurance	9
Review of Unincorporated Status	9
Review of Policies and Procedures	11
Section 3 – Staffing	
Review of Role Requirements and Job Descriptions	12
Student Placement	12
Volunteers	13
Section 4 – Strategic Priorities	
Preparation of Business Plans	14
Strategic Priorities	14
Operational Objectives	16
Section 5 – Service Delivery	
Outreach Service	17
Peninsula Therapies for Adult Carers – Pilot Project	17
Holistic Therapies	18
Health & Social Work Drop in Clinic	18
Counselling Service	18
Respite Service	19
Social Activities	19
Support Groups	19
Befriending Service	20
Young Carers Feasibility Study	20
Information and Advice	20

Advocacy Service	21
Newsletters	21
Marketing – 10 th Anniversary Events and Activities	21
Transition Training Pilot Project	22
Partnership Working	22
Carers Surveys	23

Section 6 – Achievements and Performance – 2009/10

Strategic Priorities 2009/10	25
Operational Objectives: Activities, Targets and Outcomes	27
Objective 1 – Identifying Hidden Carers	27
Objective 2 – Information and Advice	28
Objective 3 - Carers Rights and Entitlements	29
Objective 4 - Partnerships	30
Objective 5 - Financial Stability and Sustainability	31

Section 7 – Finance and Funding

Budget Estimates 2009/10	33
Incoming Resources	33
Expended Resources	34
Administrative Charge	35
Investments	36
Closing Cash Balances	36
Social Enterprises	36

Section 8 – Contributors

Supporters	38
Donors	39

Section 9 - Plans for the Future

Objectives 2010/11-12/13	40
--------------------------	----

Section 10 – Financial Statements

Trustees' Responsibilities	42
Appointment of Independent Examiner	42
Independent Examiner's Report	44
Statement of Financial Activities for the year ended 31 March 2010	45
Balance Sheet as at 31 March 2010	46
Notes to the Financial Statements for the year ended 31 March 2010	47

Foreword

On behalf of the Trustees of Helensburgh & Lomond Carers' Project, it gives me great pleasure to introduce the Annual Report and Financial Statements for the financial year ended 31 March 2010. The Report looks back at the Strategic Priorities and Operational Objectives set out in the Business Plan for 2009/10-2011/12 and records the key activities, achievements and developments of the past year.

In 2008/09, the Management Committee launched an ambitious transformation programme and an initial priority was to strengthen the governance of the Project. This entailed reviewing the terms of reference and structures of the Committee and Sub-Committees, as well as the policies and procedures followed to ensure these met the needs of carers and complied with the many legal requirements placed upon Charities. Over 70 new or updated policies and procedures were approved during the course of the year; more effective financial and performance monitoring arrangements were introduced and updated strategies for fundraising and financial reserves were established. Planning processes were also refined to provide a clearer indication of the intended direction of travel

Although this reconstruction work was still ongoing at 31 March 2009, the significant progress made placed the Project on a much firmer organisational footing and this allowed the Trustees to shift the focus of their attention to advancing the Strategic Priorities in 2009/10.

It is important to highlight that the ongoing changes were not restricted to the infrastructure and administrative processes, as it also involved the Trustees, staff and volunteers. At the Annual General Meeting in July 2009, Liz Gittins, who had served as a Trustee since 2005, stood down. Liz was and continues to be a very loyal supporter of the organisation and the Management Committee is grateful for the valuable contribution she made during her time as a Trustee. At the same meeting, all the other Trustees were re-elected along with Bill Courtney, who stood for election for the first time.

At the end of July, the Project said goodbye to the then Project Manager, Eleanor Logan, who resigned shortly before her marriage and relocation to the east of Scotland. Eleanor had held the position since 2003 and was instrumental in expanding the range of services provided to carers and significantly increasing the number registered during her five years in post. She greatly enhanced the Project's reputation in the local community and was well respected and warmly regarded by carers.

One of Eleanor's final acts was to participate in the recruitment of a part-time Outreach Support Worker and the successful applicant, Bella Fairman, joined the staff team at the end of June 2009. The introduction of the Outreach Service was one of the most important developments in 2009/10 and this not only expanded the reach of the Project, it also strengthened the relationships with the five GP Practices in the area.

Eileen McCrory was recruited to fill the Project Manager's vacancy and she took up her appointment at the beginning of September 2009. Eileen was well known to the organisation, as she previously served as an Adviser and had worked with carers in various capacities for many years. Eileen quickly made her presence felt by fully embracing the change agenda and driving it forward with considerable energy and enthusiasm.

Over the next few months the changes started to be seen at the Carers' Centre. The telephone and computer systems were replaced and upgraded with modern equipment to improve operational and administrative effectiveness. The Argyll & Bute Employability Team agreed to redecorate parts of the Centre at no cost to the Project. Claremont Centre Ltd., Glasgow, an office furniture manufacturer, donated 12 new chairs to replace the assortment of plastic seating in the reception area. Notice boards were affixed to walls to tidy up the display areas; a projector and screen were purchased to improve the facilities available for the delivery of training; new lighting was installed and the physical security of the Centre was strengthened.

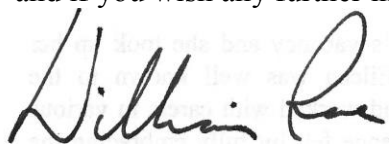
Over the course of the year, 50 carers were registered and they were not the only new faces to appear at the Centre. Eileen recruited four additional volunteers to help in the reception area, to assist with data processing and to organise events and activities. Sharon Richardson, a University student, accepted an offer of a 17 week work placement to assist her complete her degree course and, such was the level of her commitment during that time, it was the equivalent of having another full-time member of staff.

Different funders provided grants to expand the hours of the Outreach Service; meet the costs of a pilot project involving the delivery of holistic therapies for adult carers at Kilcreggan Health Centre; increase the number of holistic therapy sessions delivered at the Carers' Centre; contribute to the costs of outings and social activities for carers; and to pay for a study into the feasibility of establishing a Young Carers Service for Helensburgh and Lomond. All of this greatly helped the Project in achieving or taking forward the Strategic Priorities and meeting the Operational Objectives in 2009/10.

The Management Committee recognises the importance of constantly looking ahead and an updated Business Plan has been published separately, which sets out the organisation's Objectives for the next three years. It is already clear that 2010/11 will be a particularly challenging year, given the difficult financial climate, and considerable efforts will be required to sustain service delivery and maintain the momentum generated in 2009/10.

In closing, I must make special mention of Jean Riddington, the Administrative Support Worker, who has been one of the stalwarts of the Project over the past five years. Jean's job title belies the fact that she has had to apply her knowledge, skills and experience to a multiplicity of tasks within the Carers' Centre. She is equally proficient with a keyboard, calculator or a screwdriver in her hands and she has often had to use those same hands to hold and comfort distressed carers. Earlier this year, Jean intimated that she intended to retire at the end of May 2010 and it is a huge understatement to say we will miss her when she finally leaves.

The Management Committee is grateful to all who have contributed financially or by other means to the work of the Project in 2009/10. We hope you will find the Report of interest and if you wish any further information please do not hesitate to contact the Carers' Centre.

A handwritten signature in black ink, appearing to read 'William Rae', written in a cursive style.

Sir William Rae
Chairperson

Reference and Administrative Information

Charity Name: Helensburgh and Lomond Carers' Project

Charity Registration number: SC033382

Operational address: The Carers' Centre
17E East King Street
Helensburgh
G84 7QQ

Telephone No. 01436 673444

Email: admin@hlcp.helensburgh.co.uk

Management Committee

William Rae	Chairperson
Patricia Hedger	Vice-Chairperson
Jean Walker	Secretary
Michael Blair	Treasurer
Bill Courtney	(Appointed 2 July 2009)
Irene Dalrymple	
Liz Gittins	(Resigned 2 July 2009)
Ron Laley	
Fiona MacNeil	
Harry Revie	

Staff

Eleanor Logan	Project Manager (Resigned 31 July 2009)
Eileen McCrory	Project Manager (Appointed 7 September 2009)
Jean Riddington	Administrative Support Worker
Bella Fairman	Outreach Support Worker (appointed 22 June 2009)

Advisors

Ann Allcoat	The Princess Royal Trust for Carers
Angela Gilchrist	Argyll & Bute Council's Co-ordinator for Learning Disabilities
Tricia Morrison	Argyll & Bute Carers' Networking Board

Bankers

Bank of Scotland, Colquhoun Square, Helensburgh

Solicitors

McArthur Stanton, Colquhoun Square, Helensburgh

SECTION 1 – INTRODUCTION

Charitable Objects

Helensburgh & Lomond Carers Project is an unincorporated voluntary membership association with a written Constitution. The Objects of the organisation set out in the Constitution are to:

“promote any charitable purposes for the benefit of carers residing in the Area of Operation and in particular persons who by reasons of social isolation are in need of practical or emotional support on a regular basis, including the relief of distress and the advancement of the education of the public in matters relating to social welfare.”

Carers Definition

To avoid any confusing between carers and those employed as care-workers, or care assistants, the Project has adopted the definition used by all the organisations that form part of The Princess Royal Trust for Carers Network, which describes a carer as:

“someone, who, without payment, provides help and support to a partner, child, relative, friend or neighbour, who could not manage without their help due to age, physical or mental illness, addiction or disability.”

Membership

Under the terms of the Constitution, full membership of the Project is open to all carers and individuals over the age of 18 years who wish to further the aims of the Project, so long as they do not make up more than half the total membership. There is a regular ‘turnover’ in the membership and each year new carers are identified, whilst others leave the Carers Register when their caring responsibilities come to an end or they relocate to another area. In 2009/10, 50 new carers were registered and 37 carers on the Register ceased to be carers. Of this latter number, 10 people continued their membership as former carers.

At 31 March 2010, there were 270 carers, 75 former carers and six other people with an interest in the organisation registered by the Project with full membership rights, which was a net increase of 25 members compared to the previous year.

The Project also had three affiliated members representing other agencies and partners, who act as Advisers to the Management Committee, but have no voting powers. Their details are shown in page 3.

SECTION 2 – GOVERNANCE

Election of Trustees

Under the provisions of the Constitution, the organisation is in the hands of a Management Committee, comprising a Chairperson, Vice Chairperson, Secretary and Treasurer and up to ten ordinary members. The members of the Committee are elected by the ordinary members at an Annual General Meeting (AGM) and, on taking up appointment, they become the Project's Trustees and assume all of the duties and responsibilities this role entails. Collectively, the Trustees are the guardians of the Project's purpose and they exercise general control of the administration of the organisation, including directing the strategy, maintaining financial oversight, taking responsibility for its resources and ensuring the Project stays within the terms of the Constitution and the law.

The Trustees must retire after serving for a period of two years, but those retiring are eligible for re-election. At the AGM on 2 July 2009, eight of the nine Trustees on the Management Committee stood down and seven were re-elected. Liz Gittins decided not to stand again and Bill Courtney was the only new member appointed. The Constitution specifies that carers and former carers will be actively encouraged to become predominant members of the Management Committee to ensure the Project reflects the interests and views of carers. Of the nine members who served on the Committee during 2009/10, seven were carers.

The Constitution allows up to 14 Trustees to serve on the Management Committee, however, throughout 2009/10 the Project had nine Trustees, which is the same number as the previous year. Like many other charities, it has proved difficult to attract new Trustees to sit on the Management Committee and the recruitment of Trustees is an ongoing priority. The names of the Trustees in 2009/10 are listed in page 3.

Trustee Induction and Training

The Project has an established Induction and Training Programme for new Trustees, designed to help familiarise them with their duties and responsibilities. This draws from advice issued by the Office of the Scottish Charity Commissioner and the Charity Commissioner for England and Wales, as well as best practice from across the voluntary sector. The Training Programme is based on the National Occupational Standards developed by the Voluntary Sector National Training Organisation, which acknowledge that Trustees can gain knowledge and experience by various means, including internal and external training courses.

All new Trustees are provided with a Handbook containing copies of relevant Policies and Procedures, Guidance for Trustees issues by the Office of the Scottish Charity Regulator and a copy of the Constitution. The Handbook also includes other documentation, including minutes of recent meetings, financial reports and future plans and objectives etc. It is the Project's policy to provide ongoing training and development opportunities for all Trustees, particularly those who are Office Bearers, and arrangements are in place to deal with new or changing legislation that has an impact on their responsibilities.

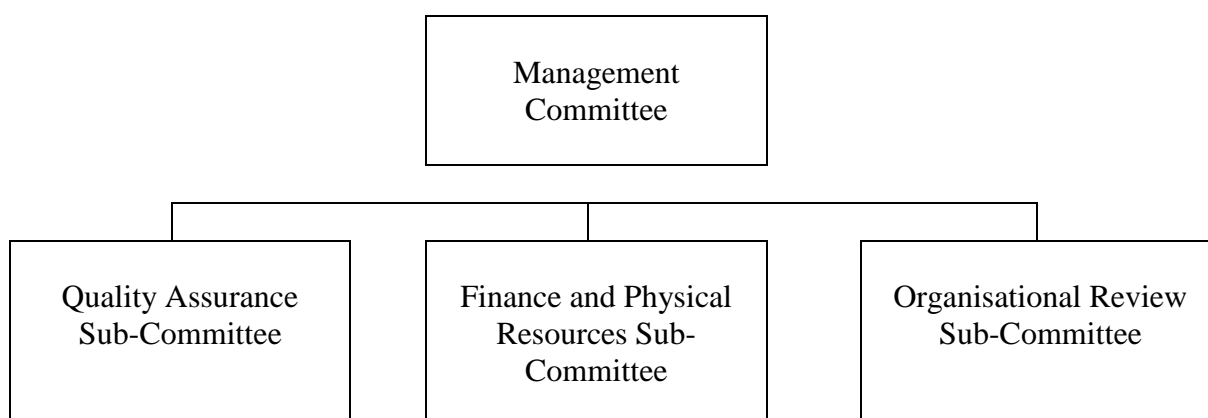
Governance Framework

It is the normal practice for the Trustees to appoint the Office Bearers at the first meeting of the Management Committee following the AGM. This took place at the meeting held on 6

August 2009, when the Chairperson, Vice-Chairperson, Treasurer and Secretary, who served in these respective roles in 2008/9, were all reappointed. At the same meeting, the membership of the three Sub-Committees was agreed and the respective Chairpersons appointed. The Annual Programme of Meetings for 2009/10 was also approved and circulated to interested parties.

In 2008/9, the remit, terms of reference and structure of the Management Committee and Sub-Committees were reviewed and this exercise was repeated following the 2009 AGM. The Trustees were content that the governance framework was sound, but adjustments were made to the remits and terms of reference.

The Management Committee and Sub-Committee structure is:



Terms of Reference

The amended terms of reference of the Management Committee and Sub-Committees can briefly be described as follows:

- **Management Committee**

Has overall control of the strategic direction, policies and procedures, organisational structures and management of the administration of the Project and is ultimately accountable for all the Project's activities. It ensures the Project operates within the scope of the Constitution and stated Charitable Objects, complies with any restrictions placed on financial grants and donations and meets relevant legal requirements.

Under the terms of the Constitution, the Management Committee is required to meet at least six times a year and, in 2009/10 it held seven meetings.

- **Quality Assurance Sub-Committee**

Responsible for taking forward the implementation of measures necessary to ensure compliance with the Practical Quality Assurance System for Small Organisations (PQASSO) in order to improve the standard of internal management processes and the quality of services provided by the Project to carers.

The Sub-Committee was chaired by Harry Revie and it met on five occasions during 2009/10.

- Finance and Physical Resources Sub-Committee

Responsible for ensuring the Project develops, documents and adopts sound financial management procedures and controls and meets its legal obligations in relation to the maintenance of accounts, fund-raising, expenditure and audit. The Sub-Committee also addresses issues related to the accommodation, facilities, furniture, equipment and other physical assets, including contractual matters associated with leasing, purchasing and maintenance.

The Sub-Committee was chaired by the Treasurer, Michael Blair, and it met on eight occasions during 2009/10.

- Organisational Review Sub-Committee

Responsible for reviewing the Project's current policies, practices and structures and identifying any changes considered necessary to improve the effective and efficient use of the resources available, to ensure the services delivered best meet the needs of carers. This includes matters relating to personnel management, the health and safety of staff and volunteers, maintaining the Risk Register and overseeing the performance of the organisation in pursuing the objectives set out in the current Business Plan.

The Sub-Committee was chaired by William Rae and it met on five occasions during 2009/10.

All meetings are minuted and the Sub-Committee's operate to work plans that take the form of Action Logs, which are monitored by the Management Committee. The Action Logs were initiated following the 2008 AGM and since then, the Sub-Committees have recorded 148 Actions and of this number, 11 had still to be completed at 31 March 2010.

It is intended that the Sub-Committee structures and Terms of Reference will be reviewed following each AGM.

Scheme of Delegation

A Scheme of Delegation was approved in 2009 which sets out the delegated authorities made to individual Trustees, Sub-Committees and the Project Manager. The overall responsibility and liability for the actions of those exercising delegated authority remains with the Management Committee, therefore, the Committee has established a set of rules for the approval of delegations; provided clear guidance in respect of the roles and tasks involved; and put in place an appropriate monitoring system.

Under the terms of the Scheme, the day to day responsibility for the provision of the services of the Project rests with the Project Manager. She is responsible for ensuring that the organisation delivers the services specified in the Business Plan and that performance targets are met. The Project Manager also has responsibility for the running of the Carers' Centre and supervision of staff and volunteers.

The Scheme of Delegation is scheduled to be reviewed in 2010/11 to ensure that the levels of authority continue to be appropriate.

Risk Management

Historically, it had been the practice of the Project to carry out risk assessments for all planned activities and events involving carers and while this was adequate for operational risks, there were no written Policies and Procedures relating to organisational risks, albeit the limited financial resources compelled caution and prudence in regard to managing financial resources. In 2008/9 a Risk Management Policy was prepared and approved by the Management Committee to ensure the Project treated the management of organisational risk as a positive activity that facilitated good decision making, exploited opportunities and safeguarded the achievement of the Project's objectives and performance.

At 31 March 2009, the implementation of the new Policy and completion of the associated Strategic Risk Register was still at an embryonic stage, largely because of the limited resources available to carry out the risk assessments. Work had initially focused on the financial risks to the Project and this led to the strengthening of the Reserves, the establishment of an Asset Register and a review of insurances. Throughout 2009/10 the Finance and Physical Resources and Organisational Review Sub-Committees devoted time to identifying and assessing organisational risks and on populating the Risk Register. At 31 March 2010, 63 separate risks had been entered in the Register and placed in the following risk categories:

Risk Type	Low	Medium	High	Very High	Total
Governance	5	8	0	0	13
Operational	6	10	2	0	18
Financial	19	3	0	0	22
External	0	4	2	0	6
Compliance	0	4	0	0	4
Totals	30	29	4	0	63

The four High Risks related to challenges to the continued occupation of the current Carers Centre because of rising costs; the weakness of current business continuity planning in the event of a sudden and unforeseen loss of staff or facilities; the potential impact of demographic changes increasing or decreasing the number of carers; and the consequences of new national or local government policies and priorities threatening the viability of the Project. The completed Register was first approved by the Management Committee at a meeting on 11 March 2010 and a number of actions were agreed to control or mitigate the risks and these, together with the Register, will be reviewed and monitored on a quarterly basis.

Internal Audit

One of the responsibilities of the Treasurer is to produce an annual, risk based, Internal Audit Programme, which he publishes at the start of each financial year. In 2009/10, the Programme included reviews of energy consumption, petty cash, insurance cover, maintenance and replacement of equipment and payroll services and all were completed over the course of the year. His findings were reported to the Management Committee and any recommendations made to make improvements or achieve better value were acted upon. The 2010/11 Audit Programme includes reviews of the procurement of office supplies; print/stationery and postage costs; travel and subsistence costs, holistic therapy services and a revisit of the energy consumption review as a follow up to the Treasurer's earlier audit.

Quality Assurance

The Princess Royal Trust for Carers Network has adopted the Practical Quality Assurance System for Small Organisations (PQASSO), which was developed by the Charities Evaluation Service to establish nationally recognised quality standards. PQASSO has become the most widely used quality assurance system in the UK voluntary and community sector and the Project's Quality Assurance Sub-Committee has been overseeing the work required to ensure that the organisation achieves and can evidence that it is meeting the prescribed quality standards.

In the generic version of the system, there are 12 PQASSO Quality Areas, however, in 2009 the Charities Evaluation Service agreed that The Princess Royal Trust for Carers could add two further Quality Areas, specifically designed for carers' organisations. The 14 Areas are:

- | | |
|-----------------------------|--------------------------------|
| 1 Planning | 8 Managing Resources |
| 2 Governance | 9 Communications and Promotion |
| 3 Leadership and Management | 10 Working with others |
| 4 User-centred Service | 11 Monitoring and Evaluation |
| 5 Managing People | 12 Results |
| 6 Learning and Development | 13 Adult Carers |
| 7 Managing Money | 14 Young Carers |

With the exception of Areas 13 and 14, each Area has three levels and each level has a specific standard that has to be achieved. There are seven or eight quality indicators that have to be evidenced by the Project in order to meet the required standards. Also in 2009, the Charities Evaluation Service introduced a validation process in Scotland to allow those organisations that meet the PQASSO standards to be accredited at levels 1 and 2. All carers' organisations that are members of the Network have given a commitment to achieve level 1 accreditation by 2013 and the Project's Quality Assurance Sub-Committee has been collecting and recording the evidence required to meet this commitment.

During 2009/10 the Sub-Committee reviewed all 14 Quality Areas and recorded the evidence available to demonstrate where the Project was fully meeting the quality indicators, as well as identifying where these were not being met and new practices or procedures were necessary. This was a considerable undertaking, but it was built upon good work carried out in previous years with earlier versions of PQASSO. At 31 March 2010, the Project Manager was working on a list of actions required to fill the evidence gaps and it is anticipated that the Project will be ready to put itself forward for accreditation at level 1 in 2010/11. Provision has been made in the Budget Estimates to meet the likely costs of this process.

Review of Unincorporated Status

During the course of 2008/09, the Management Committee carried out a detailed review of the Project's current legal status as an unincorporated body. This was driven by a long standing concern about the personal liability carried by Trustees for the debts of the Project and information provided in the OSCR Report – Scottish Charities 2008, which allowed comparison with other charitable organisations of a similar size and annual income. The latter showed a significant shift towards becoming an incorporated body when the annual income exceeded £25,000.

The Committee examined the advantages and disadvantages involved in making such a change and concluded that the arguments for moving to an incorporated status were compelling, given the size of the Project's budget, the employment responsibilities and the fact that this would give the organisation a legal identity in its own right. At that time, the only option for the Project was to become a company limited by guarantee, however, the Scottish Government had announced that it intended to implement legislation in 2010, to bring into effect the establishment of a new form of incorporation, to be known as a Scottish Charitable Incorporated Organisation (SCIO). This legal status is specifically tailored for charities, with costs and reporting arrangements that are likely to be more manageable than those for a limited company. The Management Committee considered the risks involved in waiting for the implementation of the legislation and decided that there were substantial advantages in the Project becoming a SCIO rather than a limited company.

During 2009/10, the Management Committee reviewed the Constitution and membership arrangements with a view to presenting recommendations to update the document to the 2010 Annual General Meeting, which would form part of the proposal to change the legal status of the Project. Altering the Constitution requires to be passed by at least two thirds of the voting members present at the AGM and have the approval of OSCR.

The Organisational Review Sub-Committee led on this work and it also monitored the progress of the development of the necessary legal provisions. The Scottish Government established a SCIO Working Group to oversee this process and, on 16 November 2009, the Group produced a Consultation Document on the policy options for the SCIOs regulatory framework. This included a timetable indicating that Commencement Order 5, and Regulations to commence the SCIO sections of the Charities and Trustee Investment (Scotland) Act 2005 for laying before the Scottish Parliament, would be completed in the winter of 2010, with the Regulations coming into force at the end of the year or early in 2011. More recent information published on the Scottish Government's website indicated that the implementation of SCIOs would not take place before the end of 2010.

The delay was a set-back for the Project's Plans, but the Sub-Committee continued to review the Constitution and this identified that substantial changes were required to ensure the document was aligned with current legislation and fit for modern day purposes. A draft revised Constitution was prepared and the key changes were that the:

- name of the Project be changed to The Princess Royal Trust for Carers Helensburgh & Lomond;
- area of operation be extended to include all of the Lomond North Electoral Ward, beyond the current boundary of Arrochar;
- Objects be simplified;
- powers be extensively revised;
- membership categories be clarified;
- membership arrangements be amended, particularly in relation to age, the introduction of a membership process, the introduction of a membership subscription fee, a requirement to maintain a Register of members and a process for removing membership; and
- number of trustees be set at 12 rather than the current 14.

After consulting with OSCR, the Management Committee decided that a proposal to amend the Constitution, excluding the alteration of the legal status, will be presented to the 2010

AGM for consideration of approval by the wider membership. The move to become an SCIO has to await the implementation of the relevant legislative instruments by the Scottish Government.

Review of Policies and Procedures

A major piece of work initiated by the Management Committee in 2008, was to review all the Project's Policies and Procedures to ensure these were up to date and provided sufficient direction and guidance to assist Trustees, Staff and Volunteers to discharge their respective responsibilities in line with the Constitution and relevant legal requirements and that best practice was followed. By 31 March 2009, 70 new or updated Policies and Procedures had been approved by the Management Committee and, in addition, separate Handbooks were compiled for Employment and Financial matters, as well as a revised Handbook for new Trustees. The review continued into 2009/10 and a further five policy documents were approved, with 50 of the existing policies being reviewed and updated where necessary. A Volunteers Handbook was also produced to complement the Volunteer Policies.

The Committee is now content that it has a comprehensive set of written Policies and Procedures in place and there are sound processes for ensuring that these are reviewed and updated on a regular basis.

SECTION 3 – STAFFING

Review of Role Requirements and Job Descriptions

Until 2009, the staffing of the Project consisted of a full-time Project Co-ordinator and part-time Administrative Assistant. During the course of 2008/09, the Management Committee revised the contracts of employment for both these members of staff, to bring them into line with the Project's Employment Policies and Procedures, which had been extensively amended. This highlighted a need to review the role requirements and job descriptions of both posts and this was undertaken by the Organisational Review Sub-Committee and completed in June 2009. The Management Committee approved the findings of the review, which resulted in a regrading of both posts and the respective Job Titles being changed to Project Manager and Administrative Support Worker.

The former Manager, Eleanor Logan, resigned from the Project on 31 July 2009, on the occasion of her marriage and relocation to the east of Scotland. Her successor, Eileen McCrory, took up her appointment on 7 September 2009 and quickly settled into the post. Eileen has considerable experience of working with both the voluntary and statutory sectors in Helensburgh and Lomond and had previously acted as one of the Project's Advisers. She carried on the good work of her predecessor and has made a significant impact in building relationships with other organisations, introducing changes to working practices and securing new sources of funding to allow the Project to fulfil some of its long held aspirations.

In June 2009, a third member of staff joined the team when Bella Fairman was recruited as a part-time Outreach Support Worker. Details of the staff employed in 2009/10 can be found on page 3.

Student Placement

In November 2009, the Project Manager was approached by Sharon Richardson, who was studying for degree in Community Development at Strathclyde University. Sharon was looking for a work placement with a local organisation that delivered social services as part of her course requirements and she asked if the Project could assist. The necessary arrangements were put in place and Sharon commenced a 17 week placement in January 2010. This was the first occasion a placement had been offered to a student and it proved to be a very positive experience for both Sharon and the Project. Sharon quickly fitted in and was keen to learn more about carers' issues. As well as becoming involved in supporting the activities within the Carers Centre and the Outreach Service, specific areas of work were identified for her to undertake, including developing a Hospital Discharge Pack for Carers. When her Tutor visited the Centre to review the placement, she was most impressed by the practical experience Sharon was gaining and the work she had completed on the Discharge Pack. Plans are being put in place to launch the Discharge Pack early in 2010/11 and NHS Highland intends to use this as a template for similar packs across their operational area.

The value of this placement has encouraged the Project to try and repeat the exercise with another student and the Manager is exploring how this might be arranged in 2010/11.

Volunteers

The Project has long utilised the services of volunteers who commit their time and energy in the delivery of various activities. In 2009/10, the Management Committee established new policies and procedures relating to Volunteers and, with the assistance of Argyll and Bute Volunteer Centre, the number of volunteers and the contribution they make to the work of the Project increased. For example, three of the volunteers have fulfilled roles that were new to the Project. One acted as a receptionist by ‘meeting and greeting’ carers when they arrived at the Centre for holistic therapies, another assisted the Administrator with data processing and a third played a leading part as the Events Organiser for the Project’s 10th Anniversary activities.

The support of the regular and new volunteers during 2009/10 proved invaluable and employing them in different areas has provided added value to the organisation. The Project aims to build on this experience and further develop volunteering in 2010/11 – 2012/13.

SECTION 4 – STRATEGIC PRIORITIES

Preparation of the Business Plans

The support the Project provided to carers in 2009/10 has to be viewed against the prevailing political, economic and social policy landscape. In preparing the Business Plans for 2009/10-2011/12, the Management Committee was guided by both local and national policies and priorities, insofar as these were complimentary to the Project's Charitable Objects.

Account was taken of number of key policy initiatives and documents that impacted directly or indirectly on the operations of the Project, including:

- Carers' Strategy for Scotland - 1999
- The Community Care and Health (Scotland) Act 2002
- Carers (Recognition and Services) Act, 1995
- Care 21 Report - 2005
- Carer Information Strategy
- Single Outcome Agreements

Strategic Priorities

In setting the Strategic Priorities to be pursued over 2009/10 and the following two years, the Management Committee had regard to the achievements and performance over the previous year. The following were included in the Plan:

2009/10	2010/11	2011/12
Complete the preparations to change the legal status of the Project to a Scottish Charitable Incorporated Organisation.	Secure support at the 2010 AGM for change in legal status, seek approval of OSCR and implement change.	Complete any changes to policies and procedures relating to the changed legal status of Project.
Recruit new and additional Trustees to the Management Committee.	Recruit new and additional Trustees to the Management Committee.	Recruit new and additional Trustees to the Management Committee.
Maintain the full range of services delivered by the Project in 2008/09 and endeavour to increase the number of holistic therapy sessions and social events for carers.	Maintain the full range of services delivered by the Project at or above the level achieved in 2009/10.	Maintain the full range of services delivered by the Project at or above the level achieved in 2010/11
Maintain ongoing programme of training for Carers, Staff, Volunteers and Trustees.	Maintain ongoing programme of training for Carers, Staff, Volunteers and Trustees.	Maintain ongoing programme of training for Carers, Staff, Volunteers and Trustees.

Explore the demand for flexible short respite breaks for carers,' including a pilot study.	Further action dependent upon level of demand.	Further action dependent upon level of demand.
Continuing support of GP Practices and contribute to the NHS Carer Information Strategy.	Continuing support of GP Practices and contribution to the NHS Carer Information Strategy.	Continuing support of GP Practices and contribution to the NHS Carer Information Strategy.
Employ Outreach/Support Worker and introduce Outreach Service.	Expand role of Outreach/Support Worker to develop the Outreach Service and free up time of Project Manager.	Sustain the post of Outreach/Support Worker
Change role of Project Co-ordinator to Project Manager.	Develop strategic role of Project Manager.	Develop strategic role of Project Manager.
Secure funding and recruit part-time member of staff to administer the Fundraising Strategy.	Subject to successful evaluation, secure funding to retain member of staff to administer the Fundraising Strategy.	Sustain part-time post to administer the Fundraising Strategy.
Secure funding and recruit part-time member of staff to support activities within the Carers' Centre.	Sustain part-time post to support activities within Carers' Centre.	Sustain part-time post to support activities within Carers' Centre.
Launch Website to improve access by carers to advice and information and improve communication.	Expand interactive facilities on Website for carers.	Expand interactive facilities on Website for carers.
Complete review of all the Project's Policies and Procedures commenced in 2008/09.	Maintain cycle of review of all Policies and Procedures.	Maintain cycle of review of all Policies and Procedures.
Complete the work required to attain PQASSO accreditation.	Maintain the quality standards required of PQASSO.	Maintain the quality standards required of PQASSO.
Prepare for introduction of Befriending Service.	Introduce and develop Befriending Service.	Expand Befriending Service.
Prepare for and introduce Volunteer Service.	Develop Volunteer Service.	Expand Volunteer Service.

Promote and develop proposals for the introduction of Young Carers' Service and secure the support of partner organisations.	Prepare for introduction of Young Carers' Service in 2011/12 and secure necessary funding.	Launch Young Carers' Service subject to funding and support from statutory bodies.
Evaluate progress, adjust as necessary and extend Business Plan to 2012/13.	Evaluate progress, adjust as necessary and extend Business Plan to 2013/14.	Evaluate progress, adjust as necessary and extend Business Plan to 2014/15.

Operational Objectives

Most of the Strategic Priorities were incorporated into the following five Operational Objectives:

Objective 1 – To identify hidden carers within Helensburgh and Lomond and maintain regular contact with them and all other carers registered with the Project.

Objective 2 – To provide information, advice and access to high quality support services that meet the personal needs of carers within Helensburgh and Lomond.

Objective 3 – To increase the awareness of carers of their rights and entitlements, as well as ensuring these are properly understood by those who have a responsibility for the provision of services to carers and those they care for, within the Helensburgh and Lomond area

Objective 4 – To strengthen joint working and partnership arrangements to ensure a co-ordinated approach to service delivery.

Objective 5 – To maintain the financial stability and sustainability of the Project through the prudent management of resources and by securing sufficient funding to meet the costs of services as well as for planned expansion.

Through a programme of activities targeting each of these objectives, the Project aimed to improve the services it provided to carers and a robust monitoring and evaluation system was also put in place to measure progress.

SECTION 5 – SERVICE DELIVERY

In taking forward the Strategic Priorities and Operational Objectives in the 2009/10-2011/12 Business Plans, the focus was on improving service delivery to carers. The following developments in 2009/10 illustrate how this was pursued.

Outreach Service

One of the priorities was to recruit an additional part-time member of staff to allow the Project to introduce an Outreach Service, which aimed to improve the support available to carers in the remote parts of Helensburgh and Lomond and strengthen existing links with GP Practices, healthcare staff and social carer services. Efforts to raise funding for this post resulted in a grant being received at the end of 2008/09 from The Princess Royal Trust for Carers ITV Fund and Bella Fairman was recruited and commenced a 2 year, part-time, contract with the Project on 22 June 2009.

The launch of the Service was delayed while Bella completed her induction and training programme and she also had to assist the Administrative Support Worker maintain core services when the Manager's post was vacant. The Service was launched in September 2009 and initially focused on visits to the 5 healthcare centres in the area and establishing links with local GPs and their staff. This has resulted in close and strengthened relationships with all the Practices and the community nursing staff have made regular referrals to the Project and are keen to continue to develop this relationship. The Project's promotional leaflets were placed in the surgeries, where designated display areas have been identified for news stories and information that may be of interest to carers.

Also in September, additional funding was secured from the Highland NHS Carer Information Strategy, which allowed Bella's hours to be increased from 20 to 29 hours per week. This made a huge difference and meant that more home visits could be carried out and time could be spent organising local events and activities in the rural areas.

The new Service has become well established and proved very popular with carers in the rural parts of Helensburgh and Lomond. The Project recognises that not all carers in Helensburgh and Lomond can readily access the Carers' Centre in Helensburgh and the development of the Outreach Service has been identified as a key Objective in the recently updated Business Plan for 2010/11-12/13. It is also intended to develop the role of the Outreach Support Worker post in relation to the management of the Project's website and advocacy work.

Peninsula Therapies for Adult Carers – Pilot Project

One of the benefits of securing an additional member of staff was that it allowed other options to be explored to increase access to services by carers. One example of this arose as a result of a successful bid to the NHS Highland's Health Improvement Fund for £960 to help meet the costs of undertaking a Peninsula Therapies for Adult Carers Pilot Project from the beginning of January to the end of March 2010. The pilot was delivered in partnership with the Practice Manager at Kilcreggan Health Centre, who made available the Physiotherapy room free of charge. The aim was to improve the health and mental wellbeing of carers in the area and to provide more opportunities for social interactions, particularly for isolated

individuals. The target group was new and existing carers who were likely to be affected by social isolation and/or financial deprivation due to their caring role.

Originally the pilot planned to involve eight carers being offered three forty minute holistic therapy appointments over the period of the Pilot, however, because of the level of interest, this was increased to 12 carers and six were new to the Project. The Pilot was fully evaluated and the outcome was very positive. Most of the carers said the sessions made them feel more relaxed and less stressed and 89% scored the therapies 10 out of a scale of 10 of how beneficial they were. The Pilot, which was managed by the Project Manager, supported by the Outreach Carers Support Worker and a Student Placement, was coupled with a number of home visits to carers in the Kilcreggan area and there was coverage in the local free newsletter.

Such was the success of this initiatives, it is intended to expand the pilot to the Garelochhead and Arrochar Health Centres in 2010/11, subject to sufficient funding being secured.

Holistic Therapies

In recent years, the Project has engaged two sessional Holistic Therapists, Sheena Benton and Susan Preston, to provide a range of therapies at the Carers Centre, including massage, reflexology and acu-pressure massage. These sessions are very much in demand by carers and in both the 2007/8 and 2009/10 carers surveys, the provision of more therapy sessions emerged as the number one priority for carers if additional funding became available.

The Management Committee endeavoured to deliver additional sessions in 2009/10 and this was greatly assisted by the funding secured for the Peninsula Project, which provided an additional 24 sessions at Kilcreggan. In 2008/9, 372 therapy sessions were provided to carers and in 2009/10, this increased to 546 sessions.

Health & Social Work Drop in Clinic

Working in partnership with NHS Highland and Argyll & Bute Council, the Project has organised a Health & Social Work Drop in Clinic at the Carers Centre for a number of years. This provides an opportunity for carers to speak directly to health care and social work staff about their health and welfare concerns as well as hear what they have to say about how best to manage their caring responsibilities.

In 2009/10 the services provided at the Clinic were reviewed and updated to widen the topics covered. The first of the revised sessions was held in March 2010 and carers had an opportunity to join an occupational therapy workshop. All of the partners involved recognise that the full potential of this initiative has not yet been realised and work will continue in 2010/11 to promote the benefits to carers from attending the Clinic.

Counselling Service

When it is identified that carers would benefit from professional counselling to help them cope with the stresses and strains of their responsibilities, they are referred to a confidential counselling service, which the Project has been using for a number of years. The costs involved are met by the Project and the level of demand varies from year to year. In

2008/09, there were 19 counselling sessions provided and in 2009/10, this increased to 25 sessions.

Respite Service

The Project can offer carers support to allow them to take a short break from their caring responsibilities. This is mainly to allow them a few hours respite to participate in the events and activities that are available through the Carers Centre, but it is also available when they have a need to leave the person they care for to keep a medical appointment, attend a funeral or some other short term commitment. The Project meets the cost of employing a local care service to visit the cared for person during the absence of the carer to attend to their needs.

In 2008/9, 37 such respite sessions were arranged and in 2010/11 this increased to 50 sessions.

Social Activities

During 2008/09, the Project organised 9 Social Activities/Events for carers and these ranged from visits to the Falkirk Wheel and Glasgow City Chambers; attending a pantomime at the Kings Theatre in Glasgow, a lunch at Ardardan Garden Centre, Cardross and Christmas Lunch at the Rosslea Hall Hotel, Rhu. In 2008 a visit was arranged to tour Ibrox Stadium, which proved extremely popular and in 2009 a group of carers visited Parkhead Stadium and this was equally well received.

Support Groups

One of the services provided at the Centre is a monthly support group meeting for carers of people with Dementia and the Project has developed a close working relationship with the Dementia Advisor from the local branch of Alzheimer Scotland. The Advisor was appointed at the end of 2009 and there are clearly opportunities for joint working that will be taken forward in 2010/11.

Early in 2010, at the suggesting of Irene Dalrymple, the Project's longest serving trustee, an Ex-Carers' Support Group was introduced. It is the case that many of the carers registered with the Project find difficulty adjusting when the person they have cared for over many years dies. Much of their life has been centred on their caring responsibilities and, when this comes to an end, it can be difficult for some to make the transition to what others would describe as a 'normal' existence. It is the Project's policy to allow carers to remain on the Project's Carers' Register for 12 months after they ceased to be a carer. During this time, they will continue to be supported and allowed to participate in activities. At the expiry of the 12 month period, they are encouraged to remain as a member of the Project and, if they wish, can participate in activities, provided they contribute to any costs involved.

Ex-carers have experience and knowledge that is extremely valuable to the Project and to new carers. It is intended that the Group will help ex-carers come to terms with their situation and this should help inform how the Project might best support them. Equally important is exploring the opportunities for ex-carers to support new carers and how the Project might tap into their expertise.

Befriending Service

The 2009/10-11/12 Business Plan indicated that the Project would try to introduce a Befriending Service to support carers and it was felt that this was an area where former carers could play an important role. However, no meaningful progress was made in establishing this Service during 2009/10, partly because there are already long established Befriending Services in Helensburgh and Lomond and the Project was anxious not to duplicate what other voluntary sector organisations might more effectively provide.

During 2010/11, it is intended to explore the options for introducing a Befriending Service for those carers that would benefit from this type of support and thereafter the Management Committee will determine which, if any, to pursue.

Young Carers Feasibility Study

For the past 10 years, the Project has provided support to adult carers and over this period there has been a growing awareness of the lack of local support services for young people who are caring for a family member and struggling with little or no assistance. Young carers don't always recognise themselves as being carers and are often hidden from the services that are available to help them. As a result of their caring role, many find difficulty in achieving their full educational attainment. This can be due to factors such as low self-esteem, low self-confidence, bullying, missing classes and a lack of time to complete their homework. Caring responsibilities can also impact on a young persons' mental, physical and emotional health, with high levels of stress and worry, and they often find themselves socially excluded from the wider community.

The Scottish Government's new Strategy for Unpaid Carers in Scotland is expected to acknowledge the particular needs of young carers and recognise the importance of relieving them of inappropriate caring responsibilities, allowing them to be children and young people first and foremost.

Helensburgh and Lomond is one of the few areas without a Young Carers Service and the Project hopes to close this gap in order to better support young people. Establishing a Young Carers Service was one of the Strategic Priorities identified in the 2009/10-11/12 Business Plan and The Big Lottery 'Investing in Ideas' Fund has provided a grant of £9,948 to meet the costs of a feasibility study. The Grant was received in February 2009 and the contract for carrying out the study was subsequently awarded to Avante Consulting. The Management Committee expects to receive the Consultants Report in July 2010. There is considerable support from partner agencies for this initiative and the study is expected to identify the steps that have to be taken to turn this long held aspiration into a reality.

Information and Advice

Carers regularly drop-in to the Carers Centre seeking information and advice on a range of topics and it is important that the staff keep themselves up to date so that they might answer any queries and that the leaflets and other reference sources held at the Centre are reviewed regularly to ensure these are also current. In 2009/10, the average number of carers who dropped into the Centre each month was 135, which equates to around 1,600 visits during the year. From this number, there were 640 occasions when carers were provided with

personalised advice and guidance that addressed their specific needs and 91 carers were referred to partnership organisations for services or support.

Advocacy Service

The type of advice carers require to address the day to day problems they will inevitably encounter in their role is varied, but it is of particular importance when this is needed to help them secure the services and financial support they are entitled to receive from statutory bodies. This can cover a wide range of topics including matters relating to housing, benefits, income tax, how to fill in forms, access to facilities, health care services etc. While some carers only need to be advised on what steps to take, others require further assistance and this can involve the Project intervening on their behalf in ongoing disputes or representing the carer's interests by making direct contact with the statutory agencies to try and secure some form of resolution. The Project is well placed to do this because of the regular contact and good working relationship it has with these organisations.

This role is described as informal 'advocacy' by the Project, however it falls short of representing a carer in a legal environment, such as a tribunal or formal hearing of their 'case.' There are other independent voluntary organisations better placed to undertake this formal advocacy role and in such circumstances the carers would be signposted to them.

The number of carers offered advocacy support was included in the 2009/10-11/12 Business Plan as one of the Project's performance targets for 2009/10, however, the lack of a clear definition has made this difficult to measure. The Management Committee has decided that this is an area that would benefit from a detailed review to consider whether additional advocacy training is required for the Project's staff and if improved referral arrangements are required with dedicated Advocacy Services. This will be taken forward over 2010/11.

Newsletters

The staff of the Project try to maintain contact with all the carers on the Carers Register and while many will drop in to the Centre on a regular basis, others find this difficult due to their caring situation or simply because they are not in need of the assistance and support the Project can provide. One means of keeping in touch is the Project's Newsletter, which contains information about changes to carers rights and entitlements, relevant national and local developments, details of forthcoming training and social events and coverage of matters of general interest. All the members of the Project received copies of the 10 Newsletters published in 2009/10, which compared to 5 Newsletters in 2008/09. This meant that around 3,500 Newsletters were printed and distributed over the course of last year.

Marketing – 10th Anniversary Events and Activities

Utilising a small balance from a Capacity Building Grant provided by the Lloyds TSB Foundation for Scotland, the Project ran a local marketing campaign alongside the annual UK Carers' Rights Day, which was held on 4 December 2009. This involved securing media coverage, a poster campaign focusing on GP Practices and refreshing some of the leaflets on carers' rights held in the Centre. This campaign proved a modest success and it was felt important to build on this and try to maintain the public profile of the organisation. The Manager proposed that the focus should move on to marketing the 10th Anniversary of the Project in 2010/11 and this was discussed and endorsed by the Management Committee.

Eileen established a planning team, which included the Scottish Media Officer for The Princess Royal Trust for Carers and a professional events organiser, who had offered her services on a voluntary basis. The team developed a year-long programme of events, culminating in an Anniversary Ball. In addition to raising awareness of the Project and covering the costs of the events, the aim is to secure funding to assist in the establishment of the Young Carers Service in the area. The number 10 is being used as a theme, with a strapline of “10 years of Caring”, supported by 10 key facts about carers, 10 events etc. Local schools have been invited to enter a competition to design a 10th anniversary Logo to support the plans and this will result in the preparation of resource packs about young carers and provide an opportunity to raise awareness within the schools about the issues young carers have to face.

The planning team have attracted considerable support for their plans and, in March 2010, secured a grant of £9,250 from ‘Awards for All’ to partly fund the activities involved. Smaller grants, donations and fundraising proceeds have also been raised to help cover the costs and a number of local businesses have come forward to offer their services free of charge. Local Councillors and the Convener of Argyll & Bute Council have also offered to assist.

The Helensburgh and Lomond Community Advertiser, a free monthly magazine that is distributed to every household in the area, has been particularly helpful in promoting the work of the Project. Over 2009/10 the Advertiser published a number of articles about the work of the organisation and the March edition featured the 10th Anniversary Plans. This higher visibility has undoubtedly raised awareness within the local community about the Project and the lessons learned have helped the Management Committee develop a longer term Communications and Marketing Strategy.

Transition Training Pilot Project

In 2009, The Princess Royal Trust for Carers invited the Project to participate in a two year Transition Training pilot with North Argyll Carers Centre in Oban. The pilot, which is funded by the Big Lottery, seeks to support carers over the age of 50 who are new to their caring role and aims to develop and deliver personalised training to them over 2010/11 – 2011/12. A key transition point for any carer is when they first take up their caring role. A study by the Trust in 2006 showed that early intervention is the most effective means of reducing the adverse physical, emotional and financial aspects often associated with this change in their life. For carers in rural and remote areas, these difficulties are often compounded by limited access to services and supportive relationships.

In March 2010, Morag Maclean was appointed as the Transition Training Co-ordinator and she takes up this post in May, based at the Centre in Oban. The Project has close links with NHS Highland, including jointly delivering a range of training events for carers locally. The pilot project will run in parallel with the Transition Training Pilot and compliment this work.

Partnership Working

Partnership working is critical to the success of the Project and during the year work continued to establish and sustain productive relationships with statutory, private and voluntary sector organisations, which either operate within the Helensburgh and Lomond area or contribute in some way to assisting carers. The largest and closest partners continue to be

Argyll & Bute Council and NHS Highland and both have been extremely supportive of the Project. Clear lines of communication exist to allow referrals to be made and a number of joint initiatives have been undertaken to promote the health and wellbeing of carers.

There are many other smaller private sector care providers and voluntary groups that the Project works closely with and the relationships with key individuals in these organisations have been developed over many years and have proved mutually beneficial.

The Project is an independent organisation, but has secured considerable benefits and added value from its membership and participation in the activities of the following organisations:

- **The Princess Royal Trust for Carers**

The Princess Royal Trust for Carers is the largest provider of comprehensive carers' services in the country, offering a range of information and advice to almost 310,000 carers across the UK through a network of 141 independently managed Carers' Centres and interactive websites. The Trust actively supports the work of the Project by providing expert advice and assistance when required, as well as making available funding for specific activities. The Trust also represents the interests of the Project at a Scottish and UK level and Ann Allcoat, Development Officer for Scotland, is one of the Project's Advisers.

- **The Argyll & Bute Carers' Network**

The Argyll & Bute Carers' Network is a charitable organisation which aims to advance the education and understanding of the needs and service requirements of carers; to work with, support and consult carers regarding services that may affect them and those for whom they care; and to consult with relevant statutory and voluntary agencies on issues that affect carers. The Network covers all of Argyll & Bute and is open to all carers, including young carers, former carers and any organisation providing support to carers. The Project is represented on the Network Board and, Tricia Morrison, the Network's Development Officer, is an Adviser to the Project and attends meetings of the Management Committee.

Carers Surveys

The terms of the Project's Constitution ensure that the organisation is predominantly carer led and the majority of the Project's trustees are carers or former carers. The views of carers about the support and activities provided by the organisation are actively sought and there are various means used to capture this information and ensure it influences the aims and objectives set out in the Business Plans.

In recent years, Carers Surveys have been conducted bi-annually by the Project to collect information directly from carers about a range of issues. These have been primarily used to validate and measure satisfaction levels with the quality of services and to provide an opportunity for carers to identify needs that are not being met. As the Project develops Business Planning and Performance Measurement processes, such surveys will play an increasingly important role in evidencing whether or not objectives have been achieved, as well as canvassing carer's views about the services they receive from other providers.

The 2009/10 Surveys identified very high satisfaction levels with the quality of the services provided and 89% of those who participated indicated that their personal needs were being met. Carers described the main benefits of using the services as giving them a feeling of being less isolated, improving their general health and wellbeing, helping them exercise greater control over their lives and assisting them carry on in their caring role.

The top five responses to a question about what additional services they would wish to see introduced if funding was available were for more:

- therapy sessions;
- social events/activities;
- learning or training events;
- advice about their health; and
- evening events/activities.

The data collected by the surveys has featured in the Outcomes in the section of this Report on Achievements and Performance – 2009/10 and it has influenced the updated Business Plans for 2010/11-2012/13.

SECTION 6 - ACHIEVEMENTS AND PERFORMANCE – 2009/10

The Strategic Priorities and Objectives were designed to be tackled by the Project over the three years of the Business Plan and not in a single year. Nevertheless, the following briefly details the progress made in 2009/10:

Strategic Priorities 2009/10

Priority	Progress
Complete the preparations to change the legal status of the Project to a Scottish Charitable Incorporated Organisation.	The first 'milestone' was reached at the 2009 AGM, when members were notified of the planned review of the Constitution and proposed change to the legal status. A revised Constitution has been prepared and will be presented to the 2010 AGM for consideration of approval. The change of the legal status has been deferred, because of a delay in the Scottish Government establishing the required legislation.
Recruit new and additional Trustees to the Management Committee.	William Courtney appointed and Liz Gittins stood down at the 2009 AGM. During the course of the year, articles included in local media highlighting the need to attract new Trustees. Two individuals subsequently came forward and are giving consideration to standing for election at 2010 AGM.
Maintain the full range of services delivered by the Project in 2008/09 and endeavour to increase the number of holistic therapy sessions and social events for carers.	All of the services delivered in 2008/09 were continued in 2009/10 and the number of holistic therapy sessions substantially increased. (See Operational Objectives.)
Maintain ongoing programme of training for Carers, Staff, Volunteers and Trustees.	Training opportunities continued to be made available throughout the year and arrangements made for a Transition Training Pilot Project in partnership with North Argyll Carers Centre to be delivered in 2010/11.
Explore the demand for flexible short respite breaks for carers,' including a pilot study.	Planned pilot carried forward to 2010/11.
Continuing support of GP Practices and contribute to the NHS Carer Information Strategy.	This has been one of the main functions of the new Outreach Worker, supported by the Project Manager and links now well established with all 5 GP Practices in the area.

Employ Outreach/Support Worker and introduce Outreach Service.	Bella Fairman took up post in June 2009 and new Outreach Service launched the following September. Additional funding received from NHS Highland allowed hours worked to be increased from 20 – 29 hours per week, from November 2009.
Change role of Project Co-ordinator to Project Manager.	A review of the role and job description was completed and approved by Management Committee in June 2009 and implemented.
Secure funding and recruit part-time member of staff to administer the Fundraising Strategy.	An unsuccessful bid was submitted for funding for this post in September 2009. The proposal was reviewed, amended and include in the 2010/11-12/13 Business Plans.
Secure funding and recruit part-time member of staff to support activities within the Carers' Centre.	The Princess Royal Trust for Carers offered to take the lead in trying to secure funding for a part time Case Worker, but at 31 March 2010 this had not been achieved.
Launch Website to improve access by carers to advice and information and improve communication.	The Website was re-launched in November 2009, however, it was disabled in error by host company and the data recorded was lost. At 31 March 2010, efforts were continuing to rebuild the site and move to another host company.
Complete review of all the Project's Policies and Procedures commenced in 2008/09.	The review was completed in 2009, with five additional policies being added. Arrangements to review policies on a regular basis now well established.
Complete the work required to attain PQASSO accreditation.	The Quality Assurance Sub-Committee completed its review of all 14 Quality Areas and identified where further material is required to evidence compliance with quality standards. Filling these gaps should be completed in 2010/11, which will allow the Project to seek accreditation at level 1.
Prepare for introduction of Befriending Service.	No real progress made in 2009/10, because of concerns about duplicating existing services run by other charities. To be reviewed in 2010/11.

Prepare for and introduce Volunteer Service.	Volunteer policies and Handbook prepared and approved by Management Committee. Project Manager actively pursued recruitment, with the support of Argyll & Bute Volunteer Centre and 4 new volunteers secured. Growing interest in volunteering with the Project towards the end of the financial year and this expected to result in increased numbers coming forward.
Promote and develop proposals for the introduction of Young Carers' Service and secure the support of partner organisations.	Bid for funding to carry out feasibility study prepared and submitted in January 2010 and approved in March. The Study has attracted support of partner organisations and a report on findings is expected in July 2010.
Evaluate progress, adjust as necessary and extend Business Plan to 2012/13.	Updated Business Plan for 2010/11-12/13 prepared and published.

Operational Objectives: Activities, Targets and Outcomes

Through the following programme of activities and by achieving the associated targets and outcomes, the Project sought to improve the services it provided to carers, individuals and organisations within Helensburgh and Lomond.

Objective 1 – Identify hidden carers within Helensburgh and Lomond and maintain regular contact with them and all other carers registered with the Project

In pursuing this Objective, the Project said it would:

- produce posters and information leaflets about the services carers can access through the Carers' Centre and make these available at appropriate outlets across Helensburgh and Lomond;
- develop the Project's website to ensure relevant information and contract details are available and up to date;
- publish and distribute to every carer and ex-carer registered with the Project at least 6 Newsletters each year, providing information which may be of value to carers in their caring role eg entitlement to benefits, carers' rights, local services, respite etc.
- seek to have articles and information about the work of the Project published in local newspapers or other publications;
- take advantage of the annual Carers' Week and other appropriate events to highlight the support available to carers through the Carers' Centre; and
- liaise closely with GP Practices, Social Services and other statutory and voluntary agencies within Helensburgh and Lomond to encourage referrals of carers to the Project.

Objective 1 – Targets and Outcomes		
Targets for 2009/10:	Actual	Target
No. of outlets established for distribution of posters and leaflets in Helensburgh and Lomond.	12	20
No. of editions of the Newsletter published and circulated to all registered carers and ex-carers.	10	6
No. of articles about the work of the Project published in local newspapers or other publications.	10	10
No. of separate events held to highlight the support available to carers.	17	12
No. of carers referred by GP Practices or other statutory or voluntary agencies to the Project.	23	25
Outcomes:		
No. of new carers registered with the Project.*	50	50
No. of carers and ex-carers contacted by the Project in the course of the year.	100%	100%

*It should be noted that the total number of carers registered with the Project will not increase by 50 each year because there are carers who cease to become carers for various reasons, albeit many will continue to be registered on the ex-carers' list.

Objective 2 – To provide information, advice and access to high quality support services that meet the personal needs of carers within Helensburgh and Lomond.

In pursuing this Objective, the Project said it would:

- maintain the drop-in facility at the Centre from Tuesday to Friday, subject to staff being available;
- maintain and, subject to funding, increase the number of sessions available for therapies such as counselling, stress management, aromatherapy, training etc. and extend the range of social activities for carers;
- increase the number of respite sessions provided for carers, subject to funding;
- ensure all services delivered are capable of being tailored to the individual needs of carers, using person-centred approaches to assess these needs;
- introduce an Outreach Service in 2009/10, initially by employing a part-time member of staff and extending the hours worked as and when financial resources become available;
- increase the number of home visits to carers who live in some of the more rural parts of the area and may be particularly vulnerable to the effects of living in social isolation; and
- refer carers on to appropriate services and partnership organisations for specific information and support on issues such as mental health, dementia etc.

Objective 2 – Targets and Outcomes		
Target 2009/10:	Actual	Target
Average number of people who drop-in to the Centre each month.	135	150
No. of occasions carers provided with personalised advice and guidance that addresses their specific needs.	640	750
Total No. of Therapy sessions provided.	546	400
Total No. of Counselling sessions provided.	25	20
Total No. of Respite sessions provided.	50	40
Total No. of Training sessions provided for carers	8	10
Total No. Of Social Activities/Events	9	10
Percentage of services reviewed to ensure they are capable of being tailored to meet individual needs.	n/a	100%
Average No. of hours committed each month to Outreach work following introduction of service in 2009/10.	20	20
Total No. of home visits to carers.	26	40
Total No. of carers referred to partnership organisations for services or support.	91	80
Outcomes:		
Percentage of carers surveyed who indicate satisfaction with the quality of services provided by the Project.	97%	95%
Percentage of carers surveyed who indicate that the services available meet their personal needs.	89%	90%

Objective 3 – To increase the awareness of carers of their rights and entitlements, as well as ensuring these are properly understood by those who have a responsibility for the provision of services to carers and those they care for, within the Helensburgh and Lomond area.

In pursuing this Objective the Project said it would:

- maintain an up to date range of information leaflets that are readily accessible by staff, volunteers and carers on the rights and entitlements of carers;
- ensure staff have a sound knowledge of the rights and entitlements of carers and that this is kept up to date with any changes that occur by providing them with access to appropriate publications and any training required;
- publish information about carers' rights and entitlements in the Newsletter and other publications;
- promote the rights of carers during Carers' Week and Carers' Rights Day;
- include sessions on the rights and entitlements of carers in the Carers' Training Programme run by the Project;
- provide information, advice and guidance for individual carers and, where necessary, act as an advocate on their behalf with other organisations;
- carry out a programme of awareness raising across local statutory and voluntary organisations to raise awareness of carers' issues generally and of the services and support the Project provides to carers; and

- work with the Argyll & Bute Community Health Partnership to promote the aims set out in their Enhanced Services Programme for GP Practices and Carer Information Strategy.

Objective 3 – Targets and Outcomes		
Target 2009/10:	Actual	Target
Percentage of information leaflets maintained by the Project on the rights of carers that were reviewed in 2009/10.	75%	100%
Average No. of training days for staff.	5	5
No. of articles about the rights and entitlements of carers included in the Newsletter and other similar publications produced by the Project.	20	6
No. of events organised to promote the rights and entitlements of carers during Carers' Week and Carers' Rights Day.	1	3
No. of training events held for carers that refer to their rights and entitlements.	3	15
No. of occasions carers received advocacy support.	n/a	400
No. of awareness raising sessions arranged for staff and volunteers from other organisations.	6	8
No. of visits to GP Practices within the Helensburgh and Lomond area to discuss carers' issues.	11	25
Outcomes:		
Percentage of carers surveyed who indicate they have a better understanding of their rights and entitlements as a result of information provided by the Project.	n/a	90%
Percentage of those attending awareness raising sessions who indicate that these had provided them with a better understanding of the rights and entitlements of carers.	n/a	95%

Objective 4 – To sustain existing partnerships and joint working to ensure a co-ordinated approach to service delivery.

In pursuing this Objective the Project said it would:

- focus on strengthening the relationship between the Carers' Centre and the 5 GP Practices in the area, provide training and advice as and when necessary for their staff and establish systems for exchange of information and earlier interventions to support carers and their families;
- continue the Carers' Health Clinics held at the Centre, working in partnership with local GP practices;
- constantly review working practices to ensure that these reflect good practice promoted by the Princess Royal Trust for Carers, NHS Highland and Argyll and Bute Council and match the standards required by the Practical Quality Assurance System for Small Organisations (PQASSO);
- work with partners to promote and secure the introduction of a Young Carers' Service within Helensburgh and Lomond; and

- work closely with other carer and illness/disability specific organisations in Argyll and Bute to develop appropriate models of carer support based on needs identified through listening to carers.

Objective 4 – Targets and Outcomes		
Target 2009/10:	Actual	Target
Percentage of GP Practices surveyed who indicate that the relationship with the Project has improved services for carers.	n/a	80%
No. of Carers' Health Clinic sessions.	3	9
No. of PQASSO Quality Areas where standards are considered by the Management Committee to have been fully met.	2	12
No. of representations made and meetings held to secure the introduction of Young Carers' Service.	10	2
No. of meetings held with representatives of partner organisations to discuss carers support.	24	2
Outcomes:		
Percentage of carers surveyed who indicate that the services provided by GP's meet their needs as carers.	58%	85%
Percentage of carers surveyed who indicate that the services provided by other carer and illness/disability specific organisations meet their needs as carers.	48%	80%

Objective 5 – To maintain the financial stability and sustainability of the Project by the prudent management of resources and securing sufficient funding to meet the costs of services as well as for planned expansion.

In pursuing this Objective the Project said it would:

- internally review all areas of expenditure to ensure that best value is being achieved from existing financial resources and identify any savings that might be made;
- prepare monthly budget monitoring reports for consideration by the Management Committee and/or Finance and Physical Resources Sub-Committee;
- develop a Befriending and Volunteer Strategy to attract additional volunteers and ensure that the unpaid contributions they make supports the Strategic Priorities and Operational Objectives;
- implement the provisions of the Fundraising Strategy and keep this constantly under review to ensure that all appropriate funding opportunities to sustain the current level of service and achieve the Mission of the organisation are pursued in a systematic manner;
- endeavour to secure additional funding to recruit an additional part-time member of staff to support the fundraising efforts;
- liaise closely with Argyll & Bute Council and NHS Highland to demonstrate that by continuing to provide grant funding, the organisation will not only be committing its facilities and resources to achieving the agreed outcomes, it will at least match the monies provided through fundraising efforts for the benefit of carers in the Helensburgh and Lomond area.

Objective 5 – Targets and Outcomes		
Target 2009/10:	Actual	Target
No. of audits of specific areas of expenditure undertaken by Treasurer.	6	6
No. of Budget Monitoring Reports for consideration by Trustees.	6	12
No. of new volunteers recruited.	4	4
No. of funding applications submitted.	16	30
Percentage of funding applications successful.	50%	50%
Average No. of staff hours committed monthly to Fundraising activities following recruitment of additional member of staff to administer the process.	n/a	40
Percentage of grant funding received from Argyll & Bute Council and NHS Highland against the figures included in the Budget Estimates.	106.00%	100%
Outcomes:		
Percentage of annual income set against planned annual expenditure.	102%	110%
No. of occasions when it is necessary to draw from the Operational Reserve to meet financial liabilities.	0	0

SECTION 7 – FINANCE AND FUNDING

The Management Committee closely monitors budget performance and makes any adjustments as and when required. At the end of each financial year the Committee:

- reviews the budget outturns to identify any variances between the actual operating costs and the budget estimates for the year;
- establishes the level of any balances that remain in the restricted and unrestricted accounts that can be carried forward;
- assesses the impact of any likely increases or decreases in the cost of services in the following and future years;
- projects the anticipated levels of expenditure to be incurred in delivering the activities set out in the Project's Business Plan;
- reviews and sets the level of Reserves that require to be held;
- projects the anticipated levels of income for the following and future years; and
- identifies the gaps between planned expenditure and the level of resources likely to be secured.

This information is used to inform the development of the budget estimates for unrestricted and restricted income and expenditure, as well as for any new developments the organisation intends to pursue over the following three years. It also informs the Committee of where savings and modifications require to be made within the current Business Plan and provides targets for the Project's Fundraising Strategies.

Budget Estimates 2009/10

In constructing the unrestricted and restricted budget estimates for 2009/10, account was taken of the unrestricted cash balance of £26,640 and restricted balance of £48,678, carried forward from 31 March 2009, which provided a total of £75,318. Whilst this was a significant sum, the unrestricted balance included £15,500 that had been set aside as a Contingency Reserve to meet the financial consequences of the Project having to cease operating for any reason and £4,500 was held as an Operational Reserve to deal with cash flow issues. The restricted balance included £30,000 earmarked to meet the two year costs of the planned Outreach Service and £5,250 to upgrade the computer and telephone equipment and general security of the Carers Centre.

These commitments in relation to the carried forward balances limited the Management Committee's flexibility and the challenge was to raise sufficient funds during the course of the year to maintain the core services and fulfil the Strategic Priorities and Objectives set for that year in the Business Plan.

Incoming Resources

The only incoming resources the Project could be reasonably confident of receiving during the year was the annual contribution to the core costs of £43,000 provided by Argyll & Bute Council under the terms of a Service Level Agreement. It has long proved difficult to secure additional core funding, as many funders exclude general operating costs as a condition of grants. An exception to this is the Robertson Trust and, in 2007, the Trust agreed to provide a three-year annual grant of £10,000 for this purpose. The third and final payment was made in November 2009.

The Project has always been financially supported by carers and other individuals and organisations aware of the work carried out and in 2009/10 donations and the proceeds from fundraising activities totalled £12,423. Income from bank interest, the recovery of tax paid on bank interest over the period 2004/5 to 2008/9 and from Gift Aid donations, totalled £1,189.

It was essential for the Project to attract grants from charitable bodies, private sector organisations and other funding providers. Considerable assistance had been secured in previous years in the form of grants provided by The Princess Royal Trust for Carers, NHS Highland; the Lloyd's TSB Foundation; the Waterside Trust; John Lowrie Morrison Trust; the Co-operative Community Fund; the Argyll & Bute Community Welfare Fund; and many other organisations that support charities.

The Project submitted 16 applications for grant funding in 2009/10 and half of these proved successful or partially successful. Argyll & Bute Community Health Partnership provided £12,250 to meet the costs of the Project supporting the NHS Highland's Carer Information Strategy, which was used to supplement the costs of the new Outreach Service and increase the hours of the Outreach Support Worker. The Princess Royal Trust for Carers secured two separate grants for the Project totalling £2,100 to support activities for older carers. A grant of £3,000 from the Argyll & Bute Carers Network Board helped meet the costs of Holistic Therapies; £1,277 from the Argyll & Bute Leisure Development Fund contributed to both Holistic Therapies and Social Activities for Carers; £960 from Argyll & Bute Health Improvement Partnership supported the Peninsula Project and £300 from Agilent Technologies UK was directed to the Outreach Services Activities.

In February 2010, the Project received a grant of £9,948 from the Big Lottery to carry out a feasibility study on the introduction of a Young Carers Service in Helensburgh and Lomond. This work is scheduled to be carried out in the first quarter of 2010/11 and the funding has been carried forward and earmarked for this purpose.

Expended Resources

In relation to the resources expended during 2009/10, the largest payment was £55,510 for staff salaries. Most of the other expenditure was in line with previous years and is detailed in the Financial Statements in this Report, however, there were a number of significant increased costs that had to be met, including:

- Leasing of Carers' Centre

The Project moved to its current operating base in the Carers' Centre at 17E East King Street, Helensburgh in 2006. The property is part of a complex of business units owned by Lagarie Properties Ltd and was initially leased for a 3 year period. The annual rental, which included the cost of two car parking spaces at the rear of the building, was £11,000 and when VAT at 17.5% was added this totalled £12,925.

Prior to the expiry of the lease on 28 February 2009, the Management Committee carried out an Options Appraisal in relation to the accommodation requirements and it was concluded that the best option was to seek a renewal. However, because of the uncertainty about longer term funding, it was agreed this should be for 3 years, with a break-clause after 2 years to allow the Project to terminate the lease without penalty in

the event there were insufficient funds to meet the costs involved. These terms were accepted by Lagarie Properties, but at the time they were carrying out a revaluation of the whole building, which resulted in the Open Market Annual Rent being calculated at £13,400 per annum (exclusive of VAT). As a concession to the Project, this was offered at £12,400 and further discussions resulted in an agreement that this increase would not be applied until the second quarter of 2009.

The annual leasing charge for the Carers Centre therefore rose in 2009 by £1,645.00, from £12,925 to £14,570 (inclusive of VAT at 17.5%). The Project is not VAT registered and cannot recover the £2,170 attributed to this tax in the leasing costs.

- **Service Charge**

In addition to the above leasing charge, an annual Service Charge is paid to the Landlord in relation to the general maintenance of the building and the average cost over the first 3 years was £2,382 (inclusive of VAT). This has been paid on a calendar basis, but because of slippage in the invoicing of this charge by the Landlord, payments have lagged behind the close of the year by around three to six months. In reviewing the leasing arrangement, the Landlord decided to rectify this slippage and as a result the Project had to meet the Service Charges for 2008 and 2009, totalling £4,567, within one financial year.

- **New liability for Water Charges**

In February 2010, an invoice was received by the Project for payment of water charges for the premises. Initially it was thought an error had been made as the Project has never paid rates or water charges. It transpired that as a result of provisions in the Water & Sewage Charges Exemption Scotland Regulations 2002, the relief allowed to charities was phased out at 31 March 2009. The Management Committee was unsighted on this development and no prior notice had been received that this charge was to be applied, therefore no provision was made in the budget to meet the costs involved.

Following receipt of the invoice, negotiations took place with the service provider and this resulted in the charge for 2009/10 being reduced from £428 to £236.

Administrative Charge

In financial year 2008/09, the Management Committee agreed to allocate full costs to the appropriate expenditure lines in the Unrestricted Account by applying an administrative charge to reflect the overhead costs. It was accepted that best practice would be for this charge to represent the true costs of the overheads and, if possible, this should be the approach adopted. However, in recognition of the difficulties in precisely assessing all of the associated costs, it was agreed the default position would be to set the charge at 8%. An important proviso is that the Project Manager has the flexibility to determine not to apply the charge should this be considered appropriate in particular cases. This change resulted in £1,236 being set against Administrative Charges in 2008/09 and £1,527 in 2009/10.

Investments

The reduction in interest rates paid on the Treasurers Account held with the Bank of Scotland during the early part of 2009 compelled the Management Committee to seek out a better return from the balances held. Within the terms of the Project's Investment Policy, an Investment Strategy for 2009/10 was agreed and this included the following principles:

- the Project should only invest money for short periods of 6-9 months at this time;
- the option of investing money with different financial institutions should be explored;
- the Project should not consider investing any income required for its planned running costs; and
- the Project should not consider investing any of the £4,500 held in the Operational Reserve.

It was concluded that the £15,500 held in the Contingency Reserve and £4,500 from monies earmarked to meet the cost of the Outreach Service in 2010/11, could be transferred from the Treasurer's Account into short term Savings Bonds that offered a return equal to or better than the current rate of inflation. During October 2009, the Project placed £20,000 of its balances in a fixed term Investment Bond with the Standard Life Bank, paying gross interest of 2.90% when this matures on 10 June 2010.

Closing Cash Balances

The Project closed the year with cash in bank and in hand of £68,856 and of this total, £20,000 was held as Reserves. The Management Committee recognise that securing the necessary funding to maintain the 2009/10 level of service into 2010/11, as well as deliver the planned developments in the Business Plan, will be a major challenge. It is anticipated that public sector spending will be substantially reduced in the 2010 Comprehensive Spending Review and this, together with the pressures on other funding bodies are likely to have an impact on the support available to charities. In this difficult financial climate, a priority requires to be given to exploring alternative options for securing funds in 2010/11 and beyond.

Social Enterprises

The Scottish Government's current economic strategy encourages third sector organisations to become more engaged in delivering public services and a number of initiatives to assist the voluntary sector participate in this arena have been taken by its Third Sector Division. An Enterprising Third Sector Action Plan 2008-11 has been published and this aims to create the right conditions in which social enterprises can thrive, enabling the third sector to play a full role in the development, design and delivery of policy and services in Scotland.

The Project falls within the accepted definition of a social enterprise, largely because of the Service Level Agreement it has with Argyll & Bute Council. A number of Carers Centres within The Princess Royal Trust for Carers network in Scotland have ventured further into this area and established social enterprises to deliver a range of services and opportunities for carers, particularly young carers. These are generating a regular income, which is used to meet the core and development costs of the Centres, thereby strengthening sustainability and reducing dependency on external funding sources.

The Trustees and Manager of the Project had opportunities to learn more about social enterprises in 2009/10 through the attendance at the Princess Royal Trust for Carers National Conference and from discussions with officials from the Third Sector Division. Argyll & Bute Council also invited representatives from the Project to attend an Information Day held in Inveraray on 17 February 2010 to hear about their plans to establish a Public Social Partnership (PSP) to design and implement a Respite Bureau service for carers. This initiative was one of ten being piloted across Scotland and those that prove successful are likely to be put out to tender. Although the Project was interested in this venture, the Management Committee decided it was not well placed to bid to become a preferred partner. Nevertheless, the Information Day was chaired by Mike Geraghty, the Development Officer for Argyll and Bute Social Enterprise Network and he has since been supporting the Project in exploring what social enterprise opportunities might be available in 2010/11 to improve the financial stability of the Project and reduce dependency on grant income.

Fuller details of the Project's financial transactions during 2009/10 can be found in the Statement of Financial Activities on page 45-57.

SECTION 8 – CONTRIBUTORS

Supporters

It is important that the Project acknowledges the support it has received over the past year from many different organisations and individuals in terms of donations of their time and money. While it is impossible to include everyone who has contributed, because a number have made donations anonymously, the Project could not have made a positive difference to the lives of carers without their help. Thanks are due to:

- The trustees who have served on the Management Committee who gave so much of their time to ensure the Project was run as efficiently and effectively as possible and has a secure future.
- Ann Allcoat, Angela Gilchrist and Tricia Morrison have contributed to the work of the Project in many different ways, including attending Management Meetings as Advisors, promoting the interests of the organisation in their respective fields of work and always being available to speak to members of staff and trustees to offer guidance and advice on a wide range of topics.
- The unpaid helpers and volunteers who have contributed their time, expertise and knowledge and contributed in many different ways to help the Project support carers – from ‘stuffing’ envelopes, organising events and activities, arranging transport for outings, handling administrative and data processing work, to making tea for other carers who call at the Centre and keeping them company in the reception area while they await an appointment.
- The two Therapists who provide a range of holistic therapies at the Carers Centre, Sheena Benton and Susan Preston, have become very much part of the Project team. The services they provide are much in demand and greatly appreciated by carers and when they are working they bring an air of peace and tranquillity that visitors can sense as soon as they walk through the door to the Centre.
- The staff at the Scottish Headquarters of the Princess Royal Trust for Carers are very supportive of the Project and they are regularly called upon for expert advice on a wide range of carers issues. They have been particularly understanding of the challenges the organisation faces in trying to attract sufficient money each year to sustain and develop services and the Project has been able to take advantage of funding opportunities the Trust has identified.
- Argyll & Bute Council the principal funder, which gives the Project tremendous support in so many ways as well as funding. Councillors George Freeman JP, William Petrie, James Robb and Vivien Dance have all taken a special interest in the work of the Project and visited or contacted the Centre on a number of occasions to offer advice and support to the Trustees and staff.
- The past year has seen the relationship with NHS Highland further developed and funding provided by the Argyll & Bute CHP from the GP’s Enhanced Services Strategy has promoted closer working relationships between the Project and the five GP Practices in Helensburgh and Lomond. This has identified carers not previously in

contact with the Project and allowed them access to the services provided through the Carers' Centre. This joint working with the GP Practices is set to be enhanced in 2010/11 with the further development of the Project's Outreach Service.

- A special thanks to Jackie Baillie, the Member of the Scottish Parliament, who has supported the Project for many years and regularly attends at the Centre to help promote carers issues.
- The Project is grateful to the News Editor, Nick Cowie, and the other members of the team at the Community Advertiser, for helping to raise the profile of the Project in 2009/10 by publishing a number of articles highlighting the work undertaken to support carers.

Donors

The following is a list of other donors who have also contributed to the work of the Project over the past year and without their contributions the carers could not have been provided with the levels of support outlined in this Report:

The Robertson Trust
The Waterside Trust
John Lowrie Morrison
Lloyds TSB Foundation Scotland
Co-operative Pharmacy and Community Funds
Argyll & Bute Social Leisure Development Fund
Agilent Technologies UK, South Queensferry
The Station Bar, Helensburgh
Claremont Centre Ltd, Glasgow
Argyll & Bute Employability Team

SECTION 9 – PLANS FOR THE FUTURE

Objectives for 2010/11-2012/13

In reviewing the Business Plan at the end of 2009/10, the Management Committee took account of the achievements and performance over the previous 12 months and the projected financial position for the next three years, which allowed an updated set of Objectives to be agreed. These will be pursued over the period 2010/11-2012/13 and are listed as follows:

Governance

- update the Constitution and implement the agreed changes;
- maintain the Project's Policies, Procedures and Strategies to ensure these are relevant, regularly reviewed and kept up to date;
- ensure continued compliance with all legal requirements;
- recruit new and additional Trustees to the Management Committee;
- review the Project's accommodation requirements; and
- secure the quality assurance accreditation mark for the Project under the Practical Quality Assurance System for Small Organisations (PQASSO).

Financial

- to maintain the financial stability and sustainability of the Project by the prudent management of resources and securing sufficient funding to meet the costs of services as well as for planned developments; and
- explore opportunities for the Project to achieve a more sustainable financial position through participation in the development of social enterprises for the delivery of appropriate services.

Organisational

- maintain the full range of services delivered by the Project in 2009/10 and endeavour to increase the number of holistic therapy sessions, social events and health related services for carers;
- maintain the ongoing programme of training for carers, staff, volunteers and trustees;
- respond to the demand for flexible short respite breaks for carers and develop and implement a Respite Strategy;
- continue the support of Argyll and Bute Council's Carers Strategy and the Argyll and Bute Community Health Partnership's GP's Enhanced Services and NHS Carer Information Strategies;
- sustain the employment of the Outreach/Support Worker and develop the Outreach Service;
- subject to funding, extend the hours of the Administrative Support Worker to make this a full time post;
- subject to funding, recruit a part-time member of staff as a Case Worker to improve the personalised support provided to carers;
- subject to funding, recruit a part-time member of staff as an Activities/Events Organiser and to support fundraising;

- develop proposals for the introduction of a Young Carers' Service and, subject to funding, employ a full-time Project Co-ordinator to take this work forward;
- develop the Volunteer Service;
- explore the options for introducing a Befriending Service;
- explore options for improving the Advocacy Service;
- develop the Project's Website to improve access by carers to advice and information and improve communication; and
- raise the profile of the Project by improved communication and marketing the work undertaken by the organisation.

Operational

- identify hidden carers within Helensburgh and Lomond and maintain regular contact with them and all other carers registered with the Project;
- provide information, advice and access to high quality support services that meet the personal needs of carers within Helensburgh and Lomond;
- increase the awareness of carers of their rights and entitlements, as well as ensuring these are properly understood by those who have a responsibility for the provision of services to carers and those they care for, within the Helensburgh and Lomond area; and
- strengthen joint working and partnership arrangements to ensure a co-ordinated approach to service delivery.

Through a programme of activities targeting each of the Objectives, the Project will seek to improve the services it makes available to carers within Helensburgh and Lomond area over the next three years. A robust monitoring and evaluation system has also been put in place to measure progress.

SECTION 10 - FINANCIAL STATEMENTS

Trustees' Responsibilities

The trustees serving on the Management Committee are responsible for the preparation and maintenance of the Project's financial accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. The Regulations specify that the accounts must be prepared in accordance with the methods and principles of the 2005 Statement of Recommended Practice for Charities, issued by the Charity Commissioners for England and Wales.

In 2008/09, the gross receipts exceeded £100,000 for the first time, which meant that fully accrued accounts had to be prepared rather than the receipts and payment accounts approach followed in previous years. Whilst the receipts for 2009/10 totalled £96,447, the trustees decided not to return to the receipts and payments method of financial accounting.

Fully accrued accounts recognise incoming resources when the effect of the transaction or other event results in an increase in the Project's assets. Resources are recognised as being expended when the liability is incurred and there is a legal obligation committing the Project to making a payment.

The Management Committee is responsible for:

- selecting suitable accounting policies and then applying them consistently;
- making judgements and estimates that are reasonable and prudent;
- preparing financial statements on the going concern basis unless it is inappropriate to assume that the Project will continue on that basis;
- maintaining proper accounting records which disclose with reasonable accuracy at the time the financial position of the organisation;
- safeguarding the assets of the Project; and
- taking reasonable steps for the prevention and detection of fraud and other irregularities.

Under the provisions of the Regulations, at the end of each financial year the trustees are required to prepare the statement of account, which must consist of:

- an **annual report** from the trustees of the activities of the Project;
- a **statement of the financial activities** of the Project that gives a true and fair view of the incoming resources and their application during the financial year;
- a **balance sheet** that gives a true and fair view of the state of the financial affairs of the Project at the end of the financial year; and
- **notes** to the accounts that explain the accounting policies adopted and explain or expand on the information contained within the main accounting statement.

Appointment of Independent Examiner

The type of external scrutiny to which a charity's accounts must be subject depends on its gross income and net assets or whether or not the charity is also a company. As the gross receipts last year were under £500,000, the Project requires to have the accounts

independently examined by a suitably qualified person. An independent examiner reviews the accounting records kept by the Project and compares them with the accounts prepared from those records. The examiner then writes a report which details information required by the Regulations and provides an assurance whether or not anything has been found that needs to be brought to the attention of readers of the accounts.


The trustees who served on the Management Committee during 2009/10 are listed on page 3 of this report. Insofar as the trustees are aware:

- there is no relevant information of which the independent examiner is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiner is aware of that information.

At the Annual General Meeting to be held on 1 July 2010, the members of the Project approved the appointment of Mr A.M. Hodge C.A., of Clements Chartered Accountants, 17 Colquhoun Square, Helensburgh, G84 8AD, to undertake the independent examination.

Approval of the report

This Annual Report and Financial Statements for the Year Ended 31 March 2010 has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in 2005). It was approved by the trustees on 28 October 2010 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'William Rae', is written over a faint, light blue circular stamp. The signature is fluid and cursive.

Sir William Rae
Chairperson

Independent Examiner's Report to the Trustees of Helensburgh and Lomond Carers' Project

I report on the accounts of the charity for the year ended 31 March 2010, which are set out on pages 45 – 57.

Respective responsibilities of Trustees and Examiner

The charity's trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. The charity trustees consider that the audit requirement of Regulation 10(1) (a) to (c) of the Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

Basis of Independent Examiner's Statement

My examination is carried out in accordance with Regulation 11 of the Charities Accounts (Scotland) Regulations 2006. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeks explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

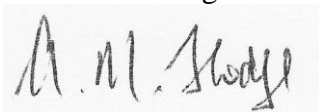
Independent Examiner's Statement

In the course of my examination, no matter has come to my attention

1. which gives me reasonable cause to believe that in any material respect the requirements:
 - to keep accounting records in accordance with Section 44(1) (a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations, and
 - to prepare accounts which accord with the accounting records and comply with Regulation 8 of the 2006 Accounts Regulations

have not been met, or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



A.M. Hodge C.A.

Address: Clements Chartered Accountants, 17 Colquhoun Square, Helensburgh, G84 8AD

Date: 28 October 2010

Helensburgh and Lomond Carers' Project
Statement of Financial Activities for the year ended 31 March 2010

Categories	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds This year £	Total Funds Last year £
Incoming resources					
Incoming resources from generated funds:					
<i>Voluntary receipts:</i>					
Donations, payments and grants	2	57,186	39,835	97,021	116,827
<i>Gift Aid:</i>					
Recovered Income Tax	3	432	-	432	-
<i>Investment receipts:</i>					
Bank Interest and recovery of tax paid	4	757	-	757	317
Total incoming resources		58,375	39,835	98,210	117,144
Resources expended:	5				
Charitable activities		82,704	17,817	100,521	73,170
Governance costs		1,597	839	2,436	3,983
Total resources expended		84,301	18,656	102,957	77,153
Net Incoming Resources		(25,926)	21,179	(4,747)	39,991
Gross Transfers Between Funds	8	26,129	(26,129)		
Net Movement in Funds		203	(4,950)		
Reconciliation of Funds					
Fund Balances Brought forward at 1 April 2009		29,270	48,678	77,948	
Fund Balances Carried Forward at 31 March 2010		29,473	43,728	73,201	
This statement of financial activities includes all incoming resources and the resources expended derive from continuing activities.					

Helensburgh and Lomond Carers Project Balance Sheet as at 31 March 2010				
	Notes	2010		2009
		£	£	£
Fixed Assets				
Office Equipment	10		2,850	320
Current Assets				
Cash in bank and in hand		68,856		75,318
Pre-Payments	11	2,830		2,310
Current Liabilities				
Accruals	12	(1,335)		-
Current Asset less Current Liabilities			70,351	77,628
Net Assets	17		73,201	77,948
Funds				
Unrestricted			29,473	29,270
Restricted			43,728	48,678
Total Funds			73,201	77,948

The Notes on pages 47 to 57 form part of these Financial Statements.

The financial statements have been prepared in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They comply with the Statement of Recommended Practice: "Accounting and Reporting by Charities" issued in March 2005.

Approved by the trustees on 28 October 2010 and signed on their behalf by:



Michael Blair
Treasurer

Helensburgh and Lomond Carers' Project
Notes to the Financial Statements for the Year Ended 31 March 2010

1. Accounting Policies

The principal accounting policies are summarised below. The policies have been applied consistently throughout the year,

(a) Basis of Accounting

The financial statements have been prepared in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They comply with the Statement of Recommended Practice: "Accounting and Reporting by Charities" issued in March 2005.

(b) Fund Accounting

Restricted Funds are subjected to restrictions on their expenditure imposed by the donor.

Unrestricted Funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

(c) Incoming Resources

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary incoming resources are received by way of payments, grants, donations and fundraising activities and are included in full in the Statement of Financial Activities when received. No grants were received that were conditional on the delivery of specific performance by the charity and all were recognised when the charity became unconditionally entitled to the sums involved.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Investment income is included when receivable.

(d) Resources expended

Payments are recognised on an accrual basis as a liability is incurred. The Project is not VAT Registered, therefore cannot recover VAT on Payments.

Charitable payments comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include fees and costs linked to the strategic management of the charity.

All costs are allocated between the payment categories of the Statements of Financial Activities on a basis designed to reflect the use of the resources. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis as set out in Note 5.

(e) **Administration Charge**

The proportion of the costs of the services delivered at the Carers Centre relating to overheads, including staff costs, are recovered as an Administrative Charge. The Project's policy is to include the precise costs of overheads and staff time within the costs for individual services, however, where this is difficult to determine an 8% standard charge is applied, subject to the discretion of the Project Manager. The costs recovered are re-allocated to reduce the total expenditure against Unrestricted Charitable Activities.

(f) **Fixed Assets**

Fixed assets are stated at cost less accumulated depreciation. The cost of minor additions or those costing below £300 are not capitalised. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, which in all cases is estimated at 5 years.

2. Incoming Resources

	Unrestricted	Restricted	2010 Total	2009 Total
	£	£	£	£
<i>Voluntary Receipts:</i>				
Donations: Carers	1,609	-	1,609	1,226
Others	9,943	-	9,943	7,167
Miscellaneous	-	-	-	87
Fundraising activities	871	-	871	3,230
Claremont Centre Ltd.	1,763		1,763	
<i>Charitable Activities:</i>				
Argyll & Bute Council	43,000	-	43,000	43,000
Argyll & Bute Carers Network Grant	-	3,000	3,000	-

Argyll & Bute Social Welfare Fund Grants: Stress Sessions Massage	-	-	-	33 1,640
Argyll & Bute Leisure Development Fund Grant: Holistic Therapies Social Activities for Carers	- -	317 960	317 960	- -
The Princess Royal Trust for Carers Grants: Management Training Activities for Older Carers Reflexology Outreach Project ICT/Security Project	- - - - -	- 2,100 - - -	- 2,100 - - -	- 1,600 744 30,000 5,000
NHS Highland Grants: GP's Enhanced Services Strategy Carer's Information Strategy HIP Peninsula Project	- - -	- 12,250 960	- 12,250 960	6,750 - -
Agilent Technologies UK Grants: ICT/Security Project Outreach Service Activities	- -	- 300	- 300	250 -
Co-operative Community Fund Grant: Printing costs	-	-	-	1,000
Waterside Trust Grant: Respite	-	-	-	5,000
Robertson Trust Grant: Running costs	-	10,000	10,000	10,000
Big Lottery Fund Grant: Young Carers Feasibility Study	-	9,948	9,948	-
Total	57,186	39,835	97,021	116,827

3. Gift Aid Income

	Unrestricted	Restricted	2010 Total	2009 Total
	£	£	£	£
Gift Aid	432	-	432	-

4. Investment Income

	Unrestricted	Restricted	2010	2009
	£	£	Total	Total
			£	£
Bank Interest	66	-	66	317
Repayment of tax deducted from Bank Interest	691	-	691	-
Total	757	-	757	317

Notes:

- The repayment of tax related to the financial years 2004/5 to 2008/9.
- The organisation has a Bank of Scotland's Treasurers Account, however, in October 2009, because of falling interest rates, the Trustees invested £20,000 of the balances held in a 9 month Short Term Fixed Rate Bond with Standard Life, to secure a higher return. This matures in June 2010.

5. Total Resources Expended

Costs directly allocated to activities	Basis of Allocation	Charitable Activity	Govern-ance	2010	2009
		£	£	Total	Total
				£	£
Salaries (Note 6)	Direct	42,022	-	42,022	28,419
Travel	Direct	525		525	30
Carers' Training	Direct	265		265	
Health Clinic	Staff time	149	-	149	516
Counselling	Direct	940	-	940	691
Holistic Therapies	Direct	6,248	-	6,248	5,160
Respite	Direct	1,629	-	1,629	1,445
Social Activities and Events for carers	Direct	2,769	-	2,769	3,165
Outreach Service Events/Activities	Direct	108		108	
Support costs allocated to activities					
Salaries (Note 6)	Direct	13,488	-	13,488	10,926
Recruitment	Direct	1,675	-	1,675	
Payroll Administration	Direct	250	-	250	493
Management Training	Direct	930	322	1,252	794
Meeting expenses	Direct	-	100	100	100
Insurance	Direct	765	-	765	705
Accommodation					
Lease	Direct	13,187	-	13,187	11,729
Service charge		4,567	-	4,567	3,189

Water Charges	Direct	236	-	236	-
Telephone/ICT charges	Direct	667	-	667	659
ICT/Security Project	Direct	4,779	-	4,779	-
Print/Stationery/postage	Direct	4,253	-	4,253	3,279
Publications/ Subscriptions	Direct	276	-	276	216
Maintenance & Replacement	Direct	1,457	-	1,457	908
Energy costs	Direct	1,786	-	1,786	1,931
Petty Cash	Direct	768	-	768	395
Consultancy/Prof. Fees	Direct	-	1,281	1,281	3,310
Miscellaneous	Direct	94	-	94	249
Depreciation of Assets	Usage	-	733	733	80
Additional fixed Assets	Direct	(1,500)	-	(1,500)	-
Cost re-allocated	Direct	(1,527)	-	(1,527)	(1,236)
Payroll Adjustment	Direct	(285)	-	(285)	-
Total		100,521	2,436	102,957	77,153

Notes:

- The GCVS provides the organisation's Payroll Services and maintains a running cash balance to meet variances. When the 2009 Financial Statements were prepared, it was understood the GCVS cash balance at 31 March was £630, but this was subsequently corrected to £702. This required a £72 adjustment to be made during 2009/10 to the balances. In addition, in their final Statement of Account for the year, GCVS provided a refund of £213. Both these sums are included in the above table against Payroll Adjustments. At 31 March 2010, the GCVS balance of £1,404 was included in the Cash in Hand line under Current Assets in the Balance Sheet.
- A total of £868 was transferred to Petty Cash during the year and at 31 March 2010 a balance of £100 remained. This has been included in the Cash in Hand line under Current Assets in the Balance Sheet.
- Expenditure against Counselling, Water Charges and Professional Fees includes accruals of £335, £236 and £764 respectively.
- The Total Resources Expended included £733 in respect of the Depreciation of Fixed Assets.
- The deductions against 'Costs re-allocated' relate to the Administrative Charge included within the costs of payments, where this is applicable. This had the net effect of reducing the total cost of unrestricted payments.

6. Staff Costs and numbers

Staff Costs	2010 Total £	2009 Total £
Salaries	49,340	34,924
Employer's National Insurance	4,323	3,079
Employer's Pension Contribution	1,847	1,342
Totals	55,510	39,345

During 2009/10 no member of staff received more than £60,000.

Staff Numbers (average)	2010 Total	2009 Total
Project Manager (Full-time)	1	1
Administrative Support Worker (Part-time)	1	1
Outreach Support Worker (Part-time)	1	-
Totals	3	2

7. Trustees Remuneration & Related Party Transactions

No members of the Management Committee received any remuneration during the year. No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year.

8. Gross Transfers Between Funds

	Unrestricted £	Restricted £
The Princess Royal Trust for Carers: Outreach Project	12,512	(12,512)
NHS Highland: Carer's Information Strategy	3,691	(3,691)
Robertson Trust	10,000	(10,000)
Transfers from Unrestricted Receipts to supplement Restricted Payments	(74)	74
Net Movement	26,129	(26,129)

Notes:

- The Princess Royal Trust for Carers: this reflects the transfer of funds from a £30,000 Restricted Grant provided by the Trust in 2008/9 to the associated salary costs relating to the Outreach Service in 2009/10.
- NHS Highland Carer's Information Strategy: this reflects the transfer of funds from a £12,250 Grant provided to support the Strategy and reflects salary costs in relation to the Outreach Service in 2009/10.
- Robertson Trust: this reflects the transfer of restricted grant funding to contribute to the general running costs of the Project, which complies with the terms of the grant.
- The transfer from Unrestricted to Restricted Funds relates to netting off the expenditure in the Lloyds TSB Capacity Building budget line (£74).

9. Taxation

As a charity, the Helensburgh and Lomond Carers' Project is exempt from tax on income and gains falling within the Income Tax Act 2007 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

10. Tangible Fixed Assets

Fixed Assets	Office Equipment 2010 £	Office Equipment 2009 £
Cost		
At 1 April 2009	400	0
Addition	3,263	400
At 31 March 2010	3,663	400
Accumulated Depreciation		
At 1 April 2009	80	0
Charge for the year	733	80
At 31 March 2010	813	80
Net book value		
At 31 March 2010	2,850	320

Note:

- The Project does not own any property or vehicles and most of the furnishings and equipment it owns is largely second hand and was originally gifted by other charities when the Project was established in 2000. The additional assets acquired in 2009/10 largely relate to the purchase of information technology equipment, which was funded by a grant provided by The Princess Royal Trust for Carers. In addition, the organisation received a donation of 12 new chairs from the Claremont Centre Ltd., Glasgow, an office furniture wholesaler.

11. Debtors

	2010 Total £	2009 Total £
Pre-payments		
i) Leasing charges for Carers Centre for April and May	2,428	1,917
ii) Rental charges for photocopier for April to June	402	393
Total	2,830	2,310

12. Creditors: amounts falling due within one year

	2010 Total £	2009 Total £
Accruals		
i) Water charges for 2009/10	236	-
ii) Payments for Counselling Services for Carers	335	-
iii) Professional Fees	764	-
	1,335	-

13. Unpresented Cheques

At 31 March 2010 there were 5 cheques, with a total value of £604.85, which had not been processed through the Project's bank, but were included in the 2009/10 accounts.

14. Restricted Funds

	Balance 1.4.09 £	2009/10 Incoming Resources £	2009/10 Resources Expended £	Transfers between Funds £	Balance 31.3.10 £
Outreach Project	30,000	-		(12,512)	17,488
PRTC - Management Training	1,303	-	(1,252)	-	51
PRTC - Health Clinic	531	-	(149)	-	382
John Lowrie Morrison - Counselling	1,309	-	(940)	-	369
Social Activities for Carers	1,055	-	(1,055)	-	-
Awards for All/Co-op Pharmacy – Massage	550	-	(550)	-	-
Lloyds TSB Capacity Building	443	-	(517)	74	-
Waterside Trust – Flexible Respite	4,249		(1,629)	-	2,620
A&B Social Welfare – Stress Sessions	133	-	(133)	-	-
A&B Social Welfare – Massage	1,640	-	(1,640)	-	-
PRTC – Reflexology	744	-	(744)	-	-
PRTC – Older Carers	(129)	2,100	(961)	-	1,010
PRTC - ICT/Security Project	5,000	-	(4,529)	-	471
Agilent Technologies UK: ICT/Security Project	250	-	(250)	-	-
Outreach Service Activities		300	(108)	-	192
Robertson Trust	-	10,000	-	(10,000)	-
NHS Highland Carers Training	1,600	-	(265)	-	1,335
*Carers Info Strategy	-	12,250	(2,613)	(3,691)	5,946
HIP Peninsula Project	-	960	(960)	-	-
Big Lottery Fund – Young Carers Study	-	9,948	-	-	9,948
Argyll & Bute Leisure Development Fund: Holistic Therapies	-	317	(317)	-	-
Social Activities for Carers	-	960	-		960
Argyll & Bute Carers Network: Holistic Therapies	-	3,000	(44)	-	2,956
Total	48,678	39,835	(18,656)	(26,129)	43,728

Note

- The expenditure of £2,613 from the NHS Highland Carers Information related to £1,860 on Holistic Therapies and £752 for Social Activities for Carers.

16. Unrestricted Funds

	Balance 1.4.09 £	2009/10 Incoming Resources £	2009/10 Resources Expended £	Transfers between Funds £	Balance 31.3.10 £
	29,270	58,375	-	26,129	-
Salaries			(55,510)		
Recruitment			(1,675)		
Payroll					
Administration			(250)		
Travel			(525)		
Meeting Expenses			(100)		
Insurance			(765)		
Accommodation					
Lease			(13,187)		
Service charge			(4,567)		
Water Charges			(236)		
Telephone/ICT charges			(667)		
Print/Stationery/postage			(4,253)		
Publications/Subscriptions			(276)		
Maintenance & Replacement			(1,457)		
Energy Costs			(1,786)		
Petty Cash			(768)		
Miscellaneous			(94)		
Professional Fees			(764)		
Depreciation of Fixed Assets			(733)		
Additional Fixed Assets			1,500		
Costs re-allocated			1,527		
Payroll Adjustment			285		
Totals	29,270	58,375	(84,301)	26,129	29,473

17. Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fixed Assets	2,850	-	2,850
Current Assets	27,623	44,063	71,686
Current liabilities	(1,000)	(335)	(1,335)
Net Assets at 31 March 2010	29,473	43,728	73,201

18. Movements in Funds

	At 1 April 2009 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 March 2010 £
Unrestricted Funds	29,270	58,375	(84,301)	26,129	29,473
Restricted Funds	48,678	39,835	(18,656)	(26,129)	43,728
Total Funds	77,948	98,210	(102,957)	-	73,201

19. Reserves

Included within the Unrestricted Funds held by the Project, the following sums have been identified as Reserves:

Reserves	At 31 March 2009 £	At 31 March 2010 £
Operational	4,500	4,500
Contingency	15,500	15,500
Total	20,000	20,000

Note: Purpose of Reserves

- Operational Reserve: This was established during 2008/9 to deal with short term cash-flow problems, generally related to delays in the Project receiving grant funding.
- Contingency Reserve: This was established some years ago to meet financial liabilities in the event that the Project had to cease operating for any reason and is based on 3 months running costs. This was reviewed in 2008/9 and increased from £14,236 to £15,500.

NOTES: