

# **ERIC LIDDELL CENTRE LTD**

( A Company Limited by Guarantee)

## **Report and Financial Statements**

Year ended 31 March 2005

Charity No: SC003147

Company No: SC071075

**Eric Liddell Centre  
Extending Local Care  
Expressing Loving Christianity  
Encouraging Lifelong Commitment**

ERIC LIDDELL CENTRE LTD

CONTENTS

	Page
Legal and administrative information	1
Report of the Trustees	2 - 12
Report of the Auditors	13
Statement of Financial Activities	14
Balance Sheet	15
Notes forming part of the financial statements	16 - 20
The following pages do not form part of the statutory accounts	
Analysis of Activities	21

## ERIC LIDDELL CENTRE LTD

### Legal and Administrative Information

Trustees	Rev John R Smith	Chairman
	Rev Dr Derek Browning	Vice Chairman
	Nicholas Bowry	Company Secretary

Rev Jeremy Balfour  
Ms Sheila Brown  
Mrs Sue Caton  
Rev Marion Chatterley  
Ceri Jenkins  
John Lloyd  
Mrs Martine Price  
Mrs Christine Skinner  
John E Smith

**Company Treasurer (Honorary)** Ian Lawson

**Chief Executive** Robert Rendall

**Registered Office** 15 Morningside Road  
Edinburgh  
EH10 4DP

**Auditors** McLachlan & Tiffin  
Chartered Accountants & Registered Auditors  
Crieff  
PH7 4BN

**Bankers** Bank of Scotland  
8 Morningside Road  
EDINBURGH  
EH10 4DD

**Solicitors** Lindsays W.S.  
11 Atholl Crescent  
EDINBURGH  
EH3 8HE

## ERIC LIDDELL CENTRE LTD

### Trustees' Report Year to 31<sup>st</sup> March 2005

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31<sup>st</sup> March 2005. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in October 2000 in preparing the annual report and financial statements of the charity.

The charity is a charitable company limited by guarantee and was incorporated on 2nd April 1980 as Holy Corner Church Centre. Charitable Status was granted in July 1981. It is governed by a memorandum and articles of association which were last amended on 8<sup>th</sup> June 1992 on change of name to Eric Liddell Centre Ltd.

### Objectives:

The Eric Liddell Centre ('ELC') is a Christian organisation that acknowledges the infinite value and potential of each unique human being. It is endeavouring, through its current services to maintain a full programme addressing physical, emotional, intellectual and spiritual needs by offering:

- A wide ranging community and care programme to meet identified need, in particular this concentrates on the needs of people with a diagnosis of dementia, carers, frail elderly people and young people.
- Quality community facilities for the local population.
- Quality project accommodation for other charities.

The ELC is also committed to the conservation and enhancement of the listed property and its environment.

A review of the Centre's core work and its use by local community groups confirms that activities at the Centre are defined by the following categories of public benefit:

- The provision of care for the aged, people with disability, young people and children
- The advancement of education
- The advancement of health
- The advancement of religion
- The advancement of civic responsibility or community development
- The advancement of amateur sports
- The advancement of arts, culture and heritage

### Activities

During the year ended 31<sup>st</sup> March 2005 some 2,077 people attending 104 groups used the ELC's facilities each week.

### *ELC community and care programmes*

The ELC has developed a range of programmes to meet needs identified in the local and wider community as a result of research and consultation with partner organisations and individual members of the local population.

*Ca(i)re – Putting the “I” into Care Project (Education and Health)*

There are 38,000 carers in Edinburgh alone. Three in five people will become a carer at some point in their lives. It is recognised that caring has a direct impact on both the physical and mental health of carers, with 50% of carers developing a mental health problem as a result of their situation. Carers own health is vital if they are to stay well without becoming patients themselves, and also to continue to provide this valuable service which is estimated to provide a “second NHS”. Yet too often carers’ health, social lives and general well-being deteriorate as they become isolated and accustomed to always putting someone else’s needs “first”. Many “hidden” carers are unaware that support is available until they reach crisis point, by which time their mental or physical health may be damaged.

The unique Ca(i)re Project is staffed by two workers and managed by a multi agency management committee. The Project was funded by grants from the City of Edinburgh Council Community Education Department, NHS Lothian, North East Edinburgh LHCC and South East Edinburgh LHCC.

Working with appropriate partner groups in five key city areas the project offers support to informal carers through drop-ins, carers’ days and a range of courses. The aim is to provide health promotion, recreation and social care in the context of lifelong learning.

Six courses and events held in north east Edinburgh were attended by 59 carers, while 81 carers benefited from seven courses/events held in north west Edinburgh. South central Edinburgh, where the Centre is based, attracted 89 carers to nine courses/events. In south west Edinburgh, 43 carers attended four courses/events and the developing work in south east attracted 17 carers to two courses. There were six courses/events based in central Edinburgh with 62 attendees.

The programme contained a variety of courses, some of which spanned all of our aims of health promotion, social care, lifelong learning and recreation; such as the Organic Herb Gardening and Historic Walks courses; while others were specifically organised to improve health and well-being such as;

- Looking after yourself
- Stress Management and Relaxation
- Tai Chi
- Guided walks
- Line Dancing
- Awareness

Two carers who attended some of these courses state in their evaluations;

*“Getting out makes you feel better when you are home again – even if it sometimes is difficult to get away. My blood pressure is reduced, some weight loss and joined a gym!”*

*“The course has helped me sleep better. If I continue at home my doctor says it will help my high blood pressure. It is such a gentle form of exercise so many more peoples’ health will benefit. I have heart problems and I find Tai Chi so beneficial and I thank you for introducing me to it.”*

Courses/events that encouraged participation in the community and lifelong learning included;

- Introduction to Scottish Literature
- Picturing the Past
- The work of a Local Councillor
- Festival Summer School
- Art
- Computers (multi level according to carer ability)
- Low Cost Cookery
- Philosophy
- Exhibition visits

Another carer states;

*“I did not know how valid my opinions and judgements about writing were. Gained confidence in my own perceptions and understandings. Also learned that opinions are not black and white and that others can have just as valid opinions about writers as I have.”*

Social events were held such as a Christmas Party and Summer Outing.

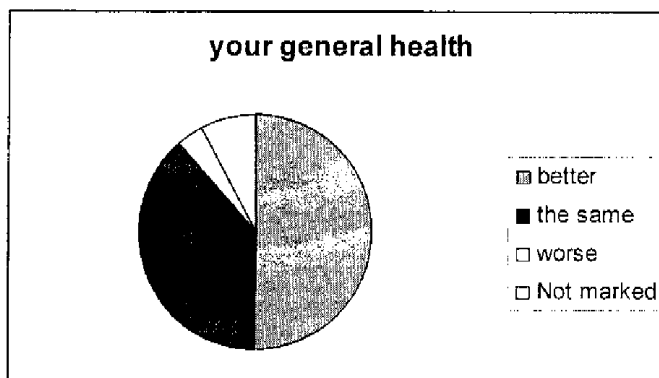
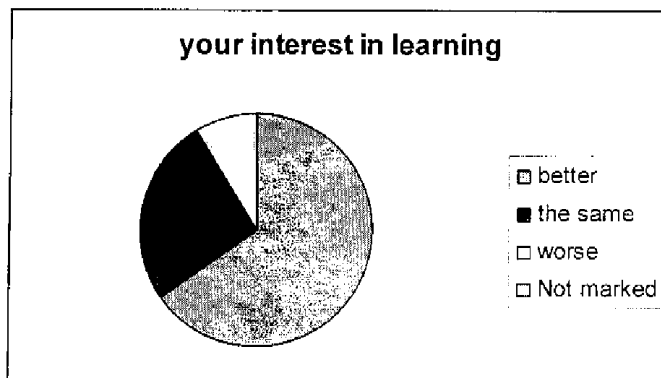
At March 2005 there were 452 carers on the project register. During the year 176 carers attended the 20 courses and 14 events Ca(i)re organised. This represents 2,341 visits by carers to the project including 320 visits to the ongoing drop-in service. A Carers Open Day is held annually which attracts new carers and provides taster sessions in new subjects in addition to those suggested in the evaluation process.

The project will continue to work in partnership with Local Healthcare Cooperatives, NHS Lothian and City of Edinburgh Council Social Work and Education Departments to ensure its future stability through a Service Level Agreement. It will also work with funders and other partnership agencies to share information about the project and support its development. The recently reviewed evaluation procedure is now providing enhanced information about how carers feel they benefit personally from the work of the project as well providing information to help improve the service it provides.

Carers who attended 13 of the 20 courses on offer were provided with the new style questionnaires of which 161 were issued. 68% (110) of these confidential evaluations were returned. Carers were asked to respond to a series of questions by grading them as "better, the same or worse". They were asked how attending this course affected you in terms of:

- Getting out and meeting others
- Having a break
- Your interest in learning
- Your self confidence
- Your general health

A majority of carers indicated that they felt "better" about their "self confidence" and for having been able to "get out and meet others" or "have a break". The charts below show how the majority of respondents felt about their "interest in learning" and their "general health".



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Carers say:

*"I consider courses like this a lifeline for me and many other carers as we can all forget our problems."*

*"When you are pregnant you eat for two. Being a carer is thinking for two. As I look after three people I therefore find myself thinking for four. IT IS DIFFICULT! The courses help me keep my sanity."*

Future plans for Ca(i)re include targeting male carers, a neglected group, as traditionally men do not ask for help or attend support groups/classes. Men make up 42% of carers, many of whom try to hold down a job on top of this role. Men are already prone to suffering health problems, depression and anxiety in silence, and a whole different set of issues exist for male carers in terms of relationships and the changing roles in the family. It is important that this group are supported in an appropriate way, and obviously any benefit will in turn positively affect the person they are caring for.

Former carers tell us that the hardest challenge of caring may come when the caring comes to an end, as in addition to the carer having to deal with bereavement and loss they must begin to rebuild their lives without this focus and even identity that has become central to their lives. While the carer may suffer many losses along the way, some of these may not be recognised or felt until the caring role has ended, by which time the carer may be at their lowest ebb. Although Ca(i)re continue to support former carers at this time, the benefit of peer support and a separate former carers group would be enormous.

To this end a former carers club is being planned, to involve carers in running their own group. This would include talks/discussions with speakers from relevant agencies, social events, gallery visits etc. and hopefully lead to more interaction as current carers could receive information and support from those who have "been there" in the form of talks by former carers. This will, in turn, maximise The Ca(i)re Project's ability to support and take on current and new carers, while providing a further stepping stone beyond the caring role.

#### *The Eric Liddell Day Care Services (Care for the aged)*

A team of highly skilled volunteers and professional staff (five full-time care staff and two part-time administrative staff) provide specialised day care services to people with a diagnosis of dementia. The management committee is made up of representatives from the volunteer team, Health, Social Work and other agencies specialising in the care of people with a diagnosis of dementia.

During the year, the service provided 40 day care places each week; however an additional place was offered when the project was supporting clients with a regular respite pattern. A Service Level Agreement will be finalised in the coming year. It is anticipated that there will be a steady expansion of the programme over the next few years as additional days and more specialist Centre based or home based services are developed in partnership with the Local Healthcare Cooperative and City of Edinburgh Council Social Work Department. Discussions are also underway to ensure that the facilities at Gillespie Crescent meet Care Commission standards.

On Mondays and Wednesdays the service is provided in a common room at Viewpoint Housing Association in Gillespie Crescent for residents of Tollcross and the surrounding area. On Tuesdays, Thursdays and Fridays the service is provided in the Florence MacKenzie Day Care Unit at the Eric Liddell Centre for residents of Morningside, Grange, Marchmont and Craiglockhart.

All 53 clients served during the year came from within allocated service catchment areas, 41 clients received service on one day with 12 receiving service on two days. The majority of clients were women but the project also provided support to seven men. Almost 89% of the clients were aged 75 years or more with 63% being maintained in their own homes where they lived alone. Only two clients had either 24 hour support or lived in supported accommodation and 18 clients either lived with their spouse or a family member.

During the year the service dealt with 45 new client referrals (+ 25 carried forward from the previous year) of which 25 clients were admitted to the programme. Referrals are made by psycho-geriatric services, Social Work staff, General Practitioners, family members and other services. 23 clients were discharged to nursing/residential care, day hospital, admission to general hospital for various reasons, four of these clients had been maintained in their own home for between one and four years while 11 clients were supported for up to one year. 22 clients are awaiting places at 31<sup>st</sup> March 2005.

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Over the past year, there has been lots of fun, laughter, love and support within the walls of both centres, many friendships have been made. Recently a new client asked *"How did you manage to get so many nice people together"* Another lady who lives alone and attends twice a week often expresses *"I don't know what I would do without this place"*.

The person – centred programme of activities is endless and includes poetry, music, painting, crosswords, scrabble, dominoes and many more. The ladies continue to knit squares, which are sown together into blankets by a retired volunteer. Previously the finished articles were donated to the homeless but of late they have been made into baby blankets and flown to Malawi to be utilised in a new maternity hospital.

The clients have also enjoyed outings to have coffee at various places across the city, Dobbies, The Railway Café - South Queensferry, The Quayside Musselburgh and they have also benefited from the hospitality of the cafes at both Davidson's Mains Church and Colinton Parish Church.

Not only do the people who attend benefit from the service but the carers benefit from a well – deserved break which enables them to continue to keep their loved one at home for as long as possible. Staff are often rewarded by small comments that carers make and this makes their jobs worthwhile.

*"It's hard to believe that a year ago I was actively pursuing arrangements to have my mum admitted to a retirement home. It seemed the only alternative. But thanks, in no small part to your services she has enjoyed another year in the independent lifestyle she prefers."*

*"Your loving care at the Eric Liddell Centre enabled him to have an extra two years in the 'real world' and for me was a lifeline. I cannot find the words to express my warmest thanks to you and all your helpers for all the kindness and consideration shown to my husband."*

Over the years the day centre has been blessed with the help and support of a wonderful team of volunteers. Sadly a few dear friends have retired and they are sorely missed. However when one door closes another opens and this year the service has recruited four new volunteers each bringing different skills.

Sadly we are to lose our good friend Amelia Heintzelman this summer, as she is returning home after nearly two years with us. Originally from Ohio, Amelia was introduced to us through Morningside Baptist Church where she is a volunteer for 'Time for God' working with young people. Apart for her work with young people, she expressed an interest in volunteering to work with elderly people. Her interest came from helping elderly people in her congregation back home and her personal experience of someone in her family who had a dementia –related illness. She started with the Tuesday Club in September 2003 and very quickly became an established member of the volunteer team. Liked and loved by all the clients *'Where's the American lassie?'* Amelia's involvement shows that the generation gap can be bridged. Everyone at the day centre will miss her.

In October 2004, Jennifer Gruber who was previously an escort with the Lunch Club joined the volunteer team. Helping out on a Thursday, Jennifer finds the work rewarding, interesting and enjoyable and feels valued as a volunteer. She says

*"Every day at the centre is different. The people who attend have so much to offer and I learn something new every week."*

In compliance with the Care Commission Care Standards all staff and volunteers are carefully vetted and must complete core training courses. Over the last year they have attended:

- Dementia Awareness Training
- Emergency First Aid
- Elementary Food Hygiene
- Moving and Handling Awareness Training

Pastoral care:

Over the years staff noticed that some clients expressed that they were no longer able to attend church as they had forgotten, or were unable to attend due to their physical mobility. In September 2004 the Day Care Pastoral Care Service commenced with the help and assistance of Revd. Sue Kirkbride,

Assistant Minister at Morningside United Church. On the first Tuesday of every month a service of prayers and hymns is held in the ELC Chapel with approximately 12-16 people attending.

The six-month evaluation highlighted that everyone enjoyed the opportunity to attend a service and wanted it to continue.

*"I enjoy it as I don't go to church anymore"*

*"I used to go twice a day on a Sunday when I was young now I forget to go."*

A generous donation from Morningside United Church helped to purchase large print hymn books to support this work.

Looking ahead:

Other work for the forthcoming year, which staff and volunteers hope to develop and acquire support and funding for include: -

- **A Home and Community Based Service** (Outreach) with volunteers and staff visiting people at home with a view to having a chat over coffee, engaging in a shared activity or a visit to a place of interest e.g. a museum, art gallery, library, or coffee shop. On other occasions they could arrange to take the person to an appointment – *Hairdresser, GP or Chiropodist*.

This work could also involve people on the waiting list. In the past several months without support, a volunteer or staff member would visit the person and keep contact until a place becomes available, making admission for the person much easier, as they already know a 'well kent face'.

- **Life Story Work.** This valuable piece of work entails recording the person with dementia's memories and can be in the form of a book, video or box of personal treasures. Some staff members have already shared in this wonderful experience where the person with dementia's life is valued and validated. The service hopes to arrange training for staff, volunteers and perhaps even carers. Once again this piece of work could be used to assist someone whose name is on the waiting list, seizing the moment and ensuring that valuable memories are not lost whilst they wait for a place.
- **A Companion Club** for same generation e.g. spouse, brother, sister, friend. This service would provide a place for them to meet, socialise, chat, participate in activities like bowling, or be taken out on a trip to the theatre, art galleries, garden centres etc. In the case of spouses, sometimes in the midst of caring the sharing is lost and this would allow them to function as "a couple" again. Occasionally couples don't want respite from one another and perhaps a Club like this, meeting once a month would provide an opportunity for them to join in a shared activity. Often carers say "*It sounds like you have great fun at the Club; I wish I could go on an outing*" especially those who are housebound unless transport is provided for them. It would also allow staff and volunteers the chance to offer help and support to the carers and suggest coping strategies on how to deal with difficult situations whilst out in public.
- **A Snoozelen Room** - Due to a very generous donation from a family whose parents both attended the Centre and another large donation from Morningside Baptist Church day care staff are in the process of creating a multi-sensory room.

A multi – sensory environment is designed to stimulate the primary senses of touch, taste, sight, sound and smell. The essence of a sensory environment is to allow individuals time, space and opportunity to enjoy the environment at their own pace, free from unrealistic expectations of others. Research shows that it can be therapeutic for people with cognitive impairment, particularly for those that are agitated.

Music, lighting e.g. lava lamps, fibre optic mushroom, a net of lights, a bubble tube, comfy chairs, cushions and other tactile fabrics, aroma diffusers all help to create the right atmosphere.

All the red tape [legislation], care standards and insufficient funding still make life difficult for staff and the Management Committee. Lengthy waiting lists testify to the need for the Day Care Service to continue to expand and financial resources must be sought to increase the days on which the service operates thus consolidating and stabilising the core service. However the Day Care Service must continue to move with the times and diversify into other areas (as outlined above), to meet the growing needs and expectations of the people with dementia and their carers, living in our community. It is this that keeps the staff and volunteers committed to carrying on with the work that they do.

*The Napier University Chaplaincy Service (Religion)*

This innovative and highly acclaimed service provides a helpline and support to students 24 hours each day, seven days every week. It has been hailed as a tremendous success and in the coming year the project will move into the next phase of its development when it becomes independent. This ecumenical service is run by local clergy on a weekly rotational basis. The ELC is pleased to have been able to support and nurture this important project.

*The Lunch Club (Care for the aged)*

The Lunch Club provides approximately 35 meals each week to 25 members variously attending on Mondays, Wednesdays and Fridays. This service is supported substantially by volunteers and has been operational for over 25 years. Over the years the clients have become more elderly, frailer and more dependent. The withdrawal of the much needed transport service almost halved the number of people able to attend. A great deal of work has been done to support the redevelopment of the Lunch Club, in unison with the Napier Club, as a Day Care Service.

*The Napier Club (Care for the aged)*

The Club which is organised by a small committee of volunteers attracts a membership of approximately 50 retired people. It meets every Thursday during the winter and on one Thursday each month during the summer.

The impact of the withdrawal of the transport service limited the numbers able to attend however the club maintained an excellent programme and attracted new members throughout the year.

Trustees would like to express their thanks to Rev. Sue Kirkbride who, as part of her work at Morningside United Church, has provided pastoral care to clients of the Lunch Club and Napier Club as well as Day Care Services.

*THE 1924 Café and Cards (Community development)*

This year the priority for the Café has been to investigate ways of increasing income, and controlling expenditure. For a trial five-month period opening hours were extended; although this experiment proved not to be cost-effective, it was a useful exercise. Spending on staff has been reduced, and operations streamlined. Counter sales and income from catering for Centre-users have exceeded targets. In the coming months we are scheduled to expand our service to Day Care clients; and we hope that a revitalisation of the Lunch Club will succeed in boosting numbers. Also in the pipeline is a plan to act as the venue for this year's Charity Christmas Card Sale.

*3Ms Youth Partnership*

The ELC is delighted to be a partner of this successful youth project. The project has a multi agency management committee convened by a senior youth worker from the City of Edinburgh Council Community Education Department. A youth worker, Lucy Howie, was employed to develop a youth programme in the community, funding having been acquired by the Community Education Department from the Community Safety Fund and the Changing Children's Services Fund.

So far, outreach work has been undertaken using a questionnaire to get young peoples' ideas on what they want to see happening for them in their area. A summer programme is being created, using these ideas, and Lucy is also planning other services aimed at local young peoples' needs.

### *Community facilities for the local population*

The ELC has the following multi-purpose rooms for hire:

- The Robertson Gold Medal Suite ( Ground floor - capacity 100)
- Group Room (Ground floor – capacity 12)
- Liddell Memorial Chapel (2<sup>nd</sup> and 3<sup>rd</sup> floors – capacity 70)
- Eltham Suite (3<sup>rd</sup> floor - capacity 40)
- Myreside Suite (4<sup>th</sup> floor games hall/function suite – capacity 150)

### *Project accommodation for other charities*

During the year the ELC has leased office space and other facilities to the following charities, active in the areas of public benefit noted above:

- The P F Counselling Service
- The Lydia Project\*
- Evangelical Alliance
- WCC Project on “Overcoming violence against women”
- Care in Scotland
- The Scottish Council on Human Bio-ethics
- Stevenson Learning Unit\*
- Lung Ha’s Theatre Company .
- Children 1st
- Chinese Evangelical Church in Edinburgh\*
- Morningside United Church

\*These projects moved out during the year.

The Centre initiated a restructuring of the general office to create two additional office units for lease, this work to take place in the early part of the next financial year. This work is supported by the City of Edinburgh Council Local Development Committee and George Hardie & Son (Joiners) Ltd.

### **Volunteers**

The ELC is grateful for the unstinting efforts and commitment of its volunteers who are involved in service provision and who gifted over 10,000 hours (based on 2003 survey figures) of their time during the Centre each year. If this is conservatively valued at £7.00 per hour the volunteer effort amounts to over £70,000 per annum. However, following normal accounting practice, this notional value is not reflected in the financial statements.

### **Financial Result**

#### *Income generation*

City of Edinburgh Council continued to grant discretionary rates relief in addition to mandatory relief. This represents a saving for the ELC of £49,100 in the period to 31<sup>st</sup> March 2005. (Refer to note 7 page 18)

#### *Project income:*

Due to the support of the City of Edinburgh Council Community Education Department, Local Health Care Co-operatives and NHS Lothian the **Ca(i)re Project** was financially secure during the financial year ended 31<sup>st</sup> March 2005. The prudent management of funds will ensure the project’s future for the coming year, however a great deal of work still requires to be done to provide complete stability and a future beyond April 2006.

The **Day Care Service** is funded by grants from the City of Edinburgh Council Social Work Department and South Central Health Care Co-operative. A three year Service Level Agreement will be signed in the near future.

The **Lunch Club and Napier Club** were supported by a modest grant from the City of Edinburgh Council Social Work Department. Restricted funding provided by Christ Church Morningside, Morningside Baptist Church and Morningside United Church and raised by volunteers to support transport will be used to pay for the transport required to ensure the future success of the redeveloped service.

The **3Ms Youth Partnership** now has a worker employed directly by the City of Edinburgh Council Community Education Department. The worker is based at the ELC.

*Property and Heritage income:*

In addition to the funds raised in 2004 - £42,750, comprising £30,000 promised by the Tudor Trust in addition to £12,750 that had already been received in the year, to help finalise works on the listed building, Historic Scotland made an indicative offer of grant support up to £156,900. Heritage Lottery made a grant offer of up to £209,000, of this £16,500 is to be used for activities and publications. An additional grant of £2,500 was also received from The Beatrice Laing Trust.

**Fundraising**

The Trustees would like to take this opportunity to thank funders for their support for the ELC's work. Like other charities, the ELC is doing all that it can to counter the difficulties currently associated with raising revenue for core activities.

Trustees would also like to thank those individuals and groups of supporters who have done so much to raise the ELC's profile and funds through local fundraising events.

The remodelling of the Centre's website is now under way, it is hoped that it will become the means by which a growing number of people will provide financial support to the ELC's work.

**Donations/Grants from Trusts/Foundations Financial year ended 31<sup>st</sup> March 2005**

	£
Cadogan Charity	2,000
Miss I F Harvey's Charitable Trust	1,000
Cruden Foundation	500
The W M Mann Foundation	250
Mrs F B Laurence Charitable Trust	500
The Fitton Trust	250
The Miller Foundation	1,000
Jane Hodge Foundation	500
The Evelyn Ballantyne Trust	1,000
The Misses Barrie Charitable Trust	2,500
Grant Thornton UK	150
JTH Charitable Trust	250
Sylvia Aitken Charitable Trust	500
David Finnie and Alan Emery Charitable Trust	500
The Mary Webb Trust	250
The Russell Trust	250
The Darroch Charitable Trust	200
The Blythe Family Trust	2,000
HDH Wills 1965 Charitable Trust	500
The Charles Wolfson Charitable Trust (Benevolent Aid Fund)	2,000
The Robertson Trust	7,000

**Donations from Local Groups and Businesses**

John Lewis	300
William Purves Funeral Directors	500
Saints & Sinners	600
Provincial Grand Lodge	250
Simpson & Marwick	1,000

SMYCMS	700
NHS University Trust Staff Ball	4,807
The University of Edinburgh	100 (Silver Anniversary)
Albannach Finance Management	405

#### **Churches**

St Philips Church	100
Greenside Parish Church	248
Christ Church Morningside	2,000 (Lunch Club)
Morningside Baptist Church	4,700 (includes £2,500 for the Lunch Club)
Morningside United Church	2,250 (Lunch Club - £2,000 and hymn books for day care)
Holy Corner Holy Week Services	457

#### **Gifts in Kind**

Special thanks to the members of Braids Rotary for their tremendous support with the felling of trees, replanting and the creation of the "Rotary Centenary Rose Garden" all of which helped to revitalise the tired garden on Morningside Road.

Thanks also to Merchiston Community Council who sought a Local Development Committee Grant to erect a community notice board to provide additional space for hanging local notices.

#### **Financial outcomes**

The last financial year has seen the ELC develop and consolidate its services; however, as predicted, the Centre has incurred a deficit of £20,346 on general funds before transfers.

Since moving into the completed building the Centre has been carefully reviewing all income and expenditure to ensure best value. Although the existence of a deficit is disappointing it underlines the real costs involved in running a complex and diverse charity within a listed building and the trustees' continued determination to meet the challenges confronting us in the 21<sup>st</sup> Century. It is anticipated that during the coming year that much of the hard work that has been done in relation to the Chamberlain Road site will be realised in either its revaluation or sale.

Overall we are delighted to report that the charity continues to receive commendations based on inspections and appraisals of its chosen fields of work.

#### **Reserves**

Maintenance of an historic listed building and the development of a major programme of community activity within it do not leave much room for the accumulation of free reserves. There are limited restricted reserves left that cannot be used to fund running costs. Where there has been a shortfall in costs for running core activities the ELC has historically been willing to subsidise from general fundraising. In addition the Centre had to borrow £60,000 in order to complete Phase 2. In light of this the trustees remain committed to ensuring a minimum "break-even" position as a matter of strategic urgency.

#### **Governance**

The Board of the ELC is made up of individual members who have been elected by the membership to serve as trustees/directors for a period of three years. The membership is made up of interested supporters from within the local community in the main, although new members have been registered from as far away as New York, USA. There are 215 members.

The trustees met eight times during the year. They approved a range of policies and reviewed the Centre's fundraising activity and strategy at a specially convened Saturday meeting. In addition they have been actively involved in generating income for the Centre through a range of events with a distinctly "sociable" emphasis. Trustees with specialist skills have also made themselves available to attend relevant management committee meetings or provide support to the Phase 3 property initiative.

### **Risk Assessment**

The trustees actively review the major organisational risks which the charity faces on a regular basis e.g. business interruption, the balance of funding and the recruitment and retention of staff. In addition they sought the advice of an external consultant regarding the Centre's overall financial strategy. Trustees remain committed to this continuous process of review.

### **Employee involvement**

The trustees are committed to the personal development of staff members through Annual Appraisals and regular supervision. The trustees are pleased to recognise the support of staff members and volunteers who have participated in consultation processes related to the development of policy.

The following were approved as company policy during the year:

- Absence Policy
- Leave Policy
- Security Policy
- Data Protection Policy
- ELC Training Opportunities
- Rules for the Guidance of Employees
- Explanation and Policy on Harassment

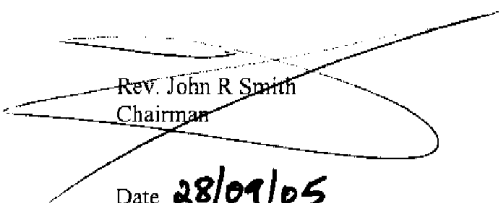
The trustees also approved amendments to the following policies:

- Recruitment Selection of Staff Policy
- Health & Safety Policy

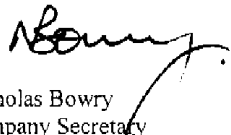
### **Auditors**

A resolution to reappoint McLachlan & Tiffin as auditors will be put to the members at the Annual General Meeting.

On behalf of the trustees

  
Rev. John R. Smith  
Chairman

Date 28/09/05

  
Nicholas Bowry  
Company Secretary

