



The Princess Royal Trust
for Carers

Helensburgh & Lomond Carers' Project

(From 1 April 2011 known as Helensburgh & Lomond Carers)

Annual Report and Financial Statements For the Year Ended 31 March 2011

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Registered Scottish Charity No. SC033382

History

In 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 create a forum for discussing carers' issues with statutory agencies and other interested parties. At the end of that year, it 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 Charity 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>Respite Services</i> | <i>Outreach Services</i> |
| <i>Ex-carers Support Group</i> | <i>Dementia Support Group</i> |
| <i>Social Programme</i> | <i>Training Courses</i> |
| <i>Newsletters/Publications</i> | <i>Walking Group</i> |

In 2010 the members approved amendments to the Charity's Constitution, including altering the name to 'Helensburgh & Lomond Carers.' The changes were adopted on 1 April 2011.

Our Mission

“To make a positive difference to the lives of unpaid carers.”

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 Charity;*
- *valuing the contribution made by trustees, members of staff and volunteers;*
- *investing in the ongoing training and development of trustees, staff and volunteers;*
- *promoting equality of opportunity in all aspects of service delivery and employment and*
- *recognising and trying to minimise the environmental impact of the Charity’s activities.*

Foreword

On behalf of the Charity's Trustees, it gives me great pleasure to present Helensburgh & Lomond Carers' Project's Annual Report and Financial Statements for the financial year ended 31 March 2011. The Report looks back at the Objectives we set out in the Business Plan for 2010/11-12/13 and records the key activities, achievements and developments of the past 12 months. This had added significance for the Charity, because last year we reached our 10th Anniversary and also decided to adopt the name Helensburgh & Lomond Carers, by dropping the word 'Project' from the title. The change was implemented on 1 April 2011, which means this is the final Annual Report to carry the name Helensburgh & Lomond Carers' Project.

Readers who have followed our progress over the past three years will be aware we have been pursuing an ambitious change programme and an initial priority was to strengthen the governance of the Charity. 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. We now have in place a robust and well tested committee structure and there is a comprehensive set of policies and procedures to guide Trustees, Staff and Volunteers in discharging their respective responsibilities. Various strategy documents have also been developed to translate the policies into practice and these address issues such as Fundraising, Investments, Reserves, Communications and Marketing, Environmental Impact and Volunteers. All these documents are regularly reviewed and updated.

As I reported in the previous Annual Report, part of the change programme involved a detailed review of the Charity's legal form and this found compelling reasons for moving from being an unincorporated to an incorporated body. At that time the only option available was to become a company limited by guarantee, however, the Scottish Government had announced its intention to implement legislation in 2010, to establish a new form of incorporation for charities, to be known as a Scottish Charitable Incorporated Organisation (SCIO). We decided there were substantial advantages in the Charity becoming a SCIO rather than a limited company.

In preparing for this move, our Constitution was updated and revised and this included plans to introduce the new name, extend the area of operation, adjust the charitable purpose and specify the membership arrangements. The intention was to seek the approval of the wider membership for these proposals at the 2010 Annual General Meeting, but delays in implementing the Regulations to introduce SCIOs meant we had to defer this and press on with the other changes to the Constitution. The amendments were passed at the AGM and the Trustees will take forward the SCIO proposals in 2011/12.

One of the main responsibilities of the Management Committee is to determine the Charity's overall aims, objectives and future development plans. In 2008 we published our first 3 year Business Plan to set out the strategic direction of the organisation and what objectives we hoped to achieve. Earlier this year the third annual update was published and this rolled the Plan forward by another year to cover the period 2011/12-2013/14. Progress against the objectives is closely monitored by the Trustees to ensure milestones and targets are being met. We also operate effective Risk Management practices, which run alongside the Plan to guard against potential threats to the achievement of the objectives or the sustainability of the organisation, as well as to look for opportunities to improve service delivery.

One of the risks on our Risk Register is that the Charity becomes over dependent on grant funding and, in an effort to mitigate this risk, we are exploring opportunities to establish new and diversified funding streams by developing the Charity as a social enterprise. During 2010/11, we secured the support of an organisation called Community Enterprise in Scotland, which then had responsibility for delivering a Scottish Government funded programme called 'Aspire to Enterprise.' Through this programme, we were provided with 8 days free consultancy to prepare a Business Growth Development Strategy, which focused on options for generating additional income for the Charity. These options were subsequently incorporated into the updated Business Plan for 2011/12-13/14 and are being taken forward.

As a consequence of this ongoing reconstruction work, the Charity is now operating in a 'business like' manner, but having the appropriate structures, procedures and plans in place simply provides a more resilient organisational framework, which does not by itself guarantee success. We are very much a people centred organisation and success comes from our staff and volunteers working within this framework to deliver meaningful and effective services for carers. Our performance measurements show that we reached 23 of the 27 milestones we set for the year and 21 of our 25 operational targets were achieved or exceeded. What is more important to the Trustees is the difference this made to our carers. The responses to the 2010/11 Carers Survey indicated very high satisfaction levels with the services provided, with 86% of responders reporting that their personal needs were met and 80% agreeing that the main benefit to them was feeling less isolated. The results of the Survey were a resounding endorsement of what we were striving to achieve last year and this can best be encapsulated by the following comment made by a carer in the Survey questionnaire:

"I found the staff and volunteers to be warm, open, sensitive and very caring. They also respect at times I have needed privacy and I am totally at ease knowing they treat my needs in confidence."

The Charity has established an impressive track record of doing precisely what it said it would do and the credit for this rests with the outstanding leadership shown by our Manager, Eileen McCrory, the commitment of the other staff members, Bella Fairman and Sharon Richardson and the unstinting enthusiasm and support of our growing bank of volunteers. We also benefit from having an experienced and knowledgeable team of Trustees, who exercised wise and practical oversight of the activities described in this Report. With such valuable people 'assets,' there is every reason to be optimistic that further advances will be made in 2011/12, despite the austere financial climate in which we will have to operate

The Management Committee is grateful to all who have contributed financially or by other means to the work of the Charity in 2010/11. We hope you will find this Report of interest and if you wish any further information please do not hesitate to contact the Carers' Centre.



Sir William Rae
Chairperson

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Reference and Administrative Information

Charity Name: Helensburgh & Lomond Carers' Project
(On 1 April 2011 the name changed to Helensburgh & Lomond Carers)

Charity Registration number: SC033382

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

Telephone No. 01436 673444

Email: admin@helensburgh-carer-support.org

Management Committee

| | |
|-----------------|--------------------------|
| William Rae | Chairperson |
| Patricia Hedger | Vice-Chairperson |
| Jean Walker | Secretary |
| Michael Blair | Treasurer |
| Bill Courtney | |
| Irene Dalrymple | |
| Ron Laley | |
| Fiona MacNeil | |
| Bill McIntyre | (elected on 1 July 2010) |
| Harry Revie | |

Staff

| | |
|-------------------|-------------------------------------------------------|
| Eileen McCrory | Manager |
| Bella Fairman | Outreach Support Worker |
| Jean Riddington | Administrative Support Worker (Retired 31 May 2010) |
| Sharon Richardson | Administrative Support Worker (appointed 22 May 2010) |

Advisers

| | |
|------------------|--------------------------------------------------------------------------------------------|
| Ann Allcoat | The Princess Royal Trust for Carers |
| Angela Gilchrist | Argyll & Bute Council's Co-ordinator for Learning Disabilities (resigned 9 September 2010) |
| Mavis Gilfillan | NHS Highland (appointed 1 July 2010) |
| Douglas Hunter | Argyll & Bute Council (appointed 1 July 2010) |
| Tricia Morrison | Argyll & Bute Carers' Networking Board |
| Ian McFadyen | Argyll & Bute Council (appointed 1 July 2010) |

Bankers

Bank of Scotland, 28 Colquhoun Square, Helensburgh
Scottish Widows Bank, 67 Morrison Street, Edinburgh

Accountants

Clements Chartered Accountants, 17 Colquhoun Square, Helensburgh

Solicitors

McArthur Stanton, 22-24 Colquhoun Square, Helensburgh

SECTION 1 – INTRODUCTION

Amendments to Constitution

In opening this Report it is important for readers to be aware that during the course of 2010/11 the Charity's Trustees completed an update and revision of the Constitution and this included adjusting the name of the organisation to drop the word 'Project' from the title, extending the area of operation and altering the membership arrangements. The review was originally intended to position the Charity to apply to change its legal form to that of a Scottish Charitable Incorporated Organisation (SCIO), however, delays in the Scottish Parliament implementing the enabling regulations compelled the Trustees to defer this to 2011/12 and progress the other amendments.

The changes were passed by the wider membership at the Annual General Meeting on 1 July 2010 and subsequently amended at an Extraordinary General Meeting held on 15 December 2010. As required, the alterations to the name and charitable purpose were approved by the Office of the Scottish Charity Regulator (OSCR), before being formally adopted on 1 April 2011.

The Charity is now known as Helensburgh & Lomond Carers, but as this Report relates to the period from 1 April 2010 to 31 March 2011, the former name still applies.

Charitable Objects

The Charity is an unincorporated voluntary membership association with a written Constitution. Until 31 March 2011, the Objects set out in the Constitution were 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.”

The amendments introduced on 1 April 2011 changed the Objects to read:

“to promote, for the benefit of carers (as defined in Clause 6):

- (a) the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage by providing information, advice and support services within the area defined in Clause 5;*
- (b) the advancement of the education of the general public, influential individuals and relevant organisations on matters relating to the social welfare of carers;*
- (c) the advancement of citizenship through volunteering in the delivery of services; and*
- (d) any other purpose that may reasonably be regarded as analogous to any of the preceding objects.”*

Area of Operation

The Area of Operation was defined in the earlier Constitution as the local authority electoral wards for Helensburgh and Lomond prior to the 1996 restructuring of local government boundaries, which widened the area covered to include the communities to the north west of Arrochar, up to the Rest-and-be-thankful (see side panel). In practice, the Charity has supported carers within this extended area for a number of years, but had not formally adjusted its boundaries. This has been remedied by Clause 5 of the amended Constitution, which states that the organisation shall operate:

“within the Argyll & Bute Council designated area of Helensburgh and Lomond, which includes within it the Electoral Wards of Lomond North, Helensburgh Central and Helensburgh and Lomond South.”

Carers Definition

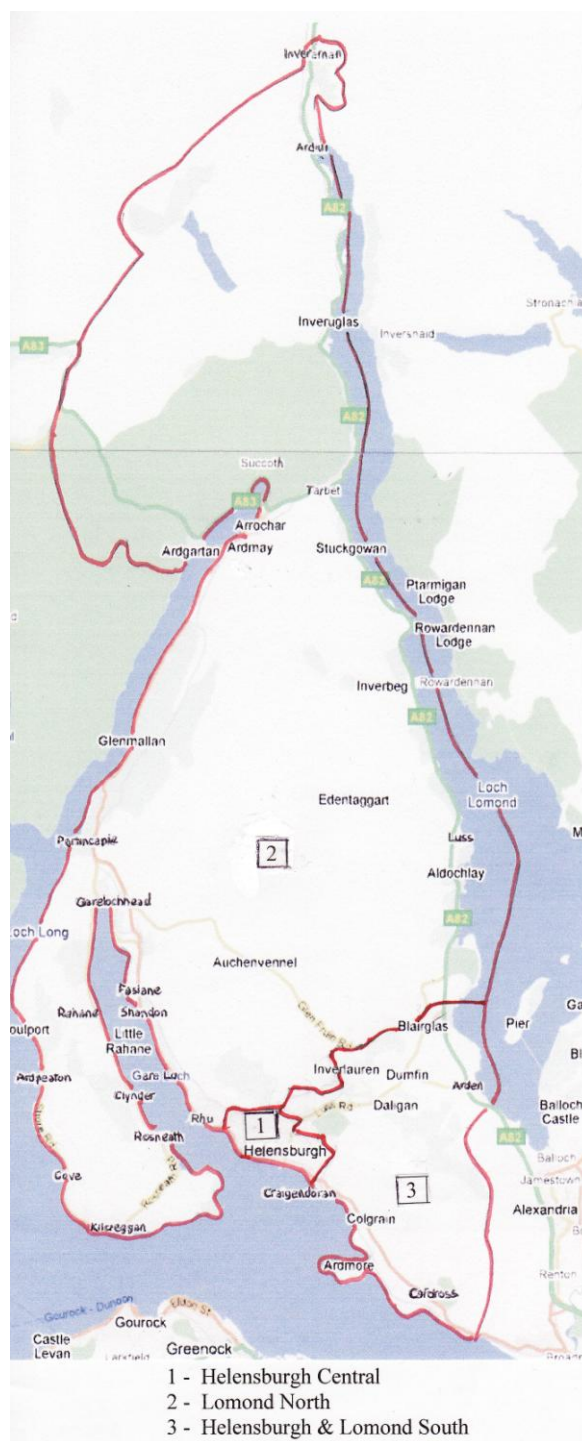
To avoid any confusion between carers and those employed as care-workers, or care assistants, the Charity has adopted the definition used by all the organisations that form part of The Princess Royal Trust for Carers Network, which describes a carer as any person:

“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.”

This definition has now been included in Clause 6 of the amended Constitution.

Membership

Under the terms of the former Constitution, full membership of the Charity was open to all carers; individuals over the age of 18 years who wished to further the aims of the organisation, so long as they did not make up more than half the total membership; and nominees of voluntary organisations and community groups. Provision was also made for Affiliate Membership, which was open to representatives from government departments,



local authorities and other statutory agencies, who were able to act as advisers to the Trustees, but had no voting powers.

Under the provisions of the amended Constitution, the age restriction of 18 has been reduced to 16 and the term Affiliate Membership changed to Associate Membership. The process for applying for membership and the responsibilities of members are more clearly specified in the revised document and a non-recurring membership subscription fee was introduced. There is also a requirement for the Charity to maintain a Members Register and a separate Trustees Register. It is important to highlight that it is not necessary for carers to be members of the Charity in order to access the services provided.

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 2010/11, 64 new carers were registered and 7 carers on the Register ceased to be carers. Of this latter number, 5 people continued their membership as former carers.

At 31 March 2011, there were 327 carers, 79 former carers, two other people with an interest in the organisation registered by the Charity with full membership rights, and five advisers who were Affiliate Members. This gave a total membership of 413, which is a net increase of 59 compared to the previous year.

The Princess Royal Trust for Carers

The Charity has been a member of The Princess Royal Trust for Carers Network since 2001 and benefits from being part of the largest provider of comprehensive carers' services in the country. The Trust offers 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. It actively supports the work of the organisation by providing expert advice and assistance when required, as well as helping to raise funding for specific activities. The Trust also represents the interests of the Charity at a Scottish and UK level and Ann Allcoat, Development Officer for Scotland, is one of the Advisers.

As a consequence of financial pressures, the future shape of the Trust was under review throughout 2010/11 and discussions have taken place with Crossroads (England & Wales) to explore the benefits of both organisations merging at a national level. Although this does not involve Crossroads (Scotland), there would be implications for Carers Centres in Scotland should the merger take place. The Chairperson of the Charity serves on the Scotland Committee of the Princess Royal Trust for Carers and is a member of the Scottish Trustees Network and is well placed to monitor these developments.

In a separate development, the Scottish Government has invited the National Carers Organisations to meet early in 2011/12 to discuss how they could work closer together, including the possibility of shared posts and premises. Again this may have implications for the Charity and developments will be closely monitored by the Trustees.

The Argyll & Bute Carers' Networking Board

The Charity is a founder member of the Argyll & Bute Carers' Networking Board, which is another charitable organisation that 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. It covers Argyll & Bute and is open to all carers, including young carers, former carers and any organisation providing support to carers. The Charity is represented on the Networking Board at Trustee and Manager levels and, Tricia Morrison, the Board's Development Officer, is an Adviser to the Charity and attends meetings of the Management Committee.

Raising the Profile of the Charity

Towards the end of 2009, the Charity used the balance of a grant from the Lloyds TSB Foundation for Scotland to run a local marketing campaign alongside the annual UK Carers' Rights Day. 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 in 2010/11 and this was discussed and endorsed by the Management Committee.

A planning team was set up, 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 Charity and covering the costs of the events, the aim was to secure funding to assist in the establishment of the Young Carers Service in Helensburgh and Lomond, as well as contribute to the core costs of the organisation. The number 10 was used as a marketing theme, with a strapline of "10 years of Caring", supported by 10 key facts about carers, 10 events etc. Local schools were invited to enter a competition to design a 10th Anniversary Logo and the winning entry was used on letterhead, posters and publications during the year. The competition also provided an opportunity to raise awareness within the schools about the issues young carers have to face.

The Helensburgh and Lomond Community Advertiser, a free monthly magazine that is distributed to every household in the area, was particularly helpful in promoting the work of the Charity and their March 2010 edition featured the 10th Anniversary Plans. This higher visibility undoubtedly raised awareness within the local community about the Charity and the lessons learned helped the Management Committee develop a longer term Communications and Marketing Strategy.

The Strategy does not stand in isolation and any communications activity is not to be regarded as an end in itself. The objective is to help the organisation fulfil its aspirations, therefore it has been aligned with the current Business Plan, which sets out the Charity's Aims and Objectives for a 3 year period.

The benefits of the planned approach to raising the profile can be demonstrated by the fact that during 2009/10 there were 10 articles about the work of the Charity published in local newspapers and other publications and in 2010/11 this increased to 33.

SECTION 2 – GOVERNANCE

Election of Trustees

Under the provisions of the previous Constitution, the organisation was in the hands of a Management Committee, comprising a Chairperson, Vice Chairperson, Secretary and Treasurer and up to ten ordinary members. The updated Constitution retains the same office bearers, but reduces the number of ordinary members on the Committee to eight. 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 Charity's Trustees and assume all of the duties and responsibilities this role entails. Collectively, the Trustees are the guardians of the Charity'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 Charity 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 2010, eight of the nine Trustees on the Management Committee stood down and all were re-elected. Bill McIntyre, was elected as a new Trustee and increased the number serving on the Committee to ten. The Constitution specifies that carers and former carers will be actively encouraged to become predominant members of the Management Committee to ensure the Charity reflects the interests and views of carers. Of the ten members who served on the Committee during 2010/11, seven were carers and one was a former carer.

During 2010/11, the Constitution allowed up to 14 Trustees to serve on the Management Committee, however, until Bill McIntyre increased the membership to ten, the Charity had operated for the previous two years with nine Trustees. Like many other charities, it has proved difficult to attract new Trustees to sit on the Management Committee and it is clear that the personal liability they carry whilst acting in this role has been a disincentive. One of the benefits of the proposal to become a Scottish Charitable Incorporated Organisation is that this offers a degree of protection for Trustee, which should remove this barrier to recruitment. In any event, the recruitment of Trustees is an ongoing priority and the names of those who served in this capacity during 2010/11 are listed in page 1.

Trustee Induction and Training

The Charity 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 issued by the Office of the Scottish Charity Regulator (OSCR) 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

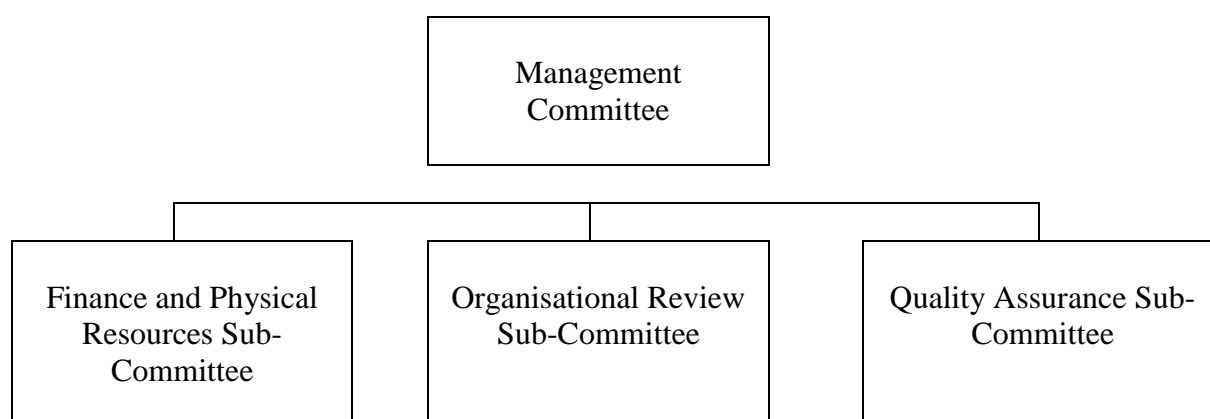
is the Charity's policy to provide ongoing training and development opportunities for all Trustees, particularly those who are Office Bearers, and arrangements are in place to deal with new or changing legislation and OSCR guidance that has an impact on their responsibilities.

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 22 July 2010, when the Chairperson, Vice-Chairperson, Treasurer and Secretary, who served in these respective roles in 2009/10, 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 2010/11 was also approved and circulated to interested parties.

The remit, terms of reference and structure of the Management Committee and Sub-Committees are reviewed annually and this exercise was undertaken immediately after the 2010 AGM. The Trustees were content that the governance framework was sound, but adjustments were made to the remits and terms of reference, particularly in relation to the establishment of sub-groups and working groups.

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 Charity and is ultimately accountable for all its activities. The Committee ensures the Charity 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. It has established an Office Bearers Sub-Group to assist the Committee to examine particular issues and this meets on an ad hoc basis.

Under the terms of the Constitution, the Management Committee is required to meet at least six times a year and, in 2010/11 it held eight meetings.

- Finance and Physical Resources Sub-Committee

Responsible for ensuring the Charity 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. It has established a Fundraising Sub-Group to assist the Sub-Committee identify and pursue fundraising opportunities.

The Sub-Committee was chaired by the Treasurer, Michael Blair, and it met on eight occasions during 2010/11.

- Organisational Review Sub-Committee

Responsible for reviewing the Charities 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. It has established a Health & Safety Sub-Group to support the Sub-Committee in this area.

The Sub-Committee was chaired by William Rae and it met on nine occasions during 2010/11.

- 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 Charity to carers.

The Sub-Committee was chaired by Harry Revie, but it did not formally meet in 2010/11 as it was awaiting the PQASSO accreditation process to commence. The Management Committee decided to defer this until 2011/12 on the basis of the affordability of the costs involved.

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. During 2010/11, the Sub-Committees recorded a total of 92 new Actions and of this number, 14 had still to be completed at 31 March 2011.

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

Business Planning

One of the main responsibilities of the Management Committee is to determine the Charity's overall aims, objectives and future development plans and these must support the Charitable Objects set out in the Constitution, as well as sit within the legal framework governing Scottish Registered Charities. The aims and objectives are prepared in consultation with carers and partner organisations and take account of national and local priorities being pursued by statutory authorities.

In 2008, the Committee published its first 3 year Business Plan to provide a route map of the intended direction of travel, detailing what the Charity aimed to achieve and describing how each objective would be reached. The Plan covered the period 1 April 2008 to 31 March 2011 and the Committee gave a commitment to review the document annually and roll it forward each year. The third annual update was completed before the end of 2010/11 and advanced the Plan by another year to cover the period 1 April 2011 to 31 March 2014. A copy of the current Business Plan has been posted on the Charity's website at www.helensburgh-carer-support.org

Progress against the Business Plan was closely monitored during the year to ensure milestones were being met and that emerging events and circumstances did not divert the Charity away from the agreed path. By adopting this strategic approach, the Management Committee was not only well positioned to address the Charity's immediate challenges and priorities during 2010/11, it was also constantly looking to the longer term for opportunities to improve service delivery, as well as guard against potential threats to progress or the sustainability of the organisation.

Scheme of Delegation

A Scheme of Delegation was approved in 2009 and this sets out the delegated authorities made to individual Trustees, Sub-Committees and the 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 Charity rests with the Manager. She is responsible for ensuring the organisation delivers the services specified in the Business Plan and that performance targets are met. The Manager also has responsibility for the running of the Carers' Centre and supervision of staff and volunteers.

The Scheme of Delegation was reviewed in 2010/11 to ensure the levels of authority continued to be appropriate.

Risk Management

The Manager carries out risk assessments for all planned operational activities and events involving carers, but it is the Management Committee that has responsibility for monitoring and responding to organisational risks. The Charity's Risk Management Policy was prepared to ensure the management of organisational risk was seen as a positive activity that facilitated

good decision making, exploited opportunities and safeguarded the achievement of the Charity's objectives.

A Strategic Risk Register was introduced in 2009/10, covering governance, operational, financial, external and compliance risks. The Register is maintained by the Organisational Review Sub-Committee and presented to the Management Committee on a quarterly basis. Towards the end of 2010/11, a full review of the Register was carried out to take account of the experience gained over the previous 12 months, the actions taken over that period to mitigate the risks listed and to reflect any new risks identified. At 31 March 2011, 63 separate risks had been identified, assessed and placed in the following risk categories in the Register:

| Risk Type | Low | Medium | High | Very High | Total |
|------------------|------------|---------------|-------------|------------------|--------------|
| Governance | 6 | 7 | 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 | 31 | 28 | 4 | 0 | 63 |

The four 'High Risks' related to challenges to the continued occupation of the current Carers Centre, the weakness of current business continuity planning, 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 Charity. A number of actions were agreed by the Management Committee to control or mitigate the risks and these, together with the Register, will continue to be regularly reviewed and monitored in 2011/12.

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 2010/11, the Programme included reviews of petty cash, procurement of office supplies, print/stationery and postage costs, travel and subsistence costs, energy costs and water charges. A review of payroll services was also commenced during the year, but this had not been completed by 31 March 2011 and was ongoing. The Treasurer's findings from the six completed reviews were reported to the Management Committee and recommendations made to make improvements or achieve better value were acted upon. The 2011/12 Audit Programme includes reviews of the petty cash, holistic therapies, water charges, postage costs, energy costs and telephone/computer costs. The review of Petty Cash is a standing item on the Programme and the reviews of water charges and energy costs were included as a result of recommendations in previous internal audit reports that these areas be revisited after a gap of 12 months.

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 Charity'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 Charity 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.

During 2009/10 the Charity's Quality Assurance Sub-Committee reviewed all 14 Quality Areas and recorded the evidence available to demonstrate where the Charity 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 built upon good work carried out in previous years with earlier versions of PQASSO. At 31 March 2010, the Manager was still working on a list of actions required to fill the evidence gaps and these were completed during the course of 2010/11. The Trustees serving on the Quality Assurance Committee were then content that the Charity was ready to put itself forward for accreditation at level 1 and this was supported by the Management Committee. However, the cost of accreditation was estimated at £1,500 and, because of other financial pressures, the Management Committee decided to defer applying for accreditation to the Charities Evaluation Service until 2011/12. Provision has been made in the Budget Estimates to meet the likely costs of this process.

Review of Policies and Procedures

Over the past few years the Charity has developed a fairly comprehensive set of policies, procedures and strategies and during 2010/11 the Management Committee approved a Communications Policy. In preparing for the change of the Charity's name, all 74 Policy documents were reviewed and updated and these were approved by the Management Committee at a meeting on 9 June 2011. The Committee also updated the various strategy documents it has prepared to translate the Policies into actions and new strategy documents were introduced for Communications and Marketing, Volunteers and Environmental Impact Improvement.

There are sound processes in place for ensuring that these Policies and Strategies are regularly reviewed and kept up to date.

Review of Unincorporated Status

During the course of 2008/09, the Management Committee carried out a detailed review of the Charity's legal form as an unincorporated body. This was driven by a long standing concern about the personal liability carried by Trustees for the debts of the organisation 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 Charity'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 Charity 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 form was to be specifically tailored for charities, with costs and reporting arrangements that were 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 there were substantial advantages in the Charity becoming a SCIO rather than a limited company.

The timing of the name change and amendment of the Constitution, described in Section 1 of this Report, were initially intended to be matched to the implementation of the arrangements for introducing SCIOs. As the year progressed, it became clear this would take longer than anticipated and the provisions in the Regulations that allowed the new legal form to be established did not complete the passage through the Scottish Parliament until February 2011 and come into effect until 1 April 2011.

The delay was a set-back for the Charity's Plans, but the Management Committee decided to press on with the amendments to the Constitution described in Section 1 of this Report. The Trustees intend to present a proposal to the 2011 Annual General Meeting seeking members' approval to change the legal form to that of a Scottish Charitable Incorporated Organisation.

Young Carers Feasibility Study

For the past 10 years, the Charity 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. The Charity lacked the resources and capacity to respond to the needs of young carers, but at the end of 2009/10, the Big Lottery 'Investing in Ideas' Fund provided a grant to meet the costs of an independent feasibility study to establish if a Young Carers Service was required for Helensburgh and Lomond.

The research was carried out by Ali Coates of Avante Consulting and she presented her final Report and recommendations to the Management Committee in October 2010. The key

finding of the study was that there is a “very clear economic, social, environmental and political imperative for a young carers service to be developed in the Helensburgh and Lomond area.” The main conclusions in the Report were:

- it is estimated that there are 380 young carers living in the Helensburgh and Lomond;
- the establishment of a dedicated, building-based Young Carers Service is not economically viable at this time;
- a strategic partnership model of service provision fits with GIRFEC and could be designed to deliver effective services led by, and under the auspices of, the existing Carers Charity;
- this partnership options is proposed as the quickest and most cost-effective way of providing support to this vulnerable group;
- it is important that any Partnership established to develop services for young carers is linked to Argyll and Bute’s Children’s Planning framework;
- it was evident that pressure of work on some key individuals was acute and that there would be reluctance on their part to take on further commitments;
- it is not recommended that a new organisation be established, but that the young carers Partnership be set up as part of the Helensburgh & Lomond Carers, which would provide a ‘ready made’ governance structure, with knowledge, expertise and experience already available;
- from the outset, the Partnership should address how young people will participate in decision making;
- a Young Carers Development Co-ordinator should be employed with a budget to provide a range of activities for young people;
- a bid should be submitted to the Big Lottery fund Investing in Supporting 21st Century Life, which identified young carers as a priority area; and
- other potential funders should be approached for contributions from some of the key children’s services budgets, which are earmarked for young carers.

The Report drew from the United Nations Convention on the Rights of the Child, the Care 21 Report, Curriculum for Excellence, Additional Support for Learning, Getting it Right for Every Child, the Princess Royal Trust Report “Mapping of Services to Young Carers in Scotland” and the Scottish Government’s Young Carers Strategy, which was published in July 2010 under the title of “Getting it Right for Young Carers.”

Following receipt of the Report it was circulated and discussed with partner organisations who had expressed an interest in participating in this initiative. As a consequence, a short life Steering Group was established, Chaired by Louise Morgan, the Scottish Young Carers’ Development Manager for the Princess Royal Trust for Carers, with membership drawn from local statutory and voluntary sector organisations. The Group first met in March 2011 and agreed a number of actions, including that the Charity should seek funding to recruit a full-time development co-ordinator to take forward the recommendations of the feasibility study.

The Steering Group aims to have a Young Carers Strategic Partnership in place by 1 March 2012, with the structures and support mechanisms in place to deliver improved services to young carers. A bid has been submitted to the Big Lottery’s Investing in Communities – Supporting 21st Century Life Fund to contribute to the three year costs of employing a Young Carers Development Co-ordinator.

SECTION 3 – DEVELOPING AS A SOCIAL ENTERPRISE

Background

Part of the Scottish Government's economic strategy over the past few years has been to encourage third sector organisations to become more engaged in delivering public services and a number of measures have been introduced to assist the voluntary sector to participate in this arena. The aim is 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 Charity fell within the accepted definition of a social enterprise by virtue of the Service Level Agreement it had 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 related services and opportunities for carers, particularly young carers. These are generating a regular income, which is used to help meet the core and development costs of the Centres, thereby strengthening sustainability and reducing dependency on external funding sources.

Aspire to Enterprise Programme

The Trustees and Manager of the Charity have had opportunities to learn more about social enterprises during 2010/11 and, with the support of the Development Officer of Argyll & Bute Social Enterprise Network, explored options for becoming more engaged with this approach. In 2010, contact was made with Community Enterprise in Scotland (CEiS), an organisation created to provide a one-stop service for the training, development and financial needs of community businesses in the Strathclyde area. CEiS had responsibility for delivering an 'Aspire to Enterprise' programme, funded by the Scottish Government, and designed to support aspiring and emerging social enterprises. Through this programme, the Charity secured the services of a Consultant, who provided eight days free consultancy to assist in turning its future plans and aspirations into a Business Growth Development Strategy.

Service Development Plans

As part of this process, Roy Crosby, the Consultant appointed by CEiS, met with the Trustees and staff at a series of 'development sessions' to discuss the objectives set out in the 2010/11-2012/13 Business Plan and other options that might be pursued to enable greater participation in the social enterprise economy. The Consultant was anxious that any proposals included in the Business Growth Development Strategy were owned by the Charity and reflected the views of members. He carried out an assessment of the Charity and his subsequent Report acknowledged that the organisation was well governed and managed. However, he concluded that there was a need to urgently address the shortage of funding, as the Charity has a very small operating budget from which to deliver services and does not have large reserves or cash available to spend on developing income generating ideas.

In considering potential strategic developments that might generate additional income, the Consultant analysed a range of relevant statistical data and the demographics of Helensburgh and Lomond and concluded that residents in many areas covered by the Charity were likely to have more disposable funds to buy services they may not presently receive or services that

are delivered by agencies based outside of the operating area. Given the age profile of the population, residents were likely to be more comfortable with services delivered by a 'local' organisation as long as the quality is at least the same as their present provider.

The Consultant drew attention to the expansion of Self Directed Support (SDS) in Scotland, which is at an advanced stage, with residents who had previously been in receipt of care services being entitled to hold their own 'budget' or allowance. The resident is free to choose the support that best suits their needs at a price that suits their allowance. This was seen as a major opportunity for the Charity to develop its services, provided the appropriate capacity issues are well-planned in advance of any roll-out.

In his Report to the Management Committee, the Consultant highlighted the following two primary issues to be addressed by the Charity in planning to develop the portfolio of services:

- maintaining a regular and continuing dialogue with representatives of Argyll & Bute Council to keep the Council updated on the Charity's development plans; and
- raising the Charity's profile in Helensburgh and Lomond, even though it may appear most residents and businesses in the area are aware of the organisation and the excellent services provided.

The bleak economic climate has compelled all local authorities to look for ways to deliver services in more innovative and less expensive ways. The Consultant concluded that as a 'mature' organisation, the Charity is in an excellent position to help in this process by offering a range of services that can be delivered locally and co-ordinated from a 'hub' in the area.

Business Growth Development Strategy

The Business Growth Development Strategy sets out the following four Strategic Developments for the Charity to take forward over the next three years:

i) Purchase or build a new Carers Centre/Community Hub

As reported in the previous Annual Report and Financial Statements, the Charity has been reviewing its future accommodation requirements, both in light of rising costs of the current facility and the need for additional space for planned new services. A number of options were considered by the members during 2010/11 and one of these involved the acquisition of a piece of land for a building project on a gap site close to the existing Carers Centre. This presented an opportunity to meet the need for additional accommodation, as well as providing facilities that might be utilised for other community based purposes and generate a regular income stream to contribute to the costs of running and maintaining the building.

The Committee carried out its own appraisal of this option, but this lacked the technical specifications and professional estimates of costs required to test the financial viability of the proposals and take matters forward. Efforts were made to secure grant funding to meet the cost of the professional fees for this advice, to enable a more detailed options appraisal to be carried out, however, these proved unsuccessful and the site concerned was eventually sold to another party.

While disappointed at this outcome, the Trustees and Manager learned a great deal from the work carried out to take this proposal forward and this is invaluable experience to build on in examining future options.

ii) **Introduce new Third Sector Services to be based in Helensburgh**

This addressed the Charity's plans for introducing Befriending, Advocacy and Young Carers Services; the development of its bank of volunteers; the employment of a Case-worker and Young Carers Development Co-ordinator; and building strategic alliances with partners.

iii) **Generate Funds from Sources other than Statutory Bodies**

This related to the means of generating funds from other sources over the next three years to reduce the dependency on grant funding. Suggestions include organising fundraising events, considering a mobility equipment shop; and charging for services. The Fundraising Strategy subsequently prepared for 2011/12 gives priority to attracting funds from fundraising activities and the plans for these are well advanced. The Management Committee will give consideration to the other suggestions for raising funds made by the Consultant in the course of 2011/12.

iv) **Other Growth Strategies**

This concerned raising the profile of the Charity, to follow up the success of the 10th Anniversary Events in 2010, by targeting key individuals and local business who can help to promote the organisation; developing the potential of a 'community hub' in Helensburgh; and introducing new services under the Service Level Agreement with Argyll & Bute Council. At the end of 2010/11, the Management Committee approved a Communications and Marketing Strategy for the Charity and the agreed actions took full account of the Consultant's view that "*profile, image and awareness are key components in service development.*"

The proposals set out in the Business Growth Development Strategy are being taken forward and have been incorporated into the Business Plan for 2011/12-13/14.

SECTION 4 – STAFFING AND VOLUNTEERS

Staffing

From its early beginnings, the staffing of the Charity consisted of a full-time Manager and part-time Administrative Support Worker, however, this changed in 2009 when a part-time Outreach Support Worker was added to the staff complement.

Manager

Day to day management of the organisation is undertaken by the Manager, **Eileen McCrory**, who has responsibility for all the operational aspects of service delivery. She took up the position in September 2009 and brought with her considerable experience of working with both the voluntary and statutory sectors in Helensburgh and Lomond. Since her arrival, the Manager has made a significant contribution to the Trustees programme of change for the organisation and has raised its profile by attracting the interest of the local media to the services being provided and organising promotional events and activities. She has played the leading role in building mutually beneficial strategic alliances with other charities and organisations operating in the area, introduced changes to working practices and secured new sources of funding to allow the Charity to fulfil some of its long held aspirations.

A notable success during 2010/11 was developing the Volunteer Service and, with the assistance of Argyll Voluntary Action, recruiting a growing number of people who wished to contribute to the work of the Charity.

Outreach Service

The Outreach Support Worker, **Bella Fairman**, was recruited and commenced a 2 year contract with the Charity on 22 June 2009 and after her induction and initial training, the Outreach Service was introduced in August of that year to improve the personal support offered to those carers who live in the more rural locations or found it difficult to visit the Carers Centre in Helensburgh. The Support Worker's initial focus was strengthening the relationship between the Charity and the GPs and staff working in the Health Centres in Kilcreggan, Arrochar and Garelochhead and through them to identify carers living locally who were not known to the Charity. A referral system with the GPs was introduced, which brought a number of these 'hidden' carers into contact with the organisation and, during 2010/11 the three Health Centres provided facilities to allow Holistic Therapies to be delivered to local carers. The Charity's promotional leaflets are placed in the surgeries and there are designated display areas for news stories and information that may be of interest to carers. The Outreach Worker also organised events and activities in the rural areas and made 63 home visits to carers in the course of the year.

Additional funding in 2010/11 allowed the Outreach Support Worker's hours to be increased and her contract extended until 31 March 2012.

Administrative Support Worker

At the end of May 2010, Jean Riddington, the previous Administrative Support Worker, retired and her successor, **Sharon Richardson**, quickly settled into this role, which deals with the general day to day administration of the Charity, including maintaining the accounts.

The Management Committee considers this a critical post and, because of the growth in activities, believes it should now be a full-time position. However, efforts to secure additional funding in 2010/11 to increase the hours worked from 20 to 35 per week proved unsuccessful. As an interim measure, the Treasurer allocated an average of five additional paid hours per week to this post to try and cope with the volume of work involved, but it is clear that a more permanent solution requires to be found. Assistance provided by volunteers has helped address some of the workload pressures, but further steps will be taken in 2011/12 to try and secure the financial resources required to resolve this issue.

Volunteers

Volunteering is an activity where individuals choose freely to help others and accept the responsibilities this entails without financial reward. For this to be successful, the needs of the organisation, service users and volunteers must match. People are motivated to volunteer for a variety of reasons, but many wish to make a positive difference to their local community or vulnerable groups by contributing their time, skills and experience. In return, volunteers expect to feel valued; gain a sense of personal fulfilment and satisfaction; as well as undertake work that is interesting, sociable and enjoyable.

From its early beginnings, the Charity has relied on the informal support of volunteers and this can best be illustrated by the fact that all the Trustees are unpaid volunteers and individual carers have always been willing to help as and when required. In 2009/10 the Management Committee established new Volunteer policies to formalise the arrangements for the recruitment, training and deployment of volunteers and this was followed last year by a Volunteer Strategy to help turn the policies into practice. The assistance of Argyll Voluntary Action was enlisted to identify volunteers with the necessary skills, who may have had no previous contact with the Charity.

The new approach proved a resounding success and, at 31 March 2011, there was a bank of 12 volunteers who regularly attended at the Carers Centre to support the work being carried out. Volunteers act as receptionists to 'meet and greet' carers when they drop into the Centre; assist with a wide range of administrative tasks; support staff at social events and activities and one was the Events Organiser for the Charity's 10th Anniversary activities in 2010. Another of the volunteers has taken on the role of co-ordinator of social events and activities for carers and, with others, will assist staff in organising fundraising activities during 2011/12.

The development of volunteering in the work of the Charity over the past two years has been significant and employing them in different areas has delivered tangible benefits for the organisation, as well as the individuals themselves. They have had the opportunity to become part of a team, operating within a vibrant organisation that is providing vital services to a vulnerable sector of the community. During 2010/11 the voluntary hours contributed by both the Trustees and the other volunteers were recorded for the first time and the totals were:

| | Hours |
|------------------|--------------|
| Trustees | 324 |
| Other Volunteers | 1,628 |
| Total | 1,952 |

One of the Charity's Objectives for 2010/11 was to explore the options for introducing a

Befriending Service in Helensburgh and Lomond to support carers. In partnership with Alzheimer Scotland and Argyll Voluntary Action, a joint bid for funding was submitted to the Argyll & Bute Joint Health Improvement Partnership to meet the costs of a six month pilot Befriending Service. The bid was successful and the funding was secured at the beginning of 2011. At the time of preparing this Report work was ongoing to recruit and train additional volunteers willing to participate in this initiative.

The 12 Volunteers who supported the Charity last year, in the roles mentioned above, were:

Christine MacTaggart - Events Co-ordinator
Katie Bristow - Database Administrator & Events Co-ordinator
Mary MacDonald - Therapy Co-ordinator
Kathleen Peck - Administration Volunteer
Davina Jones - Creative Designer/ Newsletter Editor
Dorothy Pullar - Database Administrator
Jeanette McCoshan - Coffee Morning Facilitator
Sheila Fraser - Events Assistant
Nicola Liva – Events Organiser/Membership Administrator
Janice Bird - Caterer/Creative Designer
Rebecca Bignall - Phone Book Administrator
Ian Jenkins - Volunteer Driver

The support of the regular and new volunteers during 2010/11 proved invaluable and employing them in different areas has provided added value to the organisation. The Charity aims to build on this experience and further develop volunteering in the years ahead.

SECTION 5 – STRATEGIC PRIORITIES

Preparation of the Business Plans

The support the Charity provided to carers in 2010/11 has to be viewed against the prevailing political, economic and social policy landscape. In preparing the Business Plan for 2010/11-2012/13, the Management Committee was guided by both local and national policies and priorities, insofar as these were complimentary to the Charity's Charitable Objects.

Account was taken of a number of key policy initiatives and documents that impacted directly or indirectly on the operations of the Charity, 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

In July 2010, the Scottish Government published the updated Carers Strategy for Scotland 2010-15 and the Young Carers Strategy for Scotland 2010-2015. The Carers Strategy was titled 'Caring Together' and the key message was that carers are equal partners in the planning and delivery of care and support and that there is a strong case, based on human rights, economic efficiency and quality of care grounds, for supporting carers. The Young Carers Strategy was titled 'Getting it Right for Young Carers' and the key message was that young carers can benefit from the caring contribution they make, as it can provide them with personal skills and an important role in the family, but the demands of caring can also be onerous and have an adverse impact on a young carers health and wellbeing.

Each of the Strategies had a 10 point Action Plan and while the Charity's Objectives for 2010/11 were set before these were published, there was nothing in either Action Plan that ran counter to what the organisation aimed to achieve. Full account has been taken of both Strategy documents in the updated Business Plan for 2011/12-13/14, which the Charity published in April 2011.

Objectives

In preparing the Business Plan for 2010/11-12/13 and setting the Objectives for the three year period, the Management Committee took account of past achievements and the commitments made in the previous Business Plan and:

- deleted those that were achieved in 2009/10 or were no longer considered viable;
- updated and restated those that continue to be pursued; and
- added a number of new Objectives to reflect developments and plans that extend into 20012/13.

It was decided to simplify how the Objectives were presented in the Plan by grouping them into the following categories:

| 2010/11 | 2011/12 | 2012/13 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GOVERNANCE | | |
| Update the Constitution and implement the agreed changes. | Update the Constitution to change the legal status to a Scottish Charitable Incorporated Organisation. | Review the implementation and impact of the changes to the Constitution. |
| Maintain the Charity's Policies, Procedures and Strategies to ensure these are relevant, regularly reviewed and kept up to date. | Maintain cycle of review of all Policies, Procedures and Strategies. | Maintain cycle of review of all Policies, Procedures and Strategies. |
| Ensure continued compliance with all legal requirements. | Ensure continued compliance with all legal requirements | Ensure continued compliance with all legal requirements. |
| 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. |
| Review the Charity's accommodation requirements. | Pursue the approved recommendations from the accommodation review. | Evaluate progress of implementing recommendations of accommodation review. |
| Secure the quality assurance accreditation mark for the Charity under the Practical Quality Assurance System for Small Organisations (PQASSO). | Maintain the PQASSO quality standards. | Maintain the PQASSO quality standards. |
| FINANCIAL | | |
| Maintain the financial stability and sustainability of the Charity by the prudent management of resources and securing sufficient funding to meet the costs of services as well as for planned developments. | Maintain the financial stability and sustainability of the Charity by the prudent management of resources and securing sufficient funding to meet the costs of services as well as for planned developments. | Maintain the financial stability and sustainability of the Charity by the prudent management of resources and securing sufficient funding to meet the costs of services as well as for planned developments. |

| | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Explore opportunities for the Charity to achieve a more sustainable financial position through participation in the development of social enterprises for the delivery of appropriate services. | Review the progress made in 2010/11 to identify opportunities to participate in the development of social enterprises and continue to take this forward. | Review the progress made in 2011/12 to identify opportunities to participate in the development of social enterprises and continue to take this forward. |
| ORGANISATIONAL | | |
| Maintain the full range of services delivered by the Charity in 2009/10 and endeavour to increase the number of holistic therapy sessions, health care advice and social events for carers. | Maintain the full range of services delivered by the Charity in 2010/11. | Maintain the full range of services delivered by the Charity in 2011/12. |
| 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. |
| Respond to the demand for flexible short respite breaks and develop and implement a Respite Strategy. | Subject to funding, review and develop the Respite Strategy and implement any changes required. | Maintain the level of support for short respite breaks achieved in 2011/12. |
| Continue the support of Argyll & Bute Council's Carers Strategy and NHS Highland's Carer Information Strategies. | Subject to funding, continue the support of Argyll and Bute Council's and NHS Highland's carers' strategies. | Subject to funding, continue the support of Argyll and Bute Council's and NHS Highland's carers' strategies. |
| Sustain the employment of the Outreach Support Worker and develop the Outreach Service. | Sustain the Outreach Support Worker post at full time level and continue to develop the Outreach Service. | Sustain the Outreach Support Worker post at full time level and continue to develop the Outreach Service. |
| Subject to funding, increase the level of administrative support to deal with increasing demands. | Sustain the Administrative Support Post at full time level. | Sustain the Administrative Support Post at full time level. |

| | | |
|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| Subject to funding, recruit a part-time member of staff as a Case Worker to improve the personalised support provided to carers. | Develop the role of the Case Worker to free up the time of the Manager. | Sustain the Case Worker post. |
| Subject to funding, recruit a part-time member of staff as an Activities/Events Organiser and to support fundraising. | Review the role requirements of the Activities/Events Organiser and adjust as necessary. | Sustain and develop the post of Activities/Events Organiser. |
| Develop the Volunteer Service. | Sustain the Volunteer Service and retain the number of volunteers. | Sustain the Volunteer Service and retain the number of volunteers. |
| Explore the options for introducing a Befriending Service. | Review progress made to introduce Befriending Service and support as necessary. | Evaluate the Befriending Service and adjust as necessary. |
| Explore options for improving the Advocacy Service. | Develop the Advocacy Service. | Evaluate the Advocacy Service and adjust as necessary. |
| Develop proposals for the introduction of a Young Carers' Service and retain the support of partner organisations for this initiative. | Secure the necessary resources and recruit a project co-ordinator to implement and launch the Young Carers Service. | Develop the Young Carers Service. |
| Develop the Charity's Website to improve access by carers to advice and information and improve communication. | Expand interactive facilities on Website for carers and extend its use for communication purposes. | Expand interactive facilities on Website for carers and extend its use for communication purposes. |
| Raise the profile of the Charity through events organised to mark the 10 th Anniversary of the organisation. | Explore further options to maintain the profile of the Charity. | Continue to maintain the profile of the Charity. |

| OPERATIONAL | | |
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| Identify hidden carers within Helensburgh and Lomond and maintain regular contact with them and all other carers registered with the Charity. | Identify hidden carers within Helensburgh and Lomond and maintain regular contact with them and all other carers registered with the Charity. | Identify hidden carers within Helensburgh and Lomond and maintain regular contact with them and all other carers registered with the Charity. |
| Provide information, advice and access to high quality support services that meet the personal needs of carers within Helensburgh and Lomond. | Provide information, advice and access to high quality support services that meet the personal needs of carers within Helensburgh and Lomond. | 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. | 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. | 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. |
| Strengthen joint working and partnership arrangements to ensure a co-ordinated approach to service delivery. | Strengthen joint working and partnership arrangements to ensure a co-ordinated approach to service delivery. | Strengthen joint working and partnership arrangements to ensure a co-ordinated approach to service delivery. |

Through a programme of activities targeting each of these Objectives, the Charity aimed to improve the services it provided to carers and a robust monitoring and evaluation system adopted by the Trustees was used to monitor progress.

SECTION 6 – SERVICE DELIVERY

In taking forward the Objectives in the 2010/11-2012/13 Business Plans, the focus was on improving service delivery to carers. The following developments in 2010/11 illustrate how this was pursued.

Carers Centre

The Carers' Centre continued to provide the 'hub' for the delivery of a wide range of free services to unpaid carers during 2010/11 and the services they accessed included:

- a drop-in facility, which is available for carers from Tuesday – Friday each week;
- an information and advice service providing relevant information on a variety of topics (e.g. benefits, carers' rights, local services etc), and signposting to other agencies for additional or more specific assistance;
- advocacy for carers in helping to secure their rights and entitlements from statutory bodies;
- a one to one support service offering a listening ear and emotional support from staff trained in appropriate listening skills;
- a dementia support group for carers who provide care for someone with dementia;
- an ex-carers support group;
- a stress management service utilising a range of holistic therapies to help carers to deal with stressful situations they may encounter;
- a counselling service;
- training programmes designed to meet carers' needs;
- a social programme based on accessible social activities and opportunities for carers to gain informal support and share experiences while taking a break from their caring roles; and
- respite for carers who wished to attend any organised events and activities or training courses.

Whilst most of the services are provided by the staff and volunteers of the Charity, qualified therapists are contracted on a sessional basis to provide holistic therapies on a weekly basis and carers are referred to a professional counselling service when this is considered appropriate.

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 2010/11, the average number of visitors each month was recorded as 193, which equates to 2,316 over the year. From this number, there were 737 occasions when carers were provided with personalised advice and guidance that addressed their specific needs and 92 carers were signposted to partnership organisations for services or support.

Advocacy Service

Part of the core functions of the Charity is to provide advice and information to carers on how to address the day to day problems they will inevitably encounter in their role as carers and, in particular, 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 staff 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 Charity 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' as 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. Access to formal Advocacy can be difficult for carers and there is no such service for young carers. As part of the Business Growth Development Strategy, the Management Committee would wish to see an Advocacy Service based in the Carers Centre, on a sessional basis. Because of other commitments, the Charity has not been able to develop the specific detail of how this might be achieved, but discussions have taken place with West Dunbartonshire Advocacy Service to explore this option further and these will continue in 2011/12.

Financial Advice Service for Carers

Helping carers maximise their financial entitlements in terms of welfare benefits and allowances, is an important feature of the support that staff endeavour to provide and if a carer's circumstances are complex, a referral can be made to the Welfare Rights Officer employed by Argyll & Bute Council. Increasingly, the statutory agencies are referring carers to the charity when they need help to complete application forms for various allowances and benefits, and this places a responsibility on the organisation to make sure the staff have the knowledge and skills to provide this support.

Over 2010/11, in line with Convention of Scottish Local Authority (CoSLA) guidance, Argyll & Bute Council has changed its charging regime for Community Care Services and this has meant that some cared for people under the age of 65, who previously received services free of charge, now have to pay. In calculating the charge, the authority is applying a means test, which takes into account the carer's income and assets, and this has caused considerable distress and confusion for those who have been affected. Again, carers have approached the Charity for advice in this regard.

It is evident that reductions in public sector spending will have a detrimental effect on the support that statutory bodies provide to carers, either directly or indirectly and that this situation is likely to prevail for many years. The Trustees are currently exploring how the Charity might better equip itself to help carers cope with a financial crisis, thereby reducing the anxiety and financial stress that is not only suffered by them, but also the cared for person and any family they may have. The level of expertise required is beyond what could

reasonably be expected of the current staff and requires some form of additional provision that could operate on a sessional basis at the Carers Centre.

Newsletters/Website

The Charity believes it is important for carers to be kept updated on issues that impact on their caring responsibilities as well as forthcoming events and activities that may be of interest to them. Within the Carers Centre, visitors will find a wide range of notices, publications and leaflets on services provided by the Charity and other organisations that are relevant to carers and their different roles and the staff and volunteers ensure these are current. There were also 26 outlets used for the distribution of posters and leaflets across Helensburgh and Lomond. Many of these were produced and printed in-house, as was the Charity's Newsletter, which remains the main means of keeping in touch with all carers and former carers registered with the organisation.

Nine Newsletters were published during 2010/11, which equates to around 4,000 copies printed. The Newsletters are available on-line and efforts are being made to encourage recipients to access them by this means to reduce the costs involved. In the 2010/11 Carers Survey, the Newsletter was highly scored as being both Informative and Relevant.

In 2009/10 the Charity suffered the loss of its fledgling website because of technical problem experienced by the company hosting the site. This meant the site had to be reconstructed and it was decided to use the services of an alternative provider to undertake this task. At the same time, the Charity brought together the telephone and broadband services it previously received from two separate suppliers and took the opportunity to upgrade its telephone equipment in the Centre and change email addresses. The website has been slowly repopulated and can be viewed at www.helensburgh-carer-support.org

It remains a challenge keeping the site updated because of resourcing issues and the Charity has not yet reached the level of interaction with carers that was anticipated. There is still much development work required and the Outreach Support Worker is endeavouring to meet this requirement by extending her own skills and experience.

Outreach Service

In August 2009, the Charity launched the 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 care services. This initially focused on 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 make regular referrals to the Charity and are keen to continue to develop this relationship. In 2009/10, 23 new carers were referred by their GP Practices and in 2010/11 this increased to 30.

In September 2009, additional funding was secured from the Highland NHS Carer Information Strategy, which allowed the Outreach Support Worker'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. In December 2009 a grant from the Argyll & Bute Joint Health Improvement Partnership helped meet the costs of a three month pilot project taking holistic therapy

sessions to rural locations. The therapy sessions were delivered in the Physiotherapy room at Kilcreggan Health Centre, which was secured free of charge. The pilot proved so successful that the Joint Health Improvement Partnership provided a further grant in 2010/11 to continue the pilot at Kilcreggan and roll it out to the Health Centres in Arrochar and Garelochhead.

The pilot was concluded at the end of 2010/11 and the evaluation was extremely positive and demonstrated the importance of providing access to services to carers living in the more rural parts of the operational area. Efforts are being made to try and attract funding in 2011/12 to allow the delivery of the therapy sessions to continue at the three locations described.

An important feature of the Outreach Support Worker's role is to undertake home visits to carers who cannot readily access the Carers Centre in Helensburgh and during 2009/10 a total of 26 visits were made and in 2010/11 this increased to 63. In addition, 207 telephone calls were made to carers, who had not been in direct contact with the Centre in the previous six months to ensure they were not in need of assistance and support.

Not all carers can readily access the Carers' Centre in Helensburgh and the further development of the Outreach Service has been identified as a key Organisational Objective in the 2011/12-13/14 Business Plan.

Short Breaks

Early in 2010/11, the Chairperson and Manager of the Charity had occasion to visit a small hotel in Dalmellington, run by East Ayrshire Carers Centre, which specialises in short breaks for carers. They found the facilities impressive and arrangements were subsequently made for two separate groups of carers from Helensburgh and Lomond to take weekend breaks at the hotel. These proved outstandingly successful and in January 2011, the Charity applied to the Scottish Government's Short Break Fund for financial support to provide a further three weekend breaks for groups of carers at the same location. The funding was secured and the three visits will take place between April and August 2011.

Holistic Therapies

For many carers, a few hours break is their preferred option, as this is less disruptive for the person they care for compared to being separated for a longer period. For some, it is their only option. Many carers suffer stress-related conditions and at times feel ill, anxious or exhausted because of their caring role. The Charity can offer them a range of holistic therapy treatments to provide some respite from their day to day responsibilities and allowing them to relax and ease their aches and pains in a comfortable and soothing environment. This 'recharges their batteries' and assists them cope with their role.

Importantly the sessions bring carers into contact with the staff, who are able to listen to their problems and concerns and offer advice, access to other services or signpost them to organisations that may be better placed to address their needs. The Charity 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 all the carers surveys carried out over the past four years, including the most recent in 2010/11, the provision of more therapy

sessions has emerged as the number one priority for carers if additional funding became available. The following quotes have been extracted from the 2010/11 Survey include:

“This is a wonderful service and helps with the stress and I always feel a lot better.” “Super massages and friendly welcome.” “Very relaxing.” “A relaxing treatment which in turn helped to relax my back and give a bit of ease.” “They are great.” “I have more patience with my daughter when I go home.” “I am very grateful to the centre for all the therapies, which I find of great benefit.” “Very pleasantly performed and made you feel important.” “Just keep these sessions going. They are something to look forward to.”

The Management Committee endeavoured to deliver additional sessions in 2010/11 and this was greatly assisted by the funding secured to continue the sessions at the GP Practices mentioned earlier as part of the Outreach Service. Funding was also secured from the Big Lottery’s Awards for all Grant, to provide 30 carers with Swedish Massage Sessions as part of the 10th Anniversary Activities. However, it was difficult to attract funding to maintain the number of sessions provided at the Carers Centre and as a result the total number of 498 sessions was lower than the 2009/10 figure of 546.

The challenging economic climate is undoubtedly a factor in this reduction in income, but every effort will be made by the Charity to attract funds to maintain the level of this highly valued service in 2011/12.

Respite Service

The Charity 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 Charity 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 2010/11, 27 such respite sessions were arranged, which is a decrease from the 50 sessions provided the previous year, however, this does fluctuate from year to year as it is demand driven.

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 Charity has been using for a number of years. The costs involved are met by the Charity and the level of demand varies from year to year. In 2010/11, 17 such sessions were arranged.

Health & Social Work Drop in Clinic

Working in partnership with NHS Highland and Argyll & Bute Council, the Charity has run a Health & Social Work Drop in Clinic at the Carers Centre for a number of years. This provided 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 they

might manage their caring responsibilities. However, the take up by carers was poor and in 2009/10 the services provided at the Clinic were reviewed and updated to widen the topics covered. This did not improve attendance at the events held early in 2010/11 and the partners involved recognised that the potential of this initiative was not being realised. The service was therefore withdrawn to allow consideration to be given as to how best to promote the purposes of the Clinic by other means.

Transition Training Pilot Project

In partnership with The Princess Royal Trust for Carers, the Charity was selected 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 carers 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 took up this post in May, based at the Centre in Oban. She has since developed a comprehensive Carers Training Programme and this is being delivered at both Oban and Helensburgh Centres and continues into 2011/12. The Programme reflects the close links with NHS Highland, and includes jointly delivered and complementary training events for carers locally.

Support Groups

One of the services provided at the Centre is a monthly support group meeting for carers of people with Dementia and the Charity has established 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 has participated in a number of joint initiatives with the Charity's staff and volunteers, including a Befriending Service, referred to later in this Section of the Report.

Early in 2010 an Ex-Carers' Support Group was introduced. It is the case that many of the carers registered with the Charity 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 Charity's policy to allow carers to remain on the 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 Charity 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 Charity and to new carers. The Group aims to help ex-carers come to terms with their situation and this helps inform the Charity how best to support them and others who find themselves in the same situation. Equally important is exploring the opportunities for ex-carers to support new carers and how the Charity can tap into their expertise.

Young Carers Initiative

As described in Section 2 of this Report, a Young Carers Feasibility Study was commissioned by the Charity and carried out in 2010/11. The findings presented a compelling case for developing services for the estimated 380 young carers resident in Helensburgh and Lomond, but the establishment of a dedicated, building-based service was not considered economically viable at this time. One of the main recommendations was that a strategic partnership model of service provision be adopted and this led to a multi-agency Steering Group being formed to take the initiative forward, with the aim of establishing a Strategic Steering Group before the end of 2011/12.

In addition to the Feasibility Study Report, the Charity had secured a number of important 'assets' during 2010/11 to support the Steering Group, including £5,000 raised from the 10th Anniversary fundraising activities and £2,000 from the Big Lottery's Awards for All Fund to meet the costs of printing a Young Carers Pack. The terms of reference of the Steering Group and an Action Plan were agreed when its members first met on 15 March 2010 and this included identifying young carers from the area who would be interested in attending the Scottish Young Carers Festival on 26/27 August 2011. This is funded by the Scottish Government and organised by the Princess Royal Trust for Carers and all costs of young carers attending are met from the funding. This is the fourth annual Festival, but no young carer from Helensburgh and Lomond has previously attended. At the time of preparing this Report, 10 young carers had agreed to attend the Festival and arrangements were being made for a team-building exercise in preparation for the event.

Befriending Service

Another of the Charity's long held aspirations is to establish a Befriending Service in Helensburgh & Lomond and this took a step forward in 2010/11, when a joint bid with Alzheimer Scotland and Argyll Voluntary Action to the Joint Health Improvement Partnership secured funding for a 6 month pilot. The funding was received in February 2011 and since then a number of volunteers who wish to take part in the pilot have been identified and trained. There was a delay in the volunteers being registered in the new Protection of Vulnerable Group's Scheme, which came into effect in February 2011, but this has since been overcome and the pilot will roll out in 2011/12.

In a separate development, the Charity is working with Community Network, an English based Social Enterprise, to pilot a telephone conferencing style of befriending. At the time of preparing this Report, staff and volunteers were being trained on the system to be adopted and this pilot will also be rolled out in 2011/12.

Social Activities – 10th Anniversary Events and Activities

As 2010/11 was the year the Charity marked its 10th Anniversary, a number of social events and activities were organised for carers, as well as some that were open to a wider audience that were arranged in part to raise funds. These included:

- 40 carers visited Gartmore House and had afternoon tea;
- 4 separate groups of carers (30 in total) visited BBC Scotland's Headquarters in Glasgow for a tour of the building followed by lunch and a visit to the TITAN Crane at Clydebank;

- 6 carers participated in a day trip to Dalmellington for a tour of the recently opened Dalmellington Hotel, run by East Ayrshire Carers Centre;
- 4 carers visited the Dalmellington Hotel for weekend activity breaks;
- a 'Money Matters Day' was held at the Centre for carers during Carers Week;
- Family Ceilidh held at Cove Burgh Halls;
- Bridge Afternoon held at West Kirk, Helensburgh;
- 8 carers visited the Scottish Parliament;
- East Ayrshire Carers Pamper Bus was brought to Helensburgh for a day to provide therapies for carers;
- carers attended a Fashion Show at M&Co in Helensburgh and some performed as models;
- 5 costumed carers participated in James Bond themed photo-shoot to market the 10th Anniversary Ball and then had lunch at the Cameron House Hotel, Luss;
- 38 carers attended a 10th Anniversary Party at the Carers Centre;
- carers participated in a Race Night fundraising event held at the Station Bar in Helensburgh;
- a Tiara Walk through Helensburgh had 46 participants walking on behalf of the Charity to raise funds and many of them were carers;
- 5 carers attended a performance of High Society by the Helensburgh Savoy Club;
- 60 carers attended the Anniversary Ball at the Cameron House Hotel, Luss;
- 20 carers attended a Pantomime at the Kings Theatre, Glasgow;
- 60 carers attended the Christmas Lunch at Rosslea Hall Hotel; and
- 20 carers attended had a pre-theatre dinner and then attended a performance of We Will Rock You at the Kings Theatre, Glasgow.

SECTION 7 - ACHIEVEMENTS AND PERFORMANCE

Milestones Reached

As described in Section 5 of this Report, the 2010/11-12/13 Business Plan produced by the Charity, set out the Objectives that would be tackled over the three year period. The Objectives were not intended to be achieved in a single year, but the Plan set out various milestones to be reached each year. The following briefly describes the progress made in 2010/11:

| GOVERNANCE | | |
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| Objectives | Progress | |
| Update the Constitution and implement the agreed changes. | Revised Constitution was approved at the AGM on 1.07.10 and subsequently amended and approved at the EGM on 03.12.10. OSCR has approved the new name and charitable purpose in the Constitution and an Action Plan was followed to bring all the changes into effect prior to 1.4.11. | √ |
| Maintain the Charity's Policies, Procedures and Strategies to ensure these are relevant, regularly reviewed and kept up to date. | All of the Policies and Procedures were reviewed, updated in 2010/11 and approved by the Management Committee on 9 June 2011. The Employers Handbook, Trustees Handbook, Volunteers Handbook were also updated. | √ |
| Ensure continued compliance with all legal requirements. | The only area where the Charity was considered vulnerable to non-compliance was in relation to Health & Safety. A great deal of positive work had been carried out in 2009/10 and an audit in July, 2010 indicated that the Charity had met all the requirements, with the exception of work station risk assessments. These assessments were subsequently completed and identified equipment that had to be replaced, upgraded or relocated. These changes have all been made. | √ |
| Recruit new and additional Trustees to the Management Committee. | Bill McIntyre was elected as a new Trustee at the AGM in July 2010 and became an additional member of the Committee. | √ |
| Review the Charity's accommodation requirements. | A short term Working Group was established to review the position and an options appraisal was carried out. This recommended that efforts be made to identify larger accommodation in Helensburgh or alternatively a site where a new Centre could be constructed. This recommendation was incorporated into a Business Growth Development Plan for the Charity, which was prepared by an external consultant and is being taken forward. | √ |

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| Secure the quality assurance accreditation mark for the Charity under the Practical Quality Assurance System for Small Organisations (PQASSO). | All 14 Areas within PQASSO were reviewed by the Quality Assurance Sub-Committee and it was considered the Charity was ready to apply for level 1 accreditation. However, the cost of the accreditation assessment is likely to be in the region of £1,500 and, because of other financial pressures, the Trustees decided to delay submitting the application until 2011/12. As a member of the PRTC Network, there is a requirement to secure this accreditation by 2013. | × |
| FINANCIAL | | |
| Maintain the financial stability and sustainability of the Charity by the prudent management of resources and securing sufficient funding to meet the costs of services as well as for planned developments. | Considerable fundraising activities were carried out during the year and a number of grants secured. Overall, the financial position remained stable, cash balances were strong, the level of Reserves was increased, and all financial liabilities in 2010/11 were met. | √ |
| Explore opportunities for the Charity to achieve a more sustainable financial position through participation in the development of social enterprises for the delivery of appropriate services. | There was a great deal of activity over 2010/11 to learn more about Social Enterprises and the Charity has worked with ABSEN Development Officer and Consultant to prepare Business Growth Development Plan. At the end of the year a number of options were being explored and new developments being taken forward included the Young Carers Initiative and Befriending Pilots. | √ |
| ORGANISATIONAL | | |
| Maintain the full range of services delivered by the Charity in 2009/10 and endeavour to increase the number of holistic therapy sessions, social events and health related services for carers. | The statistics for 2010/11 are detailed later in this Section of the Report and these demonstrate that the full range of services was maintained and efforts were made to increase provision, although in relation to holistic therapies this was not successful. | √ |
| Maintain the ongoing programme of training for carers, staff, volunteers and trustees. | There was limited spending on training in 2010/11, largely because this was funded externally and no costs fell on the Charity. The PRTC funded Transition Pilot Training Project was taken forward during the year and a number of training sessions delivered to carers. The funding available for trustees, staff and volunteer training was limited, but again a number of no cost training and learning opportunities were provided. Efforts are continuing to try and secure additional fund for training in 2011/12. | √ |

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| Respond to the demand for flexible short respite breaks for carers and develop and implement a Respite Strategy. | The funding available for 2010/11 has been fully utilised as a consequence of a decision to actively encouraging carers to use this facility. A short respite break pilot to be run in conjunction with and funded by the Council, stalled because of staffing difficulties on the part of Council. Two groups of carers attended separate weekend breaks to 'test' a new respite facility for carers in Dalmellington and this was a great success. A bid submitted in January 2011 to the Scottish Government's Short Break Fund was partially successful and will allow further respite breaks to be provided at Dalmellington in 2011/12. | √ |
| Continue the support of Argyll and Bute Council's Carers Strategy and NHS Highland's Carer Information Strategy. | This was largely taken forward through core activities and the Outreach Service. Additional funding was secured to deliver holistic therapies at rural GP Practices during 2010/11 and efforts are being made to raise funds to continue this in 2011/12. The number of visits by the Outreach Support Worker to GP Practices increased, as well as the number of home visits to carers in rural areas. | √ |
| Sustain the employment of the Outreach Support Worker and develop the Outreach Service. | Funding was secured during 2010/11 to firstly maintain the Outreach Support Worker's extended working hours at 29 per week until the end March 2011 and then to extend her contract at 30 hours per week until 31 March 2012. Opportunities to develop the role have been taken and this will continue in 2011/12. | √ |
| Subject to funding, extend the hours of the Administrative Support Worker to make this a full time post. | Unable to secure additional funding to extend working hours on a permanent basis, but costs of extending the hours worked from 20 to 25 per week were met from existing resources. | × |
| Subject to funding, recruit a part-time member of staff as a Case Worker to improve the personalised support provided to carers. | Initial funding bid for this post, which was submitted through the PRTC, proved unsuccessful. Discussions with Argyll & Bute Council to explore option of funding this post as a 'Link' Person/Case Worker have stalled. Efforts to secure funding will continue in 2011/12. | × |
| Subject to funding, recruit a part-time member of staff as an Activities/Events Organiser and to support fundraising. | The Young Carers Feasibility Study recommended the employment of a YC Development Co-ordinator at this time and this was supported by Steering Group set up to drive the Initiative forward. In the circumstances, it was decided not to progress efforts to recruit the post described in the Objectives at this time. | × |

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| 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. | The Feasibility Study conducted by Avante Consultants indicated that establishing a dedicated YC Service was not viable at this time. Focus should be on forming a joint Strategic Group from interested parties and the employment of YC Development Co-ordinator to take matters forward. Steering Group has been formed to take matters forward and a bid was submitted to the Big Lottery's Investing in Communities – Supporting 21 st Century life Fund to meet costs of the Co-ordinators post. | √ |
| Develop the Volunteer Service. | Excellent progress made in 2010/11 in developing the Volunteer Service. Various policy documents were prepared and published, including a Volunteer Strategy, and encouraging volunteering included in the Charitable Objects of the new version of the Constitution. The number of volunteers and the contribution they are making increased over the year and the number of hours worked now being recorded. One of the volunteers appointed Activities/Events Co-ordinator. | √ |
| Explore the options for introducing a Befriending Service. | This is now being taken forward as part of the Business Growth Development Plan. Funding secured for a 6 month pilot of the traditional type of Befriending Service, in partnership with Alzheimer Scotland and a separate pilot telephone befriending service is also being taken forward. Both are expected to be up and running early in 2011/12. | √ |
| Explore options for improving the Advocacy Service. | This has been considered as part of the Business Growth Development Plan. Lack of capacity has prevented the plans being developed. This will be picked up in 2011/12. | √ |
| Retain the support of partner organisations for the introduction of a Young Carers Service. | Avante Consultant completed Feasibility Study, recommendations in her Report were accepted and are being taken forward. Partner organisations involved in Steering Group and the launch of Report at Rosslea Hotel on 25 March 2011 attracted considerable interest and media coverage. | √ |
| Develop the Charity's Website to improve access by carers to advice and information and improve communication; and | A new website with a different host organisation has been established and work is ongoing to populate the various pages with the information required and keep them up to date. However, still much to do before it fully meets requirements. Site can be viewed at www.helensburgh-carer-support.org . | √ |

| | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Raise the profile of the Charity by improved communication and marketing the work undertaken by the organisation. | The Manager and her team have done an excellent job in promoting and marketing the work of the Charity and the local media coverage exceeded all expectations in 2010/11. Communications Policy and Communications and Marketing Strategy were put in place and the Strategy was, in particular, applied to fundraising activities. | √ |
| OPERATIONAL | | |
| Identify hidden carers within Helensburgh and Lomond and maintain regular contact with them and all other carers registered with the Charity. | The development of the Outreach Service, greater visibility at events and activities and publicity about the Charity, have helped boost the number of new carers registered in 2010/11. Further details can be found later in the statistics part of this Section of the Report. | √ |
| Provide information, advice and access to high quality support services that meet the personal needs of carers within Helensburgh and Lomond. | The 2010/11 Carers Survey indicated high satisfaction levels with the quality and range of services provided. Further details can be found in the statistics part of this Section of the Report. | √ |
| 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. | This is a core activity for the organisation and the work carried out during the year is shown in the statistics part of this Section of the Report. | √ |
| Strengthen joint working and partnership arrangements to ensure a co-ordinated approach to service delivery. | Good progress made in building relationships with other organisations continued over the year. Working with Argyll & Bute Council on SLA has improved dialogue and strengthened links and relationships with local Health Service are being greatly assisted by Mavis Gilfillan, who is now one of the Advisers. Council Officers Douglas Hunter and Ian McFadyen are also Advisors. Closer working with other charities in the area demonstrated by the joint fundraising Tiara Walk and the joint Befriending Project with Alzheimer Scotland and Argyll Voluntary Action. | √ |

Operational Objectives: Targets and Outcomes

Through the following programme of activities and by achieving the associated targets and outcomes, the Charity sought to contribute to the achievement of the above Operational Objectives and improve the services it provided to carers, individuals and organisations within Helensburgh and Lomond during 2010/11:

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

In pursuing this Objective, the Charity 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 Charity's website to ensure relevant information and contact details are available and up to date;
- publish and distribute to every carer and ex-carer registered with the Charity 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 Charity published in local newspapers or other publications;
- take advantage of the annual Carers' Week and Carer's Rights Day and other appropriate events to highlight the support available to carers through the Carers' Centre;
- liaise closely with GP Practices, Social Services and other statutory and voluntary agencies within Helensburgh and Lomond to encourage referrals of carers to the Charity;
- telephone those carers who have not been in recent contact with the Centre to ensure they are not in need of assistance or support.

| Objective 1: Targets and Outcomes | | |
|--------------------------------------------------------------------------------------------------------------|---------------|---------------|
| Target: | Actual | Target |
| No. of outlets established for distribution of posters and leaflets in Helensburgh and Lomond. | 26 | 25 |
| No. of editions of the Newsletter published and circulated to all registered carers, ex-carers and partners. | 9 | 6 |
| No. of articles about the work of the Charity published in local newspapers or other publications. | 33 | 10 |
| No. of separate events held to highlight the support available to carers. | 27 | 12 |
| No. of telephone calls to carers who have not been in contact with the Centre within the previous 6 months. | 207 | 120 |
| No. of carers referred by GP Practices or other statutory or voluntary agencies to the Charity. | 30 | 20 |
| Outcomes: | | |
| No. of new carers registered with the Charity | 64 | 50 |
| No. of carers and ex-carers contacted by the Charity in the course of the year. | 100% | 100% |

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 Charity 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 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 in a manner that meets the individual needs of carers;
- maintain and develop the Outreach Service by extending the hours spent on outreach work 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: | Actual | Target |
| Average number of people who drop-in to the Centre each month. | 193 | 150 |
| No. of occasions carers provided with personalised advice and guidance to address their needs. | 737 | 650 |
| Total No. of Therapy sessions provided. | 498 | 425 |
| Total No. of Counselling sessions provided. | 17 | 20 |
| Total No. of Respite sessions provided. | 27 | 50 |
| Average No. of hours committed each month to Outreach work. | 59 | 50 |
| Total No. of home visits to carers. | 63 | 60 |
| Total No. of carers referred to partnership organisations for services or support. | 92 | 80 |
| Outcomes: | | |
| Percentage of carers surveyed who indicate satisfaction with the quality of services provided by the Charity. | 99% | 95% |
| Percentage of carers surveyed who indicate that the services available meet their personal needs. | 86% | 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 Charity 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 Charity;
- 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 Charity provides to carers; and
- work with NHS Highland and the Argyll & Bute Community Health Partnership to promote the aims set out in their Carer Information Strategy.

| Objective 3: Targets and Outcomes | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| Target: | Actual | Target |
| Percentage of information leaflets maintained by the Charity on the rights of carers that are reviewed annually. | 100% | 100% |
| Average No. of training days for staff. | 12 | 5 |
| No. of articles about the rights and entitlements of carers included in the Newsletter and other similar publications produced by the Charity. | 15 | 10 |
| No. of events organised to promote the rights and entitlements of carers during Carers' Week and Carers' Rights Day. | 7 | 3 |
| No. of training events held for carers that refer to their rights and entitlements. | 11 | 10 |
| No. of awareness raising sessions arranged for staff and volunteers from other organisations. | 14 | 8 |
| No. of visits to GP Practices within the Helensburgh and Lomond area to discuss carers' issues. | 11 | 15 |
| 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 Charity. | 73% | 90% |
| Percentage of those from other organisations 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.

- 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: | Actual | Target |
| Percentage of GP Practices surveyed who indicate that the relationship with the Charity has improved services for carers. | n/a | 80% |
| No. of Carers' Health Clinic sessions. | 3* | 6 |
| No. of PQASSO Quality Areas where standards at level 1 are considered by the Management Committee to have been fully met. | 14 | 14 |
| No. of representations made and meetings held to secure the introduction of Young Carers' Service. | 13 | 8 |
| No. of meetings held with representatives of partner organisations to discuss carers support. | 41 | 20 |
| Outcomes: | | |
| Percentage of carers surveyed who indicate that the services provided by GP's meet their needs as carers. | 51% | 60% |
| Percentage of carers surveyed who indicate that the services provided by other carer and illness/disability specific organisations meet their needs as carers. | 65% | 50% |

* Because of the poor take up rate, it was decided to cancel the Health Clinic sessions at the Carers Centre and review with the partners how best to promote healthy living for carers.

Measuring Progress

In respect of the Governance, Financial, Organisational and Operational Objectives outlined above, progress was measured by the success or otherwise of reaching the milestones described. Of the 27 milestones listed under these four separate headings, 23 were considered to have been achieved and four were not achieved or not fully achieved. The

Operational Objectives were underpinned by the programme of activities, targets and outcomes described above.

The targets and outcomes for 2010/11 were largely based on the actual performance in the previous years and adjusted in some cases to be stretching. The statistics shown against the target were based on a 'head count' of the number of carers who received or accessed the services described. In relation to the outcomes, the actual percentages shown are based on an analysis of the 2010/11 Carers Survey. It will be noted that no scores are shown against one of the targets and one of the outcomes and this is because the methods for collecting the relevant data are still being developed in discussion with partner organisations.

Of the 25 Targets it was possible to score, 21 were achieved or exceeded. Of the seven Outcomes that could be scored, 4 were achieved and 3 were not achieved.

The Management Committee has reviewed these results and identified where adjustments require to be made to ensure the Charity remains on track to achieve its longer term Objectives. The 2011/12 milestones, targets and outcomes have been included in the Business Plan for 2011/12-2013/14 and will be reported on in 2012.

SECTION 8 – CARERS SURVEYS

Securing the views of Carers

The Charity prides itself on being carer led and there are various opportunities for ensuring that the views of carers helped shape the aims and objectives set out in the annual updates of the Business Plan, including:

- the majority of **the trustees** are carers or former carers and are therefore well placed to represent the views of carers in developing the strategies, policies and objectives;
- the **staff** have day to day contact with carers and, through this regular dialogue and working for carers, they develop a knowledge and understanding of what carers need and the services they find to be of greatest value; and
- the views of **partner organisations** are fed into the Management Committee directly or indirectly through the Charity's Advisors and there are good lines of communication with others who provide services to carers, including Argyll and Bute Council and NHS Highland.

Carers Surveys 2010/11

Carers Surveys are conducted annually by the Charity 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 organisation 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 2010/11 Surveys identified very high satisfaction levels with the quality of the services provided and 86% 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, being able to interact with carers in the same situation, 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;
- evening events/activities; and
- services at rural venues.

The responses from the 2010/11 and the previous two surveys have been very consistent with high satisfaction levels with the services provided and the demand for more therapy sessions and social events/activities, which are extremely popular with carers.

SECTION 9 - FINANCE AND FUNDING

Preparing the Budget Estimates

The Charity's Business Plan for 2010/11–12/13 provided the framework for the preparation of the detailed annual budget estimates for 2010/11, in that the Plan described what the organisation aimed to achieve over the course of the year, the likely costs involved and the levels of income required to meet these costs. At the end of 2009/10, the Management Committee reviewed the:

- budget outturn for that year to identify any variances between the actual operating costs and the budget estimates;
- level of any restricted and unrestricted balances that remained to be carried forward into 2010/11;
- impact of any likely increases or decreases in the cost of continuing the existing services in 2010/11;
- anticipated levels of expenditure to be incurred in achieving the Objectives set out in the Business Plan for 2010/11;
- level of Reserves that required to be held;
- anticipated levels of income for 2010/11; and
- gaps between planned expenditure and the level of resources likely to be secured.

The balances brought forward from 2009/10 totalled £73,201 and this included £2,850 in fixed assets. When adjustments were made for pre-payments and accruals, the cash balance of £70,351 was made up of £26,623 in unrestricted funds and £43,728 in restricted funds. The unrestricted funds included £15,500 set aside as a Contingency Reserve to meet the financial consequences of the Charity having to cease operating for any reason and £4,500 was held as an Operational Reserve to deal with cash flow issues. The restricted funds included £23,434 earmarked to contribute to the 2010/11 costs of the Outreach Service.

All of this information was taken into account in the construction of the budgets required for maintaining existing services, as well as taking forward the new developments the Charity wished to pursue in 2010/11. It also helped identified where savings and modifications had to be made and the gaps between planned expenditure and anticipated income provided targets for the associated Fundraising Strategy.

The detailed budget estimates for 2010/11 were approved by the Management Committee at the first meeting held in the financial year and, at subsequent meetings, the trustees closely tracked the actual performance against the estimates through budget monitoring reports provided by the Treasurer. Based on his advice about actual or projected variances in income and expenditure, they made adjustments to the estimates over the course of the year to ensure these were based on the best information available and accurately reflected the Charity's financial position.

Incoming Resources

The only incoming resource the Charity could be reasonably confident of receiving during 2010/11 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 payment was made in November 2009, but following further discussions with the Trust, it was agreed the support would continue for a further two years, with £10,000 being provided in 2010/11 and £9,000 in 2011/12.

NHS Highland is also an important funder of the Charity and £12,150 was provided from their Carer Information Strategy funding in 2009/10 to contribute to the costs of the Outreach Service. In 2010/11 a further £21,875 was received from the same source and this was utilised to meet the costs of increasing the hours and activities of the Outreach Support Worker, with the balance being carried forward into 2011/12 to help extend her contract to 31 March 2012.

In addition to this type of ongoing support, it was essential for the Charity to attract grants from charitable bodies, private sector organisations and other funding providers to close the remaining funding gaps. Considerable assistance had been secured in previous years in the form of grants provided by The Princess Royal Trust for Carers; the Lloyd's TSB Scotland Foundation; the Big Lottery; 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 Charity submitted ten applications for grant funding in 2010/11 and eight of these proved successful or partially successful. The grants received were:

- Lloyds TSB Scotland Foundation's Henry Duncan Award provided £8,212 to assist meet the running costs of the Carers Centre;
- Argyll & Bute Social Welfare Fund provided £397 for Counselling;
- The Princess Royal Trust for Carers provided two separate grants they secured from the J&JR Wilson Trust, totalling £5,600 for Activities for Older Carers and another grant of £152 from their Carers Break Fund;
- Argyll & Bute Joint Health Improvement Partnership provided three separate grants totalling £7,949 to meet the costs of providing holistic therapies as part of the Peninsula Project, social activities for carers, counselling and a 6 months Befriending pilot; and
- The Big Lottery 'Awards for All Fund' provided £9,250 to purchase furniture and equipment for the Centre, meet printing costs, holistic therapy costs and to contribute to the events and activities planned to mark the 10th Anniversary of the Charity;

The Charity has always been financially supported by carers and other individuals and organisations with an interest or connection with the services delivered and 2010/11 proved to be an exceptional year in this regard. A series of events and activities was organised to mark the Charity's 10th Anniversary and one of the aims was to raise sufficient funds to cover the costs involved, with any balances being used to support the core costs and establish a start-up fund for a Young Carers Service. Fundraising events were organised, including a Race Night, Fashion Show, stands at Helensburgh and Luss Highland Games, a Tiara Walk, Peaks Trek, Bridge Afternoon and culminating in an auction at a 10th Anniversary Charity Ball. Setting aside the contribution from the Awards for All grant mentioned earlier, the total raised was £19,420 and when the costs of the events and activities had all been met, it left a balance of £10,000. The Trustees decided to retain £5,000 of the balance to meet the core costs of the organisation and allocated £5,000 to establish a budget line for the Young Carers Initiative.

In addition to the funding raised, it is important to highlight the in-kind contributions made by individuals and organisations to the success of the 10th Anniversary events, albeit this is not included in the accounts. This included the time commitment of volunteers, donations for the raffle and auction, making premises available at no costs and John Amabile foregoing his usual fee for acting as the host for the Ball. It has been calculated that these in-kind contributions totalled £32,304.

Harry Revie is one of the longest serving trustees and in 2010 he and his wife celebrated their diamond wedding anniversary. He decided to ask friends and former colleagues not to send any gifts, but rather make a donation to the Charity. This resulted in a total of £8,410 in donations being received from friends who live in the UK and overseas.

Local organisations regularly contribute funds to the Charity and in 2010/11 this included £850 from Helensburgh Savoy Club, £100 from Helensburgh and Lochside Rotary, £100 from Bethesda Evangelical Church; £50 from Helensburgh Innerwheel and a Ceilidh organised by a member of staff at Kilcreggan Health Centre raised £127. A donation of £1,141 was also made by the Helensburgh and Lomond Community Care Forum, when it was wound up and its trustees distributed the remaining funds to other charities in the area. All of this activity boosted the normal level of funding from donations and fundraising during the year to give a total of £31,647.

The final element of income secured in 2010/11 related to the recovery of tax paid on donations through the Gift Aid Scheme, which totalled £546 and interest from the Bank Account and an Investment Bond of £380. This brought the total income for the year to £139,062.

Expended Resources

In relation to the resources expended during 2010/11, the largest payment was £69,734 for staff salaries, which included Employer's National Insurance and Pension Contributions. This was £14,224 higher than the 2009/10 figure and the increase can be attributed to the inclusion of full year costs for the Outreach Support Worker, increases in the hours worked by the part-time staff and pay increments. Travel expenses increased from £525 in 2009/10 to £1,208 and this also reflected the full year costs of the Outreach Service, as well as the reimbursement of expenses incurred by the growing number of volunteers.

In terms of the general running costs, most of the expenditure was in line with the previous year, but the following variances are of note:

- Leasing of Carers' Centre

The Carers' Centre at 17E East King Street, Helensburgh is leased from Lagarie Properties Ltd and the rental for 2010/11 was £14,661, which is £1,474 higher than the previous year. This can be attributed to the changes to the rate of VAT applied over the two year period.

Under the terms of the leasing contract, the Charity has to pay an annual service charge for the Centre to cover general maintenance costs for the accommodation as well as a proportion of the costs for common areas of the building complex in which it is

situated. The charge is variable and is paid on a calendar year basis. In 2009/10, the Landlord changed the process for invoicing the charge from seeking payments in arrears to payments in advance. This meant that the service charge for 2009/10 was higher than usual at £4,567, as it included 'catch up' payments arising from the switch in the invoicing process. It was anticipated this would settle down in 2010/11 and during the course of the year the service charge payments initially totalled £3,023. However, towards the end of the financial year the Landlord gave notice that because of significant additional upgrading and repair work carried out in 2010, there would be a supplementary service charge to recover some of these costs from tenants. An invoice for £3,384 was received at the end of June 2011 and, after detailed scrutiny, was paid by the Charity in July 2011. This additional payment has been accrued into the 2010/11 Accounts.

- Energy Costs

Gas and electricity costs for 2010/11 totalled £1,475 compared to £1,786 the previous year and the main reason for this reduction is better control of the gas central heating system, which transferred from being the landlord's to the tenants responsibility at the end of 2009/10, and the installation of energy efficient lighting and equipment within the Centre.

- Water Charges

In February 2010 the Charity learned it had to pay water charges for the Carers Centre as a consequence of legislative change that removed the relief allowed to charities, with effect from 31 March 2009. Initial difficulties were experienced in establishing what this charge should be and the early invoices were challenged. Throughout 2010/11, the receipt of invoices from Business Stream has been inconsistent and it was not until the Treasurer had completed an internal audit that the basis for the charges was fully understood. Expenditure on water charges in 2009/10 was £236 and this increased to £587 in 2010/11.

- Print/Stationery/Postage

The cost of print/stationery/postage increased by £1,600 during 2010/11 compared to the previous year, which reflects the increase in the number of publications produced and circulated to carers.

- Petty Cash/Miscellaneous

The expenditure set against the Petty Cash and Miscellaneous budget lines was significantly higher than previous years and reflects the increased level of activity during the Charity's 10th Anniversary year. These lines are expected to reduce to their previous levels in 2011/12.

Expenditure on the services provided to carers increased in 2010/11 compared to the previous year. The cost of Holistic Therapies increased by £1,353, which can be attributed to the efforts made to widen access by delivering these treatments at the GP practices in Kilcreggan, Arrochar and Garelochhead. Spending on respite breaks also rose and this related to the introduction of weekend breaks for carers at a facility run by East Ayrshire Carers Centre in

Dalmellington. More social events and activities were organised during 2010/11 compared to previous years, largely because of the 10th Anniversary, and expenditure was correspondingly higher at £6,075 compared to £2,769 in 2009/10.

Expenditure met from the 10th Anniversary budget line totalled £14,355 and included the costs for carers attending outings and events organised to mark the year, including the Anniversary Ball.

At the end of 2009/10, the Charity was successful in securing a grant of £9,948 from the Big Lottery Investing in Ideas Fund to carry out a feasibility study into the introduction of a Young Carers Service in Helensburgh and Lomond. The research was carried out in 2010/11 by Avante Consulting and the Feasibility Report was launched at a well attended Awareness Raising Event held on 25 March 2011. The Consultant's fees and the costs of the launch were met in 2010/11 and fully utilised the grant.

The total expenditure during 2010/11 was £144,399.

Administrative Charge

It is the Management Committee's policy to allocate full costs to the appropriate expenditure lines in the Unrestricted Account by applying an administrative charge to reflect the overhead costs. It is accepted that best practice would be for this charge to represent the true costs of the overheads and, if possible, this is the approach adopted. However, in recognition of the difficulties in precisely assessing all of the associated costs, the default position is to set the charge at 10%. An important proviso is that the Manager has the flexibility to determine not to apply the charge should this be considered appropriate in particular cases. Application of this policy resulted in a total of £1,974 in Administrative Charges being applied to restricted expenditure in 2010/11 and this sum was re-allocated to offset the unrestricted expenditure on the relevant overheads.

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 Charity's Investment Policy, an Investment Strategy for 2009/10 was agreed and this included the following principles:

- the Charity 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 Charity should not consider investing any income required for its planned running costs; and
- the Charity should not consider investing any of the funding held in the Operational Reserve.

It was concluded that £20,000 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, this sum was placed in a fixed term Investment Bond with the Standard Life Bank, paying gross interest of 2.90% when the Bond matured in June 2010 the interest added was £380.

Since then, the Trustees have monitored the position and no further opportunities were identified to make similar subsequent investments, largely because of the limited scope the Charity had for tying up sums for longer periods and the lack of availability of short term Investment Bonds in the financial markets that would accept charities. In the circumstances, in October 2010, it was decided to transfer a proportion of the balances held from the Treasurer's Account to a Scottish Widows Bank 7-day Notice Charity Deposit Account, offering a higher, but variable rate of interest. After the system for transferring funds was tested, the practice was established of leaving sufficient monthly balances in the Treasurer's Account to meet the projected monthly outgoings, with any surpluses being transferred to the Charity Deposit Account. When the balance held in the Treasurer's Account at the end of the month is insufficient to meet the outgoings, funding is drawn down from the Charity Deposit Account. At 31 March 2011, the balance held in the Scottish Widows Account was £55,000.

Reserves

At 1 April 2010, the Charity had designated £20,000 of its unrestricted Funds. Following a review of the Reserves Strategy, the trustees decided to increase this to £22,000 over the course of 2010/11, with £5,500 being designated an Operational Reserve to deal with cash flow issues and £16,500 designated as a Contingency Reserve.

Closing Cash Balances

The Charity closed the year with cash in bank and in hand of £65,449 and this included the £22,000 held as Reserves. Fuller details of the Charity's financial transactions during 2010/11 can be found in the Statement of Financial Activities on pages 58-59 and the associated Notes on pages 60-72.

SECTION 10– CONTRIBUTORS

Supporters

It is important the Charity acknowledges the support it has received over the past year from many different organisations and individuals. While it is impossible to include everyone who has contributed, because a number have done so anonymously, the Charity could not have made a positive difference to the lives of carers without their help.

Thanks are due to:

- Tricia Morrison, Ann Allcoat, Mavis Gilfillan, Douglas Hunter and Ian McFadyen who have contributed to the work of the Charity 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.
- Morag Maclean, is the Princess Royal Trust for Carers Transition Training Co-ordinator and she covers Argyll & Bute from her operating base in Oban. Morag is a regular visitor to the Carers Centre in Helensburgh and while her focus is on training related matters, she enjoys meeting and speaking with carers who drop in and will take on any task that needs done to assist them or the staff.
- The unpaid helpers and volunteers who have contributed their time, expertise and knowledge and helped the Charity 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 regular Therapists who provide a range of holistic therapies at the Carers Centre, Sheena Benton and Susan Preston, are very much part of the team. The services they provide are highly valued by carers and when they bring an air of peace and tranquillity that visitors can sense as soon as they walk through the door to the Centre.
- Jill Du Toit and Marina Greener, are Therapists who worked with us on the Peninsula Therapies Pilot and both gave their time on a voluntary basis to support our Outreach work and at the Carers Centre.
- The staff at the Scottish Headquarters of the Princess Royal Trust for Carers are very supportive of the Charity 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 Charity has been able to take advantage of funding opportunities the Trust has identified.
- John Hughes and Roy Crosby from Community Enterprise in Scotland who were instrumental in the Charity preparing a Business Growth Development Strategy last year.

- Ali Coates from Avante Consulting, who carried out the Young Carers Feasibility Study and participated in the launch of her Report to promote the initiative in Helensburgh and Lomond.
- Argyll & Bute Council is the principal funder of the Charity and gives tremendous support in so many other ways. Councillors Vivien Dance JP, George Freeman JP, Ellen Morton, Andrew Nisbet, William Petrie OBE JP, James Robb have all taken a special interest in the work of the Charity during 2010/11 and visited or contacted the Centre on a number of occasions to offer advice and support to the Trustees and staff.
- NHS Highland who provided the funding from their Carer Information Strategy that has allowed the work of the Outreach Service to be expanded. Grants from the Argyll & Bute Joint Health Improvement Partnership met the costs of the delivery of holistic therapies at the GP Practices in Kilcreggan, Arrochar and Garelochhead and this has helped strengthen the already close working relationships between the staff and the Charity. The two GP Practices in Helensburgh are located directly across from the Carers Centre and there is a mutually beneficial exchange of advice and support.
- Argyll Voluntary Action (AVA) has developed a special relationship with the Charity and has assisted in identifying and recruiting volunteers to work in the Carers Centre, which has brought many spin off benefits for both organisations. AVA staff have acted as our advisers and helped in practical ways to support our activities and events and we look forward to continuing this very productive relationship.
- Alzheimer Scotland are partners, along with AVA, in piloting a Befriending Service in Helensburgh and Lomond and the Charity works closely with their staff in jointly trying to resolve issues for carers looking after people with Alzheimer's disease.
- A special thanks to Jackie Baillie, the Member of the Scottish Parliament, who has supported the Charity for many years and regularly attends at the Centre to help promote carers issues.
- The Charity 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 organisation in 2010/11 by publishing a number of articles highlighting the work undertaken to support carers.
- Similarly, the assistance provided over the past 12 months by Fiona Howard and Jenny Fould, who are Journalists with the Helensburgh Advertiser and Robert Bell, a photographer with the same Newspaper, has helped the Charity raise awareness of carers issues.

SECTION 11 – PLANS FOR THE FUTURE

Objectives for 2011/12

In reviewing the Charity's Business Plan at the end of 2010/11, 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 three year period 2011/12-2013/14, including the following Objectives for 2011/12:

Governance

- amend the Constitution to change the legal form to a Scottish Charitable Incorporated Organisation;
- maintain the Charity'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;
- identify and pursue viable options to meet the organisation's future accommodation requirements; and
- secure the quality assurance accreditation mark for the Charity under the Practical Quality Assurance System for Small Organisations (PQASSO).

Financial

- to maintain the financial stability and sustainability of the Charity by the prudent management of resources and securing sufficient funding to meet the costs of services as well as for planned developments;
- continue to explore opportunities for the Charity to achieve a more sustainable financial position through participation in the development of social enterprises for the delivery of appropriate services; and
- seek to generate additional income to assist the Charity become less dependent on the funding it receives from statutory bodies.

Organisational

- maintain the full range of services delivered by the Charity in 2010/11 and endeavour to increase the number of holistic therapy sessions, health care advice, social events and other activities for carers;
- maintain the ongoing programme of training for carers, staff, volunteers and trustees;
- develop the range of opportunities for carers to take short respite breaks;
- continue to support the carers' strategies of Argyll and Bute Council and NHS Highland;
- sustain the employment of the Outreach Support Worker and develop the Outreach Service;
- subject to funding, increase the level of administrative support to deal with increasing demands;
- subject to funding, recruit a part-time Caseworker to improve the personalised support provided to carers;

- subject to funding, recruit a Young Carers Development Co-ordinator;
- continue to develop the Volunteer Service, seek to engage more male volunteers and appoint a volunteer as the Social Activities Co-ordinator;
- based on the lessons learned from a pilot exercise identify and implement the most appropriate model for a Befriending Service for the area;
- explore options for introducing a formal Advocacy Service based at the Carers Centre;
- explore options for introducing a Financial Advice Service for carers at the Centre;
- take a leading role in establishing a Young Carers Strategic Partnership for the area;
- develop the Charity's Website to improve access by carers to advice and information and improve communication;
- raise the profile of the Charity through improved communication and marketing; and
- explore opportunities to ensure the accommodation in the Carers Centre is fully utilised for the benefit of carers.

Operational

- identify hidden carers within Helensburgh and Lomond and maintain regular contact with them and all other carers registered with the Charity;
- 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 Charity 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 12 - FINANCIAL STATEMENTS

Trustees' Responsibilities

The trustees serving on the Management Committee are responsible for the preparation and maintenance of the Charity'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.

The Charity has prepared fully accrued accounts since 2008/09, when gross income exceeded £100,000 for the first time. Fully accrued accounts recognise incoming resources when the effect of the transaction or other event results in an increase in the Charity's assets. Resources are recognised as being expended when the liability is incurred and there is a legal obligation committing the Charity 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 Charity 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 Charity; 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 Charity;
- a **statement of the financial activities** 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 Charity 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 income in 2010/11 was over £100,000, but under £500,000, the Charity required to have the accounts independently examined by a suitably qualified person. The independent examiner reviews the accounting records kept by the Charity 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 2010/11 are listed on page 1 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 21 July 2011, the members of the Charity 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 2011 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 20 October 2011 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'William Rae', written over a faint, illegible background stamp.

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 2011, which are set out on pages 58 – 72.

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.

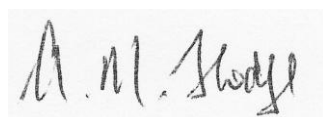
Independent Examiner's Statement

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: 20 October 2011

Helensburgh and Lomond Carers' Project
Statement of Financial Activities for the year ended 31 March 2011

| 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 | 74,647 | 63,435 | 138,082 | 97,021 |
| <i>Gift Aid:</i> Recovered Income Tax | 3 | 546 | - | 546 | 432 |
| <i>Investment receipts:</i> Bank and Investment Bond Interest | 4 | 434 | - | 434 | 757 |
| Total incoming resources | | 75,627 | 63,435 | 139,062 | 98,210 |
| Resources expended: | 5 | | | | |
| Charitable activities | | 101,854 | 42,331 | 144,185 | 100,521 |
| Governance costs | | 780 | 214 | 994 | 2,436 |
| Total resources expended | | 102,634 | 42,545 | 145,179 | 102,957 |
| Net Incoming Resources | | (27,007) | 20,890 | (6,117) | (4,747) |
| Gross Transfers Between Funds | 8 | 30,775 | (30,775) | | |
| Net Movement in Funds | | 3,768 | (9,885) | | |
| Reconciliation of Funds | | | | | |
| Fund Balances Brought forward at 1 April 2010 | | 29,473 | 43,728 | 73,201 | |

| Fund Balances Carried Forward at 31 March 2011 | | 33,241 | 33,843 | 67,084 | |
|--------------------------------------------------------------------------------------------------------------------------------------|-------|---------|---------------|---------------|--|
| 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 2011 | | | | | |
| | Notes | 2011 | | 2010 | |
| | | £ | £ | £ | |
| Fixed Assets | 10 | | | | |
| Office Equipment | | | 3,709 | 2,850 | |
| Current Assets | 11-12 | | | | |
| Cash in bank and in hand | | 65,449 | | 68,856 | |
| Pre-Payments | | 3,550 | | 2830 | |
| Debtors | | 1,278 | | | |
| Current Liabilities | 13 | | | | |
| Accruals | | (6,902) | | (1,335) | |
| Current Asset less Current Liabilities | | | 63,375 | 70,351 | |
| Net Assets | | | | | |
| Funds | 14-15 | | 67,084 | 73,201 | |
| Unrestricted | | | 33,241 | 29,473 | |
| Restricted | | | 33,843 | 43,728 | |
| Total Funds | | | 67,084 | 73,201 | |

The Notes on pages 60 to 72 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 20 October 2011 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 2011

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 Charity 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 Charity'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 a 10% standard charge is applied, subject to the discretion of the 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.

(g) Banking Arrangements

The Charity has held a Treasurers Account with the Bank of Scotland since 2000 and all payments and receipts are processed through this account. In October 2010, a separate Charity Deposit Account was opened with the Scottish Widows Bank, which offered a higher rate of interest, but requires seven days notice of withdrawals. The funding held in the Treasurer's Account is maintained at a level sufficient to meet forecast expenditure for the following month and any funds above this level are transferred to the Scottish Charity Deposit Account. When funding held in the Treasurer's Account is insufficient to meet the forecast expenditure, the balance required is transferred to the Account from the Charity Deposit Account.

It is the policy of the Charity to conduct financial transactions ‘on-line,’ where this is appropriate and practical, and this has reduced the processing of cheques for payments and receipts.

2. Incoming Resources

| | Unrestricted £ | Restricted £ | 2011 Total £ | 2010 Total £ |
|---------------------------------------------------|-------------------|-----------------|--------------------|--------------------|
| <i>Voluntary Receipts:</i> | | | | |
| Donations: Carers | 1,515 | - | 1,515 | 1,609 |
| Others | 12,848 | - | 12,848 | 9,943 |
| Fundraising activities | 17,284 | - | 17,284 | 871 |
| Claremont Centre Ltd. | - | - | - | 1,763 |
| <i>Charitable Activities:</i> | | | | |
| Argyll & Bute Council SLA | 43,000 | - | 43,000 | 43,000 |
| Argyll & Bute Carers Network Grant | - | - | - | 3,000 |
| Argyll & Bute Social Welfare Fund. Counselling | - | 397 | 397 | - |
| Argyll & Bute Leisure Development Fund Grant: | | | | |
| Holistic Therapies | - | - | - | 317 |
| Social Activities for Carers | - | - | - | 960 |
| The Princess Royal Trust for Carers Grants: | | | | |
| Activities for Older Carers | - | 5,600 | 5,600 | 2,100 |
| Carers Break Fund | - | 152 | 152 | - |
| NHS Highland: | | | | |
| Carer's Information Strategy Grants: | | | | |
| Outreach Service | - | 21,010 | 21,010 | 12,250 |
| Outreach Service Activities | | 865 | 865 | |
| Joint Health Improvement Partnership Grants: | | | | |
| Peninsula Project | - | 2,242 | 2,242 | 960 |
| Social Activities for Carers | - | 750 | 750 | - |
| Counselling | - | 1,241 | 1,241 | - |
| Befriending Pilot | - | 3,716 | 3,716 | - |
| Agilent Technologies UK Grants: | | | | |
| Outreach Service Activities | - | - | - | 300 |
| Lloyds TSB Foundation for Scotland – Henry Duncan | | | | |

| | | | | |
|-------------------------------------------------|---------------|---------------|----------------|---------------|
| Awards | - | 8,212 | 8,212 | - |
| Robertson Trust Grant: Running costs | - | 10,000 | 10,000 | 10,000 |
| Big Lottery Fund Grant: YC Feasibility Study | - | - | - | 9,948 |
| Awards for All Grant | - | 9,250 | 9,250 | - |
| Total | 74,647 | 63,435 | 138,082 | 97,021 |

3. Gift Aid

| | Unrestricted | Restricted | 2011 Total | 2010 Total |
|---------------------|---------------------|-------------------|-----------------------|-----------------------|
| | £ | £ | £ | £ |
| Income Tax Recovery | 546 | - | 546 | 432 |

4. Investment Income

| | Unrestricted | Restricted | 2011 Total | 2010 Total |
|-------------------------------------------------|---------------------|-------------------|-----------------------|-----------------------|
| | £ | £ | £ | £ |
| Bank Interest | 54 | - | 54 | 66 |
| Repayment of tax deducted from Bank Interest | - | - | - | 691 |
| Investment Bond Interest | 380 | - | 380 | - |
| Total | 434 | - | 434 | 757 |

Notes:

- The Charity prepares an Annual Investment Strategy, which aims to yield the best return by way of income and capital appreciation for present and future beneficiaries, judged in relation to the risks involved and the prevailing financial circumstances of the organisation. Where possible the value of invested funds should be enhanced so as to at least keep pace with inflation over the longer term.
- The Charity 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. The Bond matured in June 2010 and the interest added was £380.

- In October 2010, a Charity Deposit Account was opened with the Scottish Widows Bank and funds were subsequently held in this Account as well as the Treasurers Account. The respective closing balances held at 31 March 2011 were:

| | |
|----------------------------------------------|---------|
| Bank of Scotland Treasurers Account | £ 9,946 |
| Scottish Widows Bank Charity Deposit Account | £55,000 |

5. Total Resources Expended

| Costs directly allocated to activities | Basis of Allocation | Charitable Activity £ | Govern- ance £ | 2011 Total £ | 2010 Total £ |
|----------------------------------------------|---------------------|--------------------------|----------------------|--------------------|--------------------|
| Salaries (Note 6) | Direct | 54,081 | - | 54,081 | 42,022 |
| Travel | Direct | 1,208 | - | 1,208 | 525 |
| Carers' Training | Direct | - | - | - | 265 |
| Health Clinic | Direct | - | - | - | 149 |
| Counselling | Direct | 784 | - | 784 | 940 |
| Holistic Therapies | Direct | 7,601 | - | 7,601 | 6,248 |
| Respite | Direct | 2,750 | - | 2,750 | 1,629 |
| Social Activities and Events for carers | Direct | 6,075 | - | 6,075 | 2,769 |
| Outreach Service Events & Activities | Direct | 86 | - | 86 | 108 |
| Befriending Pilot | Direct | 419 | - | 419 | - |
| 10 th Anniversary Events & Events | Direct | 14,355 | - | 14,355 | - |
| Young Carers Initiative | Direct | 60 | - | 60 | - |
| Support costs allocated to activities | | | | | |
| Salaries (Note 6) | Direct | 15,021 | - | 15,021 | 13,488 |
| Recruitment | Direct | - | - | - | 1,675 |
| Payroll Administration | Direct | 328 | - | 328 | 250 |
| Management Training | Direct | 214 | 214 | 428 | 1,252 |
| Meeting expenses | Direct | - | - | - | 100 |
| Insurance | Direct | 783 | - | 783 | 765 |
| Accommodation | | | | | |
| Lease | Direct | 14,661 | - | 14,661 | 13,187 |
| Service charge | | 6,407 | - | 6,407 | 4,567 |
| Water Charges | Direct | 587 | - | 587 | 236 |
| Energy costs | Direct | 1,475 | - | 1,475 | 1,786 |
| Telephone/ICT charges | Direct | 817 | - | 817 | 667 |
| ICT/Security Project | Direct | 39 | - | 39 | 4,779 |
| Maintenance & Replacement | Direct | 1,486 | - | 1,486 | 1,457 |

| | | | | | |
|---------------------------|--------|----------------|------------|----------------|----------------|
| Print/Stationery/Postage | Direct | 5,863 | - | 5,863 | 4,253 |
| Publication/Subscriptions | Direct | 171 | - | 171 | 276 |
| Petty Cash | Direct | 1,195 | - | 1,195 | 768 |
| Catering Costs | Direct | 48 | - | 48 | - |
| Consultancy/Prof. Fees | Direct | 9,948 | 780 | 10,728 | 1,281 |
| Miscellaneous | Direct | 556 | - | 556 | 94 |
| Depreciation of Assets | Usage | 1,131 | - | 1,131 | 733 |
| Additional fixed Assets | Direct | (1,990) | - | (1,990) | (1,500) |
| Cost re-allocated | Direct | (1,974) | - | (1,974) | (1,527) |
| Payroll Adjustment | Direct | - | - | - | (285) |
| Total | | 144,185 | 994 | 145,179 | 102,957 |

Notes:

- The GCVS provides the organisation's Payroll Services and maintains a running cash balance to meet variances. At 31 March 2010, the cash balance was £1,404 and at 31 March 2011 it was £385. This balance has been included in the Cash in Hand line under Current Assets in the Balance Sheet.
- At 31 March 2010 a cash balance of £100 was held in Petty Cash. A total of £1,213.27 was transferred to Petty Cash during the year and at 31 March 2011 a balance of £118.39 remained. This balance has been included in the Cash in Hand line under Current Assets in the Balance Sheet.
- The resources expended include accruals relating to Accommodation – Service charge (£3,384), Energy Costs (£134), Holistic Therapies (£231), Befriending Pilot (£373), 10th Anniversary Events/Activities (£2,000) and Professional Fees (£780).
- 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 by £1,974.

6. Staff Costs and numbers

| Staff Costs | 2011 Total £ | 2010 Total £ |
|---------------------------------|-----------------------------|-----------------------------|
| Salaries | 62,094 | 49,340 |
| Employer's National Insurance | 5,715 | 4,323 |
| Employer's Pension Contribution | 1,925 | 1,847 |
| Totals | 69,734 | 55,510 |

Notes:

- The increases in Staff Costs in the 2011 column relate to the inclusion of full year costs for the Outreach Support Worker, rather than the part year costs of the

previous year, as well as increases in the hours worked by both part-time members of staff, a 0.65% pay increase from 1 April 2010 and pay increments.

- The costs shown are the actual salary costs for the staff employed during 2010/11 and have not been adjusted to reflect the recovery of pension contributions referred to at **Note 12**.
- The above costs exclude the Payroll Administration costs paid to GCVS of £328
- During 2010/11 no member of staff received more than £60,000 in salary payments.

| Staff Numbers (average) | 2011 Total | 2010 Total |
|-------------------------------------------|-----------------------|-----------------------|
| Manager (Full-time) | 1 | 1 |
| Administrative Support Worker (Part-time) | 1 | 1 |
| Outreach Support Worker (Part-time) | 1 | 1 |
| Totals | 3 | 3 |

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 | 17,488 | (17,488) |
| NHS Highland: Carer's Information Strategies | 7,201 | (7,201) |
| Robertson Trust | 10,000 | (10,000) |
| Lloyds TSB Foundation – Henry Duncan Awards | 8,212 | (8,212) |
| 10 th Anniversary Events & Activities | (11,905) | 11,905 |
| Transfer from Unrestricted Income to supplement Restricted Payments. | (221) | 221 |

| | | |
|---------------------|---------------|-----------------|
| Net Movement | 30,775 | (30,775) |
|---------------------|---------------|-----------------|

Notes:

- The Princess Royal Trust for Carers: refers to the transfer of the balance of funds from a Restricted Grant provided by the Trust in 2008/9, which was earmarked to meet costs relating to the Outreach Service in 2010/11.
- NHS Highland Carers Information Strategy: refers to the transfer of the balance of funds from a 2009/10 Restricted Grant and a proportion of a 2010/11 Grant to support the Strategy and meet costs related to the Outreach Service in 2010/11.
- Robertson Trust: refers to the transfer of Restricted Grant funding to contribute to the general running costs of the Charity, which complies with the terms of the grant.
- Lloyds TSB Foundation for Scotland: refers to the transfer of Restricted Grant to contribute to the general running costs of the Charity, which complies with the terms of the grant.
- 10th Anniversary Events & Activities: this refers to the transfer of Unrestricted Funds, raised through donations and fundraising activities, to support the costs of activities and events organised to mark the 10th Anniversary of the Charity and includes £5,000 transferred to the Young Carers Initiative budget line in the Restricted Account. The total has been netted off against a £600 transfer from a Restricted Grant to meet associated printing costs paid through the Restricted Account.

9. Taxation

The Charity 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 2011 £ | Office Equipment 2010 £ |
|---------------------------------|----------------------------------------|----------------------------------------|
| Cost | | |
| At 1 April 2010 | 3,663 | 400 |
| Addition | 1,990 | 3,263 |
| At 31 March 2011 | 5,653 | 3,663 |
| Accumulated Depreciation | | |
| At 1 April 2010 | 813 | 80 |

| | | |
|-----------------------|--------------|-------|
| Charge for the year | 1,131 | 733 |
| At 31 March 2011 | | |
| | 1,944 | 813 |
| Net book value | | |
| At 31 March 2011 | 3,709 | 2,850 |

Note:

- The Charity does not own any property or vehicles. The additional assets acquired in 2010/11 relate to the purchase of a camera and accessories and two rise and fall chairs, which were funded from a grant provided by The Big Lottery Awards for All Fund.

11. Current Assets

| Cash in bank and in hand at 31 March | 2011 Total £ | 2010 Total £ |
|----------------------------------------------|-----------------------------|-----------------------------|
| Bank of Scotland Treasurers Account | 9,946 | 67,352 |
| Scottish Widows Bank Charity Deposit Account | 55,000 | - |
| GCVS (Payroll balance) | 385 | 1,404 |
| Petty Cash | 118 | 100 |
| Totals | 65,449 | 68,856 |

Note:

- At 31 March 2011 there were 8 cheques, with a total value of £2,194.54, which had not been processed through the Charity's bank, but were included in the 2010/11 accounts.

12. Debtors

| Pre-payments | 2011 Total £ | 2010 Total £ |
|--------------------------------------------------------------|-----------------------------|-----------------------------|
| i) Leasing charges for Carers Centre for 1 April to 31 May | 2,466 | 2,428 |
| ii) Service charges for Carers Centre for 1 April to 31 June | 681 | - |
| iii) Rental charges for photocopier for 1 April to 23 May | 403 | 402 |
| Totals | 3,550 | 2,830 |

| Debtors | 2011 Total £ | 2010 Total £ |
|----------------------------------------------------|-----------------------------|-----------------------------|
| Repayment of deductions made in error from payroll | 1,278 | - |

| | | |
|--|--|--|
| | | |
|--|--|--|

Note:

- GCVS identified that payments had been made in error to the Royal London Group, from funds they manage on the Charity's behalf for payroll purposes. This arose because a former employee's contributions to one of the Group's pension schemes had continued to be transferred from GCVS's Bank after the employee left the organisation and covered a period between 2009/10 and 2010/11. The sum concerned, which totalled £1,278, was repaid directly to the Charity by Royal London in June 2011.

13. Creditors: amounts falling due within one year

| Accruals | 2011 Total £ | 2010 Total £ |
|-------------------------------------------------------------------------------------|-----------------------------|-----------------------------|
| 2010 | | |
| i) Water charges for 2009/10 | | 236 |
| ii) Payments for Counselling Services for Carers | | 335 |
| iii) Professional Fees | | 764 |
| 2011 | | |
| i) Accommodation – Service Charge | 3,384 | |
| ii) Scottish Gas Bill for February/March | 134 | |
| iii) Holistic Therapies Invoice for March | 231 | |
| iv) Befriending Pilot training costs for March | 373 | |
| v) 10 th Anniversary Events Activities -Young Carers Pack printing costs | 2,000 | |
| vi) Professional Fees | 780 | |
| | 6,902 | 1,335 |

14. Restricted Funds

| | Balance 1.4.10 £ | 2010/11 Incoming Resources £ | 2010/11 Resources Expended £ | Transfers between Funds £ | Balance 31.3.11 £ |
|--------------------------------------|---------------------------------|-------------------------------------------------|-------------------------------------------------|----------------------------------------------|----------------------------------|
| A&B Social Welfare Fund: Counselling | - | 397 | - | - | 397 |

| | | | | | |
|-------------------------------------------------------------------------|--------|--------|---------|----------|--------|
| Argyll & Bute Leisure Development Fund: Social Activities for Carers | 960 | - | (960) | - | - |
| Argyll & Bute Carers Network: Holistic Therapies | 2,956 | - | (3,177) | 221 | - |
| Princess Royal Trust for Carers: | | | | | |
| Outreach Service | 17,488 | - | - | (17,488) | - |
| Management Training | 51 | - | (51) | - | - |
| Health Clinic | 382 | - | (382) | - | - |
| Older Carers Services | 1,010 | 5,600 | (4,365) | - | 2,245 |
| ICT/Security Project | 471 | - | (39) | - | 432 |
| Carers Break Fund | - | 152 | (152) | - | - |
| NHS Highland: Carer's Information Strategy Grants: | | | | | |
| Training | 1,335 | - | (377) | - | 958 |
| Outreach Service | 5,946 | 21,010 | - | (7,201) | 19,755 |
| Outreach Service Activities | - | 865 | - | - | 865 |
| Joint Health Improvement Partnership Grants: | | | | | |
| Peninsula Project | - | 2,242 | (2,242) | - | - |
| Social Activities for Carers | - | 750 | (750) | - | - |
| Counselling | - | 1,241 | (415) | - | 826 |
| Befriending Pilot | - | 3,716 | (419) | - | 3,297 |
| Big Lottery Grants: | | | | | |
| Investing in Ideas Fund - Young Carers Study | 9,948 | - | (9,948) | - | - |
| Awards for All Fund – 10 th Anniversary Events. | - | 9,250 | (8,650) | (600) | - |
| Lloyds TSB Foundation for Scotland – Henry Duncan Awards | - | 8,212 | - | (8,212) | - |
| Robertson Trust | - | 10,000 | - | (10,000) | - |
| Agilent Technologies UK: | | | | | |
| Outreach Service Activities | 192 | - | (86) | - | 106 |
| Waterside Trust: Flexible Respite | 2,620 | - | (2,598) | - | 22 |
| John Lowrie Morrison Counselling | 369 | - | (369) | - | - |

| | | | | | |
|--------------------------------------------------|---------------|---------------|-----------------|-----------------|---------------|
| 10 th Anniversary Events & Activities | - | - | (7,505) | 7,505 | - |
| Young Carers Initiative | - | - | (60) | 5,000 | 4,940 |
| Total | 43,728 | 63,435 | (42,545) | (30,775) | 33,843 |

15. Unrestricted Funds

| | Balance 1.4.10 £ | 2010/11 Incoming Resources £ | 2010/11 Resources Expended £ | Transfers between Funds £ | Balance 31.3.11 £ |
|------------------------------|---------------------------------|-------------------------------------------------|-------------------------------------------------|----------------------------------------------|----------------------------------|
| | 29,473 | - | - | - | - |
| Donations | - | 14,363 | - | - | - |
| Fundraising | - | 17,284 | - | - | - |
| A&B Council SLA | - | 43,000 | - | - | - |
| Gift Aid | - | 546 | - | - | - |
| Bank and Investment Interest | - | 434 | | | |
| Salaries | - | - | (69,102) | - | - |
| Payroll Admin. | - | - | (328) | - | - |
| Travel | - | - | (1,208) | - | - |
| Insurance | - | - | (783) | - | - |
| Accommodation | | | | | |
| Lease | - | - | (14,661) | - | - |
| Service charge | - | - | (6,407) | - | - |
| Water Charges | - | - | (587) | - | - |
| Energy Costs | - | - | (1,475) | - | - |
| Telephone/ICT charges | - | - | (817) | - | - |
| Maintenance & Replacement | - | - | (1,486) | - | - |
| Print/Stationery/Postage | - | - | (5,863) | - | - |
| Publications/Subs. | - | - | (171) | - | - |
| Petty Cash | - | - | (1,195) | - | - |
| Catering Costs | - | - | (48) | - | - |
| Professional Fees | - | - | (780) | - | - |
| Miscellaneous | - | - | (556) | - | - |
| Costs re-allocated | - | - | 1,974 | - | - |
| Depreciation of Fixed Assets | - | - | (1,131) | - | - |
| Additional Fixed Assets | - | - | 1,990 | - | - |
| Fund Transfers | - | - | - | 30,775 | - |
| Totals | 29,473 | 75,627 | (102,634) | 30,775 | 33,241 |

16. Analysis of Net Assets between Funds

| | Unrestricted Funds £ | Restricted Funds £ | Total Funds £ |
|------------------------------------|-------------------------------------|-----------------------------------|------------------------------|
| Fixed Assets | 3,709 | - | 3,709 |
| Current Assets | 33,830 | 36,447 | 70,277 |
| Current liabilities | (4,298) | (2,604) | (6,902) |
| Net Assets at 31 March 2011 | 33,241 | 33,843 | 67,084 |

17. Movements in Funds

| | At 1 April 2010 £ | Incoming Resources £ | Outgoing Resources £ | Transfers £ | At 31 March 2011 £ |
|-------------------------------|--------------------------------------|-------------------------------------|-------------------------------------|------------------------|---------------------------------------|
| Unrestricted Funds | 29,473 | 75,627 | (102,634) | 30,775 | 33,241 |
| Restricted Funds | 43,728 | 63,435 | (42,545) | (30,775) | 33,843 |
| Total Funds | 73,201 | 139,062 | (145,179) | - | 67,084 |

18. Reserves

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

| Reserves | At 31 March 2010 £ | At 31 March 2011 £ |
|-----------------|-------------------------------|-------------------------------|
| Operational | 4,500 | 5,500 |
| Contingency | 15,500 | 16,500 |
| Total | 20,000 | 22,000 |

Note: Purpose of Reserves

- The Operational Reserve was established during 2008/9 to deal with short term cash-flow problems, generally related to delays in the Charity receiving anticipated funding. This was reviewed and increased in 2010/11 from £4,500 to £5,500.
- The Contingency Reserve was established some years ago to meet financial liabilities in the event that the Charity had to cease operating for any reason and is based on 3 months running costs. This was reviewed and increased during 2010/11 from £15,500 to £16,500.

NOTES