



*(a company limited by guarantee
and not having a share capital)
Company Number 149069
Charity Number SC022315*

Directors' Report, Strategic Report and Financial Statements

For the year ended 31 March 2014

ALZHEIMER SCOTLAND – ACTION ON DEMENTIA

(a company limited by guarantee and not having share capital)

Directors' Report, Strategic Report and Financial Statements

For the year ended 31 March 2014

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Directors' Report

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Directors' Report

References and administrative details

Alzheimer Scotland - Action on Dementia is the registered name of the organisation. Operationally, the organisation is known as Alzheimer Scotland.

Scottish charity number SC022315 **Company registration number** 149069

Principal and registered office

22 Drumsheugh Gardens
Edinburgh
EH3 7RN

Chief Executive

Henry Simmons

Company Secretary

Kevin Craik

Auditor

BDO LLP
Citypoint
65 Haymarket Terrace
EDINBURGH
EH12 5H

Solicitor

Russel + Aitken LLP
22-24 Stirling Street
DENNY
FK6 6AZ

Banker

The Bank of Scotland
20-22 Shandwick Place
EDINBURGH
EH2 4RN

Directors

John Laurie (Convener)
Ian Bell (Treasurer)
Arlene Chalmers (Secretary)
Findlay McQuarrie (Vice Convener) Resigned November 2013
David McClements (Vice Convener) Appointed November 2013

Caroline Brown (resigned October 2013)
Barbara Barnes
Gillian Boardman (resigned October 2013)
Noni Cobban
Jim Fry
Lynda Hogg (resigned December 2013)
Agnes Houston (resigned January 2014)
Rose Mary Bowes (resigned October 2013)
Patricia Laughlin
Douglas Philips

Christine Ross
Dianne Howieson
Alan Jacques
Christine McGregor
Kenny Valentine (resigned May 2013)
John Starr
Patricia Payne (resigned March 2014)
Barbara Mitchelmore (resigned October 2013)
Sheila Hardie (resigned December 2013)

Structure, governance and management

Alzheimer Scotland is a company limited by guarantee and has obtained permission from the Registrar of Companies to omit the word 'limited' from the company name. Alzheimer Scotland is governed by its Memorandum and Articles of Association (last amended November 2013) and the rules of the organisation.

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Directors' Report

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Directors are elected from the membership for three-year terms of office by the members at the annual general meeting. The office bearers of the organisation are elected from the Directors by the membership. Alzheimer Scotland has increased its membership to 6,385 (2012/13 4,842 members).

Each year there is an induction and training session for new and continuing Directors. Each Director receives a Directors' handbook which is updated annually. Throughout the year Directors are encouraged to visit services and attend conferences organised by Alzheimer Scotland.

At the last AGM in November 2013, the members agreed to replace the Council and Executive Committee with a Board of Trustees (who are also the Directors) and reduce the number of Directors to 16. This is to allow the Board to focus much more on effective governance. The Board is responsible for the strategic direction and priorities of the organisation and approving the annual budget. The management of the organisation is delegated to the Chief Executive and Executive Directors.

Alzheimer Scotland is an active member of Alzheimer's Disease International, Alzheimer Europe, Coalition of Care and Support Providers in Scotland, the Alliance (formerly Long Term Conditions Alliance Scotland) and the Neurological Alliance. These relationships serve a number of purposes – they help to develop ideas in different markets by sharing expertise and also to pool resources to provide better services.

With the changes agreed at the AGM, the Board now meets monthly, except in July, to oversee day-to-day management. The Board comprises the four office bearers and up to twelve other members of Board. The Chief Executive and the other Executive Directors attend Board meetings.

The Appendix lists the various committees that report to the Board and their memberships.

The Directors have regularly reviewed the most significant financial risks to the organisation. The main areas of concern continue to be the impact of the economic downturn on public sector budgets and potential reductions in funding for our commissioned services and on our fundraised income.

We have continued to benefit from donations and support from the Scottish public and our corporate supporters. This combined with the positive relationships we have with our local authority partners who commission many of the services we provide and the good value for money our services represent, has meant that we have managed to protect our essential services and avoid significant reductions. In fact, some of our services have been able to grow their range of individual support, both through increases in services commissioned by local authorities and through individuals directly commissioning their own services. In the current and predicted public sector funding climate, direct commissioning is likely to be the main area of service development in the coming years.

Objectives and activities

The objectives of Alzheimer Scotland which are included in the Memorandum of Association are:

- i) to promote the welfare and rights of people in Scotland with Alzheimer's disease and other dementias and those who care for them;
- ii) to provide care, support and information for people with dementia and those who care for them;
- iii) to assist, advise and work with other organisations and individuals in their work in relation to dementia and to promote collaboration between them;
- iv) to identify the needs of people with dementia and those who care for them, to establish objectives and policies for meeting those needs, to draw the attention of all concerned to those needs, objectives and policies and to keep under review the extent to which those needs are being met;
- v) to provide, promote and assist in the provision of information, training, education, research and development relating to dementia;
- vi) to encourage and assist in the establishment of local groups and branches of the organisation or other bodies with objects related to the organisation.

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These objects can be summarised in four equally important basic aims:

- i) to be the national and local voice of and for people with dementia and their carers in Scotland;
- ii) to improve public policies for the benefit of people with dementia and their carers in Scotland;
- iii) to provide and to secure the provision of high quality services for people with dementia;
- iv) to provide and to secure the provision of high quality services for the carers of people with dementia.

The purpose of all four aims is to improve the quality of life experienced by people with dementia and their carers.

In order to achieve these aims, Alzheimer Scotland seeks public funding for local services. We fundraise in order to be able to campaign, raise awareness, support research, develop innovative approaches to supporting people with dementia and their carers, and fill the gap of funding short-falls. Alzheimer Scotland works closely with people with dementia and their carers to assist them to speak out on behalf of others living with the illness. Partnership working with national and local government and other organisations is also vital.

At 31 March 2014, Alzheimer Scotland had 1138 staff (992 2012/13) and 700 (677 2012/13) active volunteers operating in 60 sites throughout Scotland. Alzheimer Scotland's commitment to using volunteers throughout the organisation is a strength because of the wide-ranging experience and knowledge they bring to governance, service provision and fundraising.

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Strategic Report

Risk Management

We have been preparing for the challenging financial climate by ensuring that all our systems and processes are effective and efficient to support the delivery of our strategy and one of the main objectives of our strategic plan (2013-2016) is to achieve significant efficiency savings in everything we procure and commission, as well as bearing down on all our non-essential costs. Our aim will be to protect the level, quality and scale of our front line operations by reducing and controlling all other expenditure.

Some but not all local authorities have developed alternative approaches to re-tendering, including negotiated tenders and service redesign. This has proven to be a very successful way of meeting both our needs and maintaining a consistent and quality service for people with dementia and their families.

Reputational risk continues to be another critical area. We rely on all our staff delivering a high quality of service at all times and, as well as our internal procedures, we have a good external indicator of the success of this in our Care Inspectorate grades, which continue to be very satisfactory. The Directors have in place procedures for review and assessment of the business, compliance and environment risks which may impact upon the activities of Alzheimer Scotland and the achievement of our aims and objectives. These procedures include an annual risk management review, which is discussed and approved at the Finance Audit Committee before being presented to the Board. Risk and Governance also forms a regular item in the Chief Executive's report to the Board.

Review and assessment includes:

- Classifying and understanding the risks to which the organisation is potentially exposed;
- Identification and assessment of actual specific risks and the potential exposure in terms of probability and financial/operational impact;
- Selecting a number of key risks and agreeing strategies to mitigate and/or obviate each risk.
- Reporting to management and the Board about how those risks are managed, and monitoring of our potential exposure.

Staff

Alzheimer Scotland is committed to the principle of equal opportunities and to creating a working environment in which staff are treated with dignity and respect and that is free from unlawful discrimination, victimisation or harassment on the grounds of colour, race, nationality or ethnic origin, religion, age, sex, marital status, gender reassignment, sexual orientation or disability of any kind. Should an existing employee suffer a disability, it is Alzheimer Scotland's policy to take all reasonable steps to accommodate that disability and to assist the employee to continue their career with the organisation in their existing role where possible or in an alternative position.

We are continuing to use the Promoting Excellence Framework as a benchmark for all our staff. We have not yet achieved our goal of ensuring that as a minimum all our staff are trained to dementia skilled level. Next year we will make further investments in this programme and continue to ensure that staff skills are maintained through a range of development programmes and training to build capabilities in our people and through a performance appraisal system, which identifies the necessary training needs.

Our achievements are only possible with the support of the trained and talented people who work for Alzheimer Scotland and we remain committed to a policy of recruitment and promotion on the basis of aptitude without negative discrimination of any kind. Our staff across all our services continue to deliver a high quality of support and commitment to people with dementia, their families and carers. Supporting our frontline staff to do the best job they can remains the central focus of all our managers and support services. We have continued to build on the important role of the Staff Representative Group and, this year, we increased the number of representatives to, on average, two per region. The aim of this group is to ensure that we listen and respond to

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the views of staff, which is especially important for us, given the dispersed nature of our activities and locations. We have increased the support to regional and local service by introducing a new post of Depute Regional Manager, to allow for further local engagement. Our Human Resource Strategy has targeted further improvements in the areas of turnover and staff absence and this has continued to deliver good results, with contracted staff turnover levels remaining very satisfactory at 11.7%. Turnover of sessional staff has increased slightly to 31%, which is acceptable in this type of position. The staff absence figure is 4% which is a reduction of 2% on the previous year.

Achievements and performance

Overall, this has been another successful year for the organisation, with substantial progress towards creating a strong and stable platform in our mission of making sure nobody faces dementia alone. In particular, we have made good progress in terms of our policy work, campaigns, awareness raising, dementia nurses, dementia advisors, research, service provision and fundraising.

The key financial and operational performance indicators monitored by management include internal quality ratings, Care Inspectorate ratings, customer satisfaction survey results, social media presence, growth in staff numbers, staff turnover and sickness.

Policy and campaigns

This year we have restructured the Public Policy Team. The purpose of this restructure is to develop the capacity and competencies for excellence in our public policy engagement at both national and local level. This structure complements the new Marketing & Communications Team structure and will enable cross boundary working across all national functions to provide a strong, co-ordinated support in the new federal based organisational structure to meet the aims and objectives of the 2013/16 strategic plan.

This has included the recruitment of a Head of Policy, Policy Officer and developing a new Research Manager role. Two other key roles, the National Allied Health Professional (AHP) Consultant, Elaine Hunter and Joint Improvement Team, National Dementia Lead, Douglas Phillips, are linked into the work of the Policy Team. These roles have key areas of shared responsibility linked with the National Dementia Strategy and Alzheimer Scotland's strategic objectives; they also bring considerable expertise to the work of the Policy Team and the wider organisation.

Our ability to provide a voice for people with dementia and carers of people with dementia is one of our greatest strengths. The Scottish Dementia Working Group (SDWG) and the National Dementia Carers Action Network (NDCAN) are key components of our involvement policy. Both are important parts of the organisation which help ensure that we always listen to the voices and experience of those living with dementia. A key objective for both SDWG and NDCAN will be to have a greater local focus to ensure engagement with our local networks and representation of people living with dementia within the new integrated health and social care partnerships. Over the past year we have strengthened the support for both groups by recruiting new national coordinators and increased the SDWG staff team, with the support of Scottish Government Section 10 funding, to ensure that people with dementia are supported effectively to contribute to the work of the SDWG.

Over the past year and more, our public policy work has delivered key successes which have led to better outcomes for people with dementia, their partners, families and carers. Our approach to policy development and engagement is underpinned by the following key principles:

- Human rights based approach
- Involvement of people with dementia and carers
- Partnership working Stakeholder engagement/strategic partnerships
- Research (evidence informed policy)
- Solutions based policy development

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- Contributing organisation

This approach has enabled us to position ourselves as a critical friend and to work with a broader range of key stakeholders as an equal partner across many areas of public policy, providing us with a platform for shaping and influencing many areas of public policy.

Alzheimer Scotland has made a significant contribution to the development of key areas of the National Dementia Strategy during 2013-14. A major policy success is the HEAT target for post-diagnostic support. Based on our 5 Pillar model, this national commitment to offer every person diagnosed with dementia with a minimum of one year post diagnostic support from a named link worker is a world leading achievement.

Another major policy success has been the implementation a 10 point action plan to support the implementation of the Standards of Care for Dementia. This action plan builds on the significant progress which has been made in delivering improvements in acute hospital care for people with dementia. Alzheimer Scotland dementia nurse consultants, the dementia champions programme, promoting excellence framework and the standards of care for dementia are all making a positive impact. Nevertheless, many people continued to report poor experiences in acute hospitals. Health Care Improvement Scotland inspection reports during 2012 highlighted many areas where significant improvement was required. In late 2012, the Chief Executive held talks with the Cabinet Secretary and proposed the introduction of an action plan based on a clearly defined leadership structure within NHS Boards. This action plan has been adopted as a commitment of the National Dementia Strategy for 2013/16.

Between October 2012 and January 2013, we ran a series of dialogue events across Scotland to begin to inform the revised National Dementia Strategy for 2013/16. These events were attended by over 500 people who represented a broad range of individual and organisational stakeholders including people with dementia and carers. Alzheimer Scotland, SDWG and NDCAN were all represented on an expert working group which finalised the key outcomes and the 17 commitments contained in the National Dementia Strategy 2013/16. Alzheimer Scotland are involved in the monitoring and implementation of all 17 commitments. In addition, the Scottish Dementia Working Group and National Dementia Carers Action Network are represented in key areas of the National Dementia Strategy.

A key area of delivery has been the progress made on the commitment to test the 8 Pillar model of community support. The Deputy Director of Policy has been working with representatives of the Scottish Government's Mental Health and Protecting Rights Team, the Joint Improvement Team, Convention of Scottish Local Authorities (COSLA) and the Association of Directors of Social Work (ADSW) on the selection of test sites. The test sites are Glasgow, Midlothian, North Lanarkshire, Moray and Highland. We will continue to be involved in working with the test sites throughout the two year programme. Key outputs of the test site work will include an evaluation report from the test site work including a cost benefit assessment of the 8 Pillar model; possible revisions to the model; a decision nationally on whether to adopt the 8 Pillar model for inclusion in the next Dementia Strategy.

Senior managers and policy staff have also represented the organisation on Scottish Government and other steering groups in relation to important areas of policy. These include the Self Directed Support Programme Board and Regulations and Guidance steering group; COSLA's National Development Group for Older People's care which is responsible for the review of the National Care Home Contract; COSLA's Non Residential Care Charging Guidance steering group which is reviewing the current guidance in order to reduce variation and increase transparency around non-residential community care charging.

Going forward, a key function of the Policy Team, alongside other national functions, will be to support the policy engagement of localities within the new federal structure support. We have supported Regional Managers and Deputy Regional Managers to develop local plans for influencing policy and involvement within new integrated health and social care partnerships to make sure dementia is a local priority and to support and deliver our joint strategic objectives in an effective and co-ordinated way.

Service development

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We were delighted in June to be awarded Recognised for Excellence by Quality Scotland at the Scottish Business Awards, after a rigorous assessment process which looked at every aspect of the organisation.

We commissioned a full review of our service management structure. This was in recognition of the pressure on managers as a consequence of Alzheimer Scotland's national policy progress and the growing perception of the organisation as partner, contributor and critical friend as well as service provider. These developments have successfully aligned national policy campaigning with local service delivery, mainly through our local service teams maximising their presence and engagement within local Reshaping Care developments. The review was in response to the impact on service management time and the need to prepare for the nature of future relationships locally as health and social care integrate.

The aim of the review was to return the focus of service management staff to high-quality dementia practice in our service delivery, and ensure capacity within regions to reinforce the local nature of the organisation, be represented at a strategic level work with members and involve people with dementia and carers. This resulted in a wider role for our regional managers, in a federal approach. We also created two new roles. We appointed six Deputy Regional Managers, responsible for membership, recruitment and engagement, local strategic fundraising, representation and policy development and supporting and working with branches. Within services, existing Assistant Service Manager and Project Worker roles were combined with a more prominent practice focus into a new Practice Team Leader role. Careful induction and training were provided for both roles.

Behind this, we emphasised our focus on practice by renaming the Development Team as the Practice Development Team and reviewing our training programme and its administration. We are also pleased to announce that we will bring in a new Director of Practice and Workforce Development early in the new financial year. We were disappointed during the year at failing to train as many staff to the appropriate level on Promoting Excellence Framework as intended, but we are now on course to reach our target of 100% staff at the appropriate level by August 2014.

The Scottish Government's post-diagnostic HEAT target came into effect from April 2013, and we saw further growth in our post-diagnostic support work as local partnerships continued to choose to develop their post-diagnostic work in partnership with us. We enter the next financial year with 65 dementia link workers, up from 44 last year – a substantial new workforce which we had not anticipated two years ago. Establishing these posts, and assisting community mental health teams with change management, has absorbed substantial regional and service management time, as well as considerable input from senior management and the Practice Development Team. We recorded 1,631 referrals to our link workers in 2013-14.

These link worker posts are currently mainly funded by the short-term Reshaping Care for Older People Change Fund, which ends in 2015, and we are working with local partnerships to try to mainstream them. This will be a key focus for the coming year.

Our 1:1 specialist support services continued to grow. The total support hours we provided grew by 7.6%. Block and spot-purchased hours were up by 1.9%, but the most substantial increase was in self-commissioned support, which now accounts for 24% of the support we provide, up from 20% last year. The balance within this of support purchased using people's own resources or using self-directed support (SDS) payments is shifting. Growth in private purchase has slowed, although it was still up 16% on last year. The growth in self-directed support however is accelerating; this was up 85% on last year. Although SDS still accounts for only 7.5% of the overall hours we provide, this is likely to increase further in the coming year, now that the Self Directed Support Act is in operation. Day care provision was fairly stable, with a weekly average of 954 sessions used (down 1.5%).

Two services closed this year: unfortunately we had to close our new service in Perth and Kinross, as despite considerable investment it never reached a sustainable size. In Dumfries we took the decision to close our small home care service, which was providing critical support for a small number of people with dementia at unsustainably low volume, and had always operated at a deficit. In both cases we worked closely with the local authorities and other partners to ensure that a seamless transition was achieved for the people we were supporting. We also experienced a critical incident at our Oxford Street services, Glasgow that is currently being investigated by the HSE.

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We extended our reach into Central Aberdeenshire following a proposal to Aberdeenshire Council for developing a new service. This has started to become established, after a slow start due to recruitment difficulties.

We supported an average of 1,802 people per week in our 1:1 and day services this year.

Our services continued to be very positively graded by the Care Inspectorate, who carried out more inspections than in the previous year, although some services still did not receive an inspection. 23 services were inspected; 65% of grades received were 5 (very good) and 12% were 6 (excellent), compared with 66% 5s and 8% 6s (for 12 services inspected) the previous year.

Another key measure of quality is what people using the service and carers think, and our service customer satisfaction survey this year was in line with previous years' high satisfaction rates. Collated customer satisfaction survey responses from 392 people with dementia and 751 carers using 32 of our services, using a scale similar to the Care Inspectorate, showed good or above ratings as 93.5% from people with dementia (compared with 96.3% last year) and 92.3% from carers (compared with 92.1%).

We did not face many tenders this year, although we were successful in the two we entered. However a number of local authorities are planning framework tenders, in order to establish a list of providers people can choose from under the new Self-Directed Support Act, where the council holds the funds but people choose their own services and/or for providers the council may use when choosing services on people's behalf.

Notwithstanding the pressure on public sector finances, in some areas we received uplifts, although in others there was once again no uplift and we faced cuts in areas including Dundee and Western Isles. We have managed to cope with these cuts by service reconfiguration and efficiencies. Local authority funding continues to be tight however, and we expect further cuts will be proposed in the coming year. In Glasgow our services were re-commissioned on a cost and volume basis which means the majority of the risk of under-occupancy sits with us.

We converted our South Ayrshire link worker post into a dementia advisor post, bringing our total to 32 dementia advisors in 29 local authorities. The dementia advisors took 3,059 referrals, up 7%, using a light-touch approach to help people with dementia and their families and carers to access support and to cope with challenges. They had 2,218 individual meetings with people with dementia and/or carers plus 3,318 instances of telephone support and 921 of support by email. Alongside support for individuals and families, they have been instrumental in developing and supporting dementia cafés and other drop-in peer support opportunities. Across the organisation 1,541 café sessions were held, with 16,506 visits.

We opened new Dementia Resource Centres in Motherwell and Clydebank, both in properties purchased in 2012-13, and in rented premises in Stornoway, Elgin and Stranraer. We also completed the refurbishment of our new property in Kilmarnock, which officially opened as a Dementia Resource Centre in May 2014. We ended the year with 15 Dementia Resource Centres across the country, providing high profile and attractive hubs for accessing dementia information and support. We also purchased and refurbished a bungalow in Bonnyrigg to house our Midlothian day care, which had previously been running in substandard premises.

In partnership with Dumfries and Galloway Council, we are piloting an innovative model of care for people in the later stages of dementia, designed by our Practice Development Team. The pilot will be evaluated by the University of the West of Scotland and will be used to inform policy development.

The support we received from Lloyds 'Live Well' fund allowed us to appoint a new three year post to focus on building staff capacity to support self-management work and carer training.

The Dementia Circle, which consists of people with dementia and carers willing to test daily living products, tested a number of products. Five are now available on our website. We worked with West Lothian Council to set up the Five Families Project, in which the Dementia Circle team is working with local families to test low-tech products for everyday life which might prolong independence. The Dementia Circle is also testing equipment designed by Dementia Champions at the University of the West of Scotland campus. Their designs

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have been given life by the engineering department. A very good bottle opener and toilet flush system have been put into the programme.

Two of our service managers completed practitioner research projects as part of the Practitioner Research: Older People project run by the Institute for Research and Innovation in Social Services (IRISS) and the Centre for Research on Families and Relationships at Edinburgh University.

The Dementia Dogs project, in partnership with Dogs for the Disabled, Guide Dogs for the Blind and Glasgow School of Art, continued to attract great interest nationally and internationally. It will run until 2015 and is being evaluated. An additional two dogs joined the first two in the pilot, although one had to be withdrawn. The intervention dog pilot in Ayrshire also progressed well and the dogs undertook their Kennel Club Bronze award. The pilot received a special commendation in the Care Accolades in the 'One to watch' category.

We published the first annual report of the Alzheimer Scotland Dementia Nurse initiative, in partnership with the Scottish Government. The Dementia Nurses developed a national 'Getting to Know Me' personal profile document for patients which was published and disseminated by the NHS. They are working with the Dementia Champions in acute care to roll out this and other initiatives, and are focussed on ensuring that the 10 key improvements actions for acute care set out in the Scottish Government's Dementia Strategy are delivered. Most boards seem very keen to maintain these posts and we now have a firm commitment from the Government to match fund the £10,000 for each post that we are prepared to contribute. This will really help ensure that we maintain a stable and consistent group of consultant nurses as we move forward.

We continued to be centrally involved in the delivery of some of the key training initiatives under the Promoting Excellence knowledge and skills framework, including training the fourth cohort of 118 Dementia Champions as change agents for acute care with our partners the University of the West of Scotland. Our new external training business continued to grow, delivering 59 courses (up from 52 last year) to 28 customers, (24 last year).

Communications & Marketing

The Alzheimer Scotland brand was refreshed during the year and the phased roll-out plan has commenced. The refresh built on our history and introduced a revised logo and strapline, plus a new toolkit of colours, photography style and illustration to help improve our brand presence, recognition and fundraising activity.

Our website statistics for the last financial year have all improved with 2013/14 showing an increase of 24,000 visitors. The time visitors spend on the website increased by 33% with the number of pages visited also increasing. Notably people viewing the website via mobile phones and tablets rose from 12% to 20% and this trend will no doubt continue.

Visitors to the Scottish Dementia Working Group website have remained constant over the past two years, with 2013/14 experiencing a slight increase in visitors. Access by mobile devices increased by an amazing 73%.

Social media continues to grow in influence and by the end of the year we had over 7,000 Twitter followers and 5,000 Facebook followers.

Helpline call numbers held steady this year at 4,798 in spite of the growth in other Helplines targeted at older people. Although carers and other family members accounted for 70% of calls, there was an increased number of calls from people with a diagnosis, with 12% of calls coming from this group. Over 50% of calls have an element of emotional support, with almost 40% of callers using the service outwith office hours. This year the Helpline signposted 26% of callers to another Alzheimer Scotland service. The e-Helpline continues to flourish with an increase of 20% in enquiries.

The Dementia in Scotland magazine was also refreshed towards the end of the year. The publication now has a much more magazine look and feel with the addition of new sections, features and contributors. The magazine has increased circulation to 10,000.

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Membership during the year increased by over 37% to 6,549. As well as growing membership numbers a key focus for us is to get to know our members better and to make membership more appealing to a wider cross section of people. A refreshed membership scheme has been proposed and is ready for roll out in the new financial year. We also put plans in place to host a number of new Members' Advisory Forums each year, to better engage with our Members and hear their thoughts and opinions on important issues related to dementia.

The theme of Dementia Awareness Week 2013, inspired by the focus on growing and celebrating local services and activities, was Community Connections. There were over 100 local events held by our staff, branches, shops and volunteers across Scotland – as well as partners in NHS and higher education.

Our annual conference was entitled 'Dementia Connections' and explored the links that people with dementia need, have or want with communities, services and other means of support. The second National Dementia Strategy (2013-2016) was launched by the Cabinet Secretary for Health and Wellbeing, Alex Neil, at this event.

"Stitching the Pitch" was a highly successful conclusion to a three year project, spear-headed by quilter-in residence, Ann Hill. Quilts were donated from all over Scotland and across the world to cover the pitch at Hampden. Representatives from many of Scotland's quilting groups attended a reception at the Scottish Parliament, held in recognition of their enthusiasm and support. On Saturday 8 June, over 5,000 quilts were laid on the pitch of Scotland's national football stadium. This became one of the main sports stories in the print media. Sales of the quilts to raise money for Alzheimer Scotland are ongoing.

The Scottish Dementia Research Consortium was launched at the Surgeons' Hall in Edinburgh on 28 August. This highlighted Alzheimer Scotland's commitment to supporting dementia research in all fields, as well as working to improve the influence of people with dementia and carers within the research community.

The second annual Scotland's Dementia Awards received over 90 applications from across the public, independent and voluntary health and social care sectors. This has now become an established event in the Scottish care calendar and we expect an excellent range of entries for 2014/15.

A public debate chaired by Sally Magnusson, exploring a variety of issues raised in her book *Where Memories Go*, was held in the Surgeons' Hall in Edinburgh on Monday 28 February. This was an extremely well-attended and lively event, which was also filmed and shared with our wider audience on social media.

Our 2 information vehicles reached 2797 people across the country. A particularly successful visit was to Queen Margaret University to coincide with a conference being held for Occupational Therapy students and staff. This is an example of the extended reach of our information resources to other professional groups as a result of the secondment of Elaine Hunter who has also facilitated our presence at several events for Allied Health Professionals, including a 2-day national conference at the SECC in Glasgow.

As part of our partnership with the Lloyds Banking Group, the Information Manager developed a training session and useful hints and tips leaflets and posters for the Bank of Scotland which have been rolled out to all Bank of Scotland branches in Scotland. This built on the successful partnership work carried out in Motherwell between our Lanarkshire Dementia Resource Centre, NHS Lanarkshire and North Lanarkshire Council.

Key new publications this year included a booklet and DVD for younger people with dementia (with NHS Health Scotland and Younger Persons Service Glasgow); *Travelling Safely with Dementia* (with the Scottish Dementia Working Group); *Eating Well with Dementia: a Carer's Guide* (with Nutrition & Diet Resources UK); and working with the Dementia Nurse Consultants we produced a document called "Getting to Know Me" which can be completed by a person with dementia and/or a family member or carer to tell hospital staff about the person they are treating as an in-patient. This has been rolled out across all NHS Boards in Scotland.

Fundraising

Fundraised income continued to grow with staff and volunteers across the organisation getting involved in a wide range of activities. The Fundraising Team continued to work toward securing sustainable funding for

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Dementia Nurses, Dementia Advisors, the Dementia Helpline and Dementia Research, as well as supporting local fundraising towards Dementia Resource Centres, Dementia Cafes, carer training, Football Reminiscence and other locally-based activities.

Our partnership with Lloyds Banking Group has been tremendously successful, raising funds through staff fundraising and matched giving from the Bank of Scotland Foundation. Numerous Lloyds Banking Group staff have also given their time as volunteers. As a result of this partnership, we were delighted to work with Bank of Scotland to provide training and resources to become Scotland's first Dementia Friendly Bank. The Bank of Scotland also gave invaluable in-kind support through their sponsorship of us in their Great Scottish Run.

We are extremely grateful to all our corporate supporters and partners who worked with us this year. Home Retail Group colleagues at Argos and Homebase have raised funds through fundraising collections and selling charity merchandise. Bupa Care Services sponsored Memory Walk 2013 at Dalkeith Country Estate as well as raising funds through staff fundraising. We concluded our very successful partnership with Martin Currie Charitable Foundation, benefiting from the Martin Currie Rob Roy Challenge for a third and final year and receiving £68,000 from the event. Standard Life staff supported us for a third year as one of their local charities, as well as providing invaluable assistance to our Training Unit through their Sustainability Challenge.

We received generous donations from 70 charitable trusts and foundations, including a number of trusts which have supported us for several years; we are particularly grateful to the twelve trusts which have supported us regularly for 20 years or more.

We held our first two Forget-Me-Not balls in Glasgow and Edinburgh, and will build on their success by holding both events again in 2014. We held a third Sports Dinner at Hampden in October which raised £16,000, and the second Ladies Lunch in Glasgow raised over £10,000 with 150 ladies attending in March. Our Regional Fundraisers in Highland, Argyll and Clyde and Glasgow also organised a range of events and we continue to receive tremendous contributions from supporters who have organised their own fundraising activities from balls to bake sales, and from groups and clubs who have chosen to raise funds for us. The 'Stitching the Pitch' event, organised by Ann Hill, which involved covering the pitch at Hampden with donated quilts, was particularly successful in raising funds (over £27,000 to date) and awareness.

Over 1,800 participants took part in more than 30 sponsored events. Highlights included the Edinburgh Marathon Festival of Running which raised over £108,000, the Bank of Scotland Great Scottish Run which raised £97,000 from a magnificent 888 runners and the Virgin London Marathon which raised £34,000. Our flagship Memory Walk at Dalkeith Country Estate saw 298 walkers raise over £32,000.

Our donors have remained immensely loyal and generous throughout the economic uncertainty of recent years and we are very grateful to them. We sent three direct mail appeals which resulted in 1,185 new donors and donations totalling more than £118,000. Our Home Money Box campaigns raised over £13,000 this year from over 800 donors and we received income of nearly £17,000 from 226 donors who signed up to previous Door to Door campaigns. Over 900 supporters donated through payroll giving resulting income of over £67,000, and sales of Christmas cards raised £44,000. We received over £198,000 in Gift Aid, an increase of 38% on last year. We are continuing to work to ensure we maximise our income from this source.

Our three charity shops in Golspie, Forres and Renfrew continued to raise funds for their local areas as well as proactively raising awareness of Alzheimer Scotland and dementia in their communities.

We are deeply honoured and grateful when a supporter chooses to remember us in their will. We received £1.99m in legacy donations this year, which remains a fundamentally important source of income. We held two events to introduce supporters to our work and to the value of legacies and will continue to engage with supporters in this way in the coming year.

Overall it has been a very busy year for the Fundraising team and we have seen substantial growth both in our fundraising capability and in the number of people and organisations who are choosing to support us. We are extremely grateful to all our supporters, volunteers and colleagues who make this possible.

ALZHEIMER SCOTLAND – ACTION ON DEMENTIA

Strategic Report

For the year ended 31 March 2014

A further change in 2014/15 will see the introduction of a new Director of Fundraising, Marketing and Communications to help pull the various strategic initiatives together and lead the currently separate Fundraising and Marketing & Communications departments.

Financial review

Despite the tough economic environment, this has been a financially strong year for Alzheimer Scotland; we have again achieved excellent financial results and ended the year in a strong financial position. The primary reason for this was an increase in legacy income and the corporate partnership we have in place with Lloyds Banking Group.

The statement of financial activities shows that total incoming resources of £19,269,221 was up by 6.6% (£18,076,447 2012/13), and total resources expended of £18,592,044 was up by 15% (£16,166,545 2012/13). The net incoming resources were £677,177 (£1,909,902 2012/13) which is 3.51% of total incoming resources (10.6% 2012/13).

Fixed assets increased by 16.25% from £4,793,824 to £5,573,235, mainly as a result of the purchase of a new property in Bonnyrigg for use as a day care centre, and for refurbishment costs at our Clydebank and Kilmarnock Dementia Resource Centres, less overall depreciation. The provision of these new properties has increased our reach and commitment in local communities and has allowed us to expand our service provision. They will additionally provide long-term savings as compared to rental costs. Details of fixed assets are shown in Note 10 to the financial statements.

The group has general funds of £6,553,519 (£6,533,577 2012/13) and designated reserves of £5,893,772 (£5,114,802) (Note 15)

The general funds relate to services, branches and national office. Each service aims to have four to six weeks' running costs as cash reserves, which makes the unrestricted income funds greater than the £1.4m required.

The Directors approve recommendations for the use of funds from the general fund reserve for strategic commitments or restricted uses, taking into account the unpredictability of legacy income and the organisation's reserves policy. Each year decisions are made about the use of reserves when the annual budget is prepared and approved.

The designated reserves of £5,893,772 include land and buildings, £5,573,235, used by Alzheimer Scotland in pursuance of the charity's objectives; the property management reserve of £231,024 for improvements and repairs to property and a Service Development Fund of £167,510.

The group (the Charity and its subsidiaries) has restricted reserves of £968,628 comprising restricted income funds of £259,885, the restricted legacy reserve of £299,154 and the research reserve of £361,061. Restricted reserves must be used for the purpose or area for which they were given, and the group seeks opportunities to use these reserves, where appropriate, in agreement with the providers.

The endowment fund of £120,589 is the Michael Clutterbuck Bequest. Under the terms of the bequest, the group retains the capital of £100,000 and when sufficient interest accumulates, spends the interest on innovative home support services.

Total reserves are now £13,536,508 (+5.32), £7,963,273 of which is net current assets. The proportion of total reserves that is unrestricted is 92% (91% 2012/13).

The principal funding sources for Alzheimer Scotland are local authorities (47%), NHS Boards (11%), Scottish Government and specific grants (5%), fundraising, trusts and donations (23%), legacies (8%), private individual payment for SDS and home private purchase (5%) and other (1%).

Most of the organisation's expenditure is spent on care related services (88%), fundraising (3.85%), support costs (4.79%), awareness raising (0.10%), campaigning (1%), involvement (1%), research (1%) and governance (0.26%).

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For the year ended 31 March 2014

The organisation's investment policy is to minimise risk by holding liquid reserves as cash, in interest-bearing bank accounts. The interest earned in 2013/14 was £66,332 (2012/13 £132,220).

Future plans

The ongoing economic situation with public sector budgets under significant pressure has meant that more than ever, we need to clearly demonstrate the benefit of our care to the people we aim to support, and innovate services in line with what people want.

We continue to make substantial contribution to the dementia nurse positions and there will be a full evaluation produced early in the new year. We intend to continue making investments along with the Scottish Government in this area.

We are very happy to report that in 2014/15 we will be holding a 21st birthday celebrating the work of our 24/7 Helpline and wish to express a huge thanks to all the volunteers, past and present, who have helped us in making sure nobody faces dementia alone.

The Board has agreed to place around £1m in investments during the financial year 2014/15 to help secure future growth and better returns than presently enjoyed by holding cash in low interest rate accounts. We are engaging with investment managers and are likely to have investments in place by October 2014.

During 2013/14 we agreed to establish a Members' Advisory Forum, where we can engage better with our members and other stakeholders who want to support and influence the work of Alzheimer Scotland, and which will provide us with the opportunity to explore and better understand current issues, test new ideas and consider strategic priorities at both national and local level. We are pleased to report that our first event held in April 2014 was a great success and we are looking forward to holding further events as the year progresses.

As we highlighted last year we are looking at re-shaping the development team with the aim of improving the quality of practice at our services and will during 2014/15 be looking to bring additional resources into this area. This will allow the service managers to focus more on the quality of their practice. In addition to this we have developed a more federal structure and introduced new posts of Depute Regional Managers who have been tasked with developing local engagement objectives that incorporate membership, policy, involvement and fundraising. This new infrastructure has helped ease the pressure on our local service managers who have been attempting to meet this demand.

Our contribution to the research field continues. We intend to review our research contribution with Edinburgh University and plan to maintain the work of the centre, along with continuing to fund the centre at the University of West of Scotland; our aim is to use their expertise and research findings to inform our policy, campaigns and training agendas.

We have developed a small bursary programme in partnership with both Edinburgh and Stirling Universities in order to encourage Scottish dementia practitioners to undertake enhanced academic learning in dementia and help build future capacity and skills.

We set out these new objectives in our strategic plan in 2013 to ensure that the organisational structure is fit for the future challenges we anticipate. In order to build on our strengths we have also undertaken a full review of our brand and our marketing strategies, and will start to roll out our new brand during the financial year 2014/15.

Our main service objective will be to continue our specialist focus on delivering high quality small-scale dementia-specific services, and to support our statutory partners in meeting the new HEAT target on post-diagnostic support for people with dementia, though the provision of trained specialist Dementia Link Workers, who work at Enhanced level on the Promoting Excellence Framework. We have to note though that the funding for some of these posts is temporary and we are preparing a comprehensive argument in order to secure longer

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Strategic Report

For the year ended 31 March 2014

term funding for these critical positions. We will refine and continue our Promoting Excellence programme to bring all our staff to the appropriate level on the framework.

We will continue to develop our Dementia Resource Centre network and have budgeted for the purchase of a further three properties to convert. Unfortunately during 2013 we only managed to purchase one property which is being used for day care, although we did complete the refurbishment of our properties at Clydebank and Kilmarnock.

We will continue to refine the work of our Dementia Advisors and ensure that our approach to community development delivers meaningful inclusion and engagement of people with dementia in mainstream community activities. Our own delivery focus will remain on providing opportunities for peer support and on specialist therapeutic activities delivered by Skilled level staff. Part of this will include involvement in a range of Dementia Friendly Community Initiatives and working with many partners to achieve this throughout Scotland.

We will consolidate the work of the National Dementia Carers Action Network (NDCAN) and have invested in the appointment of a coordinator in order to help promote and build the group's capacity for engagement. Equally we will continue to make a substantial investment in the Scottish Dementia Working Group (SDWG) and we will seek to support the group's development at a local policy level, as well as continuing to support the group's work at a European level through Alzheimer Europe's European Dementia Working Group.

We will continue to build on our national and local fundraising, ensuring that the local communities, businesses and individuals who go to immense lengths to support our work and raise funds for us see a clear and tangible return in their area through our investments in Dementia Resource Centres, Dementia Nurses, Dementia Advisors, Dementia Research Centres and crucially in supporting our local services and Dementia Helpline.

Going concern

After making appropriate enquires, the Board confirms that it has a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Accordingly it continues to adopt the going concern basis in preparing the financial statements.

Statement of Directors' responsibilities

The Directors are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements the Directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006.

They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

ALZHEIMER SCOTLAND – ACTION ON DEMENTIA

Strategic Report

For the year ended 31 March 2014

Financial statements are published on the company's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the company's website is the responsibility of the directors. The directors' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Auditor

BDO LLP has expressed its willingness to continue in office as auditor of the company. The Finance Audit Committee has reviewed and affirmed the effectiveness of the external auditor. A resolution will be proposed at the next Annual General Meeting for their reappointment.

At the time of approval of this report:

- So far as the directors are aware, there is no relevant audit information of which the auditor is unaware, and
- The directors have taken all steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

By order of the Board of Trustees



.....
Secretary and Director

Arlene Chalmers

Edinburgh 29 August 2014

ALZHEIMER SCOTLAND – ACTION ON DEMENTIA

Auditors' Report

For the year ended 31 March 2014

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND DIRECTORS OF ALZHEIMER SCOTLAND – ACTION ON DEMENTIA

We have audited the financial statements of Alzheimer Scotland – Action on Dementia for the year ended 31 March 2014 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's directors and members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity's directors and members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's directors and members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditor

As explained more fully in the Statement of Directors' Responsibilities, the directors (who are also the trustees of the charitable company for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2014 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the directors' report and the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

ALZHEIMER SCOTLAND – ACTION ON DEMENTIA

Auditors' Report

For the year ended 31 March 2014

- the parent charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records or returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

BDO LLP

1 SEPTEMBER 2014

Martin Gill, Senior Statutory Auditor
for and on behalf of BDO LLP, Statutory Auditor
Edinburgh
United Kingdom
Date:

BDO LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Consolidated Statement of Financial Activities
Incorporating income and expenditure account
For the year ended 31 March 2014

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2014 Total £	2013 Total £
Incoming resources						
<i>Incoming resources from generated funds</i>						
Voluntary income - donations and legacies		5,094,348	108,961	0	5,203,309	4,724,828
Activities for generating funds	2	673,582	169,045	0	842,627	1,114,640
Investment income - interest receivable		61,211	4,371	750	66,332	132,220
Total incoming resources from generated funds		5,829,141	282,377	750	6,112,268	5,971,688
<i>Incoming resources from charitable activities</i>						
Provision of care related services		1,214,715	11,457,881	0	12,672,596	11,865,850
Awareness raising		58,271	67,537	0	125,808	34,525
Campaigning		41,143	167,166	0	208,309	127,130
Involvement		0	150,240	0	150,240	77,254
Research		0	0	0	0	0
Total incoming resources from charitable activities	4	1,314,129	11,842,824	0	13,156,953	12,104,759
Total incoming resources		7,143,270	12,125,201	750	19,269,221	18,076,447
Resources expended						
<i>Costs of generating funds</i>						
Cost of generating voluntary income		(648,548)	0	0	(648,548)	(770,251)
Shops		(68,366)	0	0	(68,366)	(66,056)
Total costs of generating funds	5,7	(716,914)	0	0	(716,914)	(836,307)
<i>Resources expended on charitable activities</i>						
Provision of care related services		(3,871,280)	(13,437,413)	0	(17,308,693)	(14,805,694)
Awareness raising		0	(16,825)	0	(16,825)	(53,508)
Campaigning		0	(172,571)	0	(172,571)	(193,556)
Involvement		0	(128,298)	0	(128,298)	(78,345)
Research		0	(199,309)	0	(199,309)	(160,751)
Total resources expended on charitable activities	6,7	(3,871,280)	(13,954,416)	0	(17,825,696)	(15,291,854)
Governance costs	8	(29,165)	(20,269)	0	(49,434)	(38,384)
Total resources expended		(4,617,359)	(13,974,685)	0	(18,592,044)	(16,166,545)
Net incoming/(outgoing) resources before transfers		2,525,911	(1,849,484)	750	677,177	1,909,902
Transfers	15,16	(1,726,999)	1,726,999	0	0	0
Net incoming resources		798,912	(122,485)	750	677,177	1,909,902
NET MOVEMENT IN FUNDS		798,912	(122,485)	750	677,177	1,909,902
Fund balances at 1 April		11,648,379	1,091,113	119,839	12,859,331	10,949,429
FUND BALANCES AT 31 MARCH	15,16,	12,447,291	968,628	120,589	13,536,508	12,859,331

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The statement of financial activities includes all gains and losses recognised in the year.
All results reflect continuing operations.

Consolidated and Company Balance Sheets

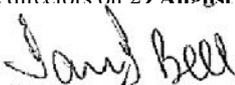
At 31 March 2014

Company Number 149069
Charity Number SC022315

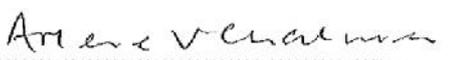
	Notes	Group		Company	
		2014 £	2013 £	2014 £	2013 £
Fixed Assets					
Tangible assets	10	5,573,235	4,793,824	5,573,235	4,793,824
Investments in subsidiary undertakings	11	<u>0</u>	<u>0</u>	<u>2,000</u>	<u>2,000</u>
		5,573,235	4,793,824	5,575,235	4,795,824
Current assets					
Sundry Debtors	12	2,211,124	2,315,811	2,262,744	2,322,960
Cash at bank and in hand		8,323,678	7,788,859	8,266,282	7,775,582
Total current assets		10,534,802	10,104,670	10,529,026	10,098,542
Creditors: amounts falling due within one year	13	<u>(2,571,529)</u>	(2,039,163)	<u>(2,566,772)</u>	(2,035,035)
Net current assets		7,963,273	8,065,507	7,962,254	8,063,507
Total assets less current liabilities		13,536,508	12,859,331	13,537,489	12,859,331
Reserves					
General funds	15,18	6,475,522	6,455,580	6,476,503	6,455,580
Designated funds	15,18	5,971,769	5,192,799	5,971,769	5,192,799
Restricted funds	16,18	968,628	1,091,113	968,628	1,091,113
Endowment funds	17,18	120,589	119,839	120,589	119,839
		<u>13,536,508</u>	12,859,331	<u>13,537,489</u>	12,859,331

The financial statements were authorised and approved by

the directors on 29 August 2014 and were signed on its behalf:


.....

Treasurer
Ian Bell


.....

Secretary and Director
Arlene Chalmers

Consolidated Cash Flow Statement

For the year ended 31 March 2014

	Notes	2014 £	2013 £
Net cash inflow from operating activities	21	1,474,503	1,876,063
Return on servicing of finance			
Interest received		137,720	95,047
Capital expenditure and financial investment			
Purchase of fixed assets		(1,077,404)	(1,056,130)
Management of liquid resources			
Investments in short term deposits		(3,500,000)	0
(Decrease)/Increase in cash	21	<u>(2,965,181)</u>	<u>914,980</u>

Reconciliation of net cash flow to movement in funds			
(Decrease)/Increase in cash in the period		(2,965,181)	914,980
Increase in short term deposits		3,500,000	0
Opening net funds		<u>7,788,859</u>	<u>6,873,879</u>
Closing net funds	21	<u>8,323,678</u>	<u>7,788,859</u>

Notes forming part of the financial statements

For the year ended 31 March 2014

1. Accounting policies

(a) Basis of accounting

The accounts have been prepared under the historical cost convention, and are in accordance with applicable accounting standards in the United Kingdom. In addition, the company accounts are in accordance with the Statement of Recommended Practice - accounting and reporting by charities (SORP 2005) and the Companies Act 2006; and the subsidiary undertaking accounts are in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The Statement of Financial Activities and balance sheet consolidate the financial statements of the company and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The company has used paragraph 4(1) of Schedule 1 to SI 2008 No. 410 "The Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008" to reflect the special nature of the company's activities. No separate Statement of Financial Activities has been presented for the company alone, as permitted by section 408 of the Companies Act 2006.

(b) Parent company result

The surplus for the year of the company is £677,177 (2013 surplus £1,909,902).

(c) Branch financial statements

The transactions of the company's branches are recognised on a cash basis. The Statement of Financial Activities includes the income and expenditure of the branches. The Balance Sheet includes the branch reserves and cash at bank and in hand held by branches.

(d) Public funding and trust grants

Public funding and trust grants are credited to the Statement of Financial Activities in the year for which they are received. Deferred income represents amounts received either for future periods or before preconditions for use are fulfilled. Deferred income is released to incoming resources in the period either for which it has been received or in which the preconditions are met.

(e) Donations and legacies

Donations and legacies are accounted for when receivable. The recognition criteria are certainty, entitlement and measurement.

(f) Membership subscriptions

Membership subscriptions are for a financial year and are accounted for when receivable.

(g) Expenditure

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay for expenditure. All costs have been attributed directly to one of the functional categories of resources expended in the Statement of Financial Activities on the basis of resources used.

(h) Allocation of resources expended

Costs of generating funds include the costs incurred in generating voluntary income, retail trading costs, fundraising event costs and publicity costs. These costs are regarded as necessary to generate funds that are needed to finance charitable activities.

Charitable activities expenditure enable Alzheimer Scotland to meet its charitable aims and objectives.

Governance costs are associated with the governance arrangements of the charity, and relate to the general running of the charity at a strategic level. These costs include audit fees, directors' indemnity, insurance and costs associated with meeting constitutional and statutory requirements such as cost of Director's meetings.

Support costs are those costs which enable fund generating and charitable activities to be undertaken and include finance, HR, IT, and property maintenance. Where expenditure incurred relates to more than one cost category it is apportioned. The method of apportionment uses the most appropriate basis which is mainly time cost apportionment.

(j) Operating leases

Operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

(k) Tangible fixed assets

All fixed assets costing over £5,000 (2013 £5,000) including VAT are capitalised and depreciated.

(l) Cashflow and Liquid resources

Cash flows comprise increases and decreases in cash. Cash includes cash in hand and cash at bank.

Liquid resources comprise assets held as a readily disposable store of value. They include cash term deposits and bank notice accounts.

(m) Fund accounting

The general reserve comprises accumulated unrestricted surpluses and deficits. Restricted funds are subject to restrictions imposed by the donor. The Endowment fund which is permanent, represent the amount for which the capital must be retained and invested.

Notes forming part of the financial statements

For the year ended 31 March 2014

1. Accounting policies - continued

(l) Depreciation of tangible fixed assets

Depreciation is provided on all fixed assets at rates calculated to write off the cost or valuation less estimated residual value of each asset evenly over its expected useful life as follows:

Heritable property	50 years
Leasehold property	over the term of the lease
Other tangible fixed assets	5 years

(m) Pension costs

The company operates a defined contribution group personal pension scheme for a money purchase pension, so there is no outstanding liability to the company or group. Contributions are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme.

(n) Value added tax

The company is not registered for VAT and accordingly expenditure includes value added tax where applicable.

	2014	2013	2014	2013
	£	£	£	£
Fundraising income				
Trust grants & trust donations	356,988	637,435		
Events, appeals and other fundraising	360,659	349,482		
Shops	123,275	126,301		
			840,922	1,113,218
Sales & rentals			1,705	1,422
			<u>842,627</u>	<u>1,114,640</u>

3. Fundraising income

Included in 'voluntary income - donations and legacies' and 'activities for generating funds' is the following fundraising income:

	2014	2013	2014	2013
	£	£	£	£
Voluntary income - donations and legacies			5,203,309	4,724,828
Activities for generating funds				
Trust grants & trust donations	356,988	637,435		
Events, appeals and other fundraising	360,659	349,482		
Shops	123,275	126,301		
Sales & rentals	1,705	1,422		
			842,627	1,114,640
			<u>6,045,936</u>	<u>5,839,468</u>

4. Incoming resources from charitable activities

	Provision of care related services	Awareness raising	Campaigning	Involvement	Research	2014 Total	2013 Total
	£	£	£	£	£	£	£
Public funding	11,457,881	67,537	167,166	150,240	0	11,842,824	10,871,630
Service user income	1,173,316	0	0	0	0	1,173,316	1,036,152
Other charitable income	41,399	58,271	41,143	0	0	140,813	196,977
	<u>12,672,596</u>	<u>125,808</u>	<u>208,309</u>	<u>150,240</u>	<u>0</u>	<u>13,156,953</u>	<u>12,104,759</u>

Notes forming part of the financial statements

For the year ended 31 March 2014

4. Incoming resources from charitable activities - continued

Public funding included the following Scottish Government grants:	2014	2013
	£	£
Dementia Nurses Funding	549,915	467,907
AHP Project	141,000	58,335
Section 10, Social Work (Scotland) Act 1968	100,000	100,000
Self Directed Support Project Funding	90,153	103,517
Dementia Strategy Dialogue - Champions	41,500	18,191
Promoting Excellence Funding	30,000	33,000
National Dementia Programme - JIT	25,666	0
Section 16 HL	9,240	0
SDWG - ID	5,839	0
Post Diagnostic Pilot Project	0	30,000
Palative Care	0	30,000
Section 16B, NHS (Scotland) Act 1978	0	23,500
Joint Improvement	0	6,000
	<u>993,313</u>	<u>870,450</u>

5. Costs of generating funds

	Activities undertaken directly	Support costs	2014 Total	2013 Total
	£	£	£	£
Fundraising costs	599,907	48,641	648,548	770,251
Shops	68,366	0	68,366	66,056
	<u>668,273</u>	<u>48,641</u>	<u>716,914</u>	<u>836,307</u>

Types of activities undertaken to generate funds were trust applications, events, appeals and shops. Support costs are calculated at 7.5% of Fundraised costs. This is the percentage calculated to cover national office support functions including Human Resources, IT and Finance.

6. Costs of charitable activities

	Activities undertaken directly	Research	Support costs	2014 Total	2013 Total
	£	£	£	£	£
Provision of care related services	16,010,541	0	1,298,152	17,308,693	14,805,694
Awareness raising	15,563	0	1,262	16,825	53,508
Campaigning	159,628	0	12,943	172,571	193,556
Involvement	118,676	0	9,622	128,298	78,345
Research	0	199,309	0	199,309	160,751
	<u>16,304,408</u>	<u>199,309</u>	<u>1,321,979</u>	<u>17,825,696</u>	<u>15,291,854</u>

Operating lease rentals of £205,760 (2013 - £237,581) are included in activities undertaken directly.

7. Analysis of support costs

	Fundraising incl shops	Provision of care related services	Awareness raising	Campaigning	Involvement	2014 Total	2013 Total
Support cost	£	£	£	£	£	£	£
Management	10,628	283,634	276	2,828	2,102	299,467	176,425
Finance	19,971	532,988	518	5,314	3,951	562,742	408,410
IT	10,769	287,418	279	2,866	2,130	303,463	291,121
Human resources	7,273	194,112	189	1,935	1,439	204,948	239,174
	<u>48,641</u>	<u>1,298,152</u>	<u>1,262</u>	<u>12,943</u>	<u>9,622</u>	<u>1,370,620</u>	<u>1,115,130</u>

Support costs were apportioned on the basis of the total of direct expenditure except research was excluded from the apportionment because research comprises large sums with negligible support costs.

Notes forming part of the financial statements

For the year ended 31 March 2014

8. Governance costs	2014 £	2013 £
Audit fees	17,662	17,090
Non audit fees	2,730	1,092
Directors' indemnity insurance	2,014	1,886
Directors' meetings and other costs (includes AGM costs)	<u>27,028</u>	<u>18,316</u>
	<u>49,434</u>	<u>38,384</u>

Within directors' meetings and other costs, 9 Board members received travel and subsistence expenses of £3,472.19 (2013 - 7 members received £2,443.93).

9. Staff payroll costs and numbers	2014 £	2013 £
Wages and salaries	11,894,745	10,626,890
Social security costs	733,713	626,260
Pension costs	<u>488,130</u>	<u>444,140</u>
	<u>13,116,588</u>	<u>11,697,290</u>
Number of employees earning between £70,000 and £80,000	<u>1</u>	<u>1</u>

The average number of full time equivalent employees during the year was 458 which comprised 360 support staff and 98 administrative staff (2013: 321 support staff , 94 administrative - 415).

No member of the Board received any remuneration from the company during the year (2013 - £nil). David McClements, a member of the Board, is a member in Russel + Aitken, which received £2,288 (2013 - £5,868.94) for legal advice given during the year at their standard price. Douglas Philips received £13,374.75 in relation to his secondment from JIT

10. Tangible fixed assets	Heritable property £	Leasehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Group and Company					
Cost:					
At 1 April 2013	4,740,705	173,329	237,922	857,635	6,009,591
Additions	745,292	0	0	332,112	1,077,404
Disposals	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
At 31 March 2014	<u>5,485,997</u>	<u>173,329</u>	<u>237,922</u>	<u>1,189,747</u>	<u>7,086,995</u>
Depreciation:					
At 1 April 2013	(589,671)	(95,333)	(150,544)	(380,219)	(1,215,767)
Charge for year	(101,480)	(4,333)	(34,283)	(157,897)	(297,993)
On disposals	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
At 31 March 2014	<u>(691,151)</u>	<u>(99,666)</u>	<u>(184,827)</u>	<u>(538,116)</u>	<u>(1,513,760)</u>
Net book value:					
At 31 March 2014	<u>4,794,846</u>	<u>73,663</u>	<u>53,095</u>	<u>651,631</u>	<u>5,573,235</u>
At 31 March 2013	<u>4,151,034</u>	<u>77,996</u>	<u>87,378</u>	<u>477,416</u>	<u>4,793,824</u>

During 2013/14 Alzheimer Scotland purchased fixed assets totalling £1,077,404. The assets purchased were: Dementia Resource Centres fit out in Clydebank £55,790, Kilmarnock £369,485. Day care in Bonnyrigg £287,805. IT replacement £138,361, Website and Intranet £22,840, Health and safety project £43,536, Dumfries works £28,014 and £131,573 other.

IT was created as an asset group by separating out prior year cost and depreciation posted in Fixtures and Fittings. The fixed assets were purchased from cash reserves. The subsidiary undertakings have no fixed assets.

11. Investments in subsidiary undertakings	Group £	Company £
At 1 April 2013	0	2,000
Additions	0	0
Losses	<u>0</u>	<u>0</u>
At 31 March 2014	<u>0</u>	<u>2,000</u>

Notes forming part of the financial statements

For the year ended 31 March 2014

11. Investments in subsidiary undertakings - continued

Details of the subsidiary undertakings at the balance sheet date are as follows:

Name of subsidiary undertaking	Principal activity	Class of share	Holding %	Aggregate capital and reserves £	Profit for year £
Dementia Scotland Limited	Retail	Ordinary	100	1,000	0
Alzheimer Scotland Renfrew Shop Limited	Retail	Ordinary	100	1,000	0

Dementia Scotland Limited - Summary of Results

	2014 £	2013 £
Turnover	82,268	80,359
Operating expenses - operations	(27,809)	(24,602)
Operating expenses - audit fees	(1,931)	(2,064)
Interest receivable	0	0
Gift to Alzheimer Scotland - Action on Dementia	(52,528)	(53,693)
	<u>0</u>	<u>0</u>
Net assets	<u>1,000</u>	<u>1,000</u>

Alzheimer Scotland Renfrew Shop Limited - Summary of Results

	2014 £	2013 £
Turnover	41,007	45,942
Operating expenses - operations	(40,557)	(41,454)
Operating expenses - audit fees	(1,431)	(2,064)
Interest receivable	0	0
Gift to Alzheimer Scotland - Action on Dementia	0	(2,424)
Profit/(Deficit) for the period	<u>(981)</u>	<u>0</u>
Net assets	<u>19</u>	<u>1,000</u>

The intention is to move Dementia Scotland and the Renfrew shop and other trading activities into the one subsidiary company during 2014/15.

12. Debtors

	Group		Company	
	2014 £	2013 £	2014 £	2013 £
Service debtors	779,179	930,529	779,179	930,529
Other Debtors	1,255,456	1,245,022	1,309,050	1,254,203
Prepayments	176,489	140,260	174,515	138,228
	<u>2,211,124</u>	<u>2,315,811</u>	<u>2,262,744</u>	<u>2,322,960</u>

13. Creditors: amounts falling due within one year

	Group		Company	
	2014 £	2013 £	2014 £	2013 £
Deferred income (note 14)	1,074,801	843,417	1,074,801	843,417
Other creditors and accruals	1,223,877	950,674	1,219,120	946,546
Pension costs	53,939	49,045	53,939	49,045
Social security costs and other taxes	218,912	196,027	218,912	196,027
	<u>2,571,529</u>	<u>2,039,163</u>	<u>2,566,772</u>	<u>2,035,035</u>

14. Deferred income

	Group and Company	
	2014 £	2013 £
Balance brought forward	843,417	1,042,321
Deferred income receivable	1,074,801	843,417
Deferred income released to statement of financial activities	(843,417)	(1,042,321)
Balance carried forward	<u>1,074,801</u>	<u>843,417</u>

The subsidiary undertakings have no deferred income.

Notes forming part of the financial statements

For the year ended 31 March 2014

15. Unrestricted Funds	Notes	Balance at 1 April 2013 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2014 £
General funds		6,455,580	7,013,199	(4,068,450)	(2,923,826)	6,476,503
Designated funds:						
Service Development Fund		183,080	6,796	(22,366)	0	167,510
Fixed Assets		4,793,824	0	(297,993)	1,077,404	5,573,235
Property management reserve		215,895	0	(156,822)	171,951	231,024
		<u>5,192,799</u>	<u>6,796</u>	<u>(477,181)</u>	<u>1,249,355</u>	<u>5,971,769</u>
Total company unrestricted funds		11,648,379	7,019,995	(4,545,631)	(1,674,471)	12,448,272
Subsidiary undertaking profit and loss account reserves		0	123,275	(71,728)	(52,528)	(981)
Total group unrestricted funds		<u>11,648,379</u>	<u>7,143,270</u>	<u>(4,617,359)</u>	<u>(1,726,999)</u>	<u>12,447,291</u>

The Board of Alzheimer Scotland established, some years ago, a legacy policy to ensure that the most efficient use is made of legacy income. The policy states that a legacy reserve be set up and released to fund activities as agreed by the Board.

The transfers column shows the organisation moving its own funds from one heading to another so that funds are available where needed to meet charitable and other expenditure; this includes transfers between unrestricted and restricted funds.

16. Restricted funds	Notes	Balance at 1 April 2013 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2014 £
Income funds:						
National Office	a	0	384,943	(317,694)	(67,249)	0
Services	b	210,135	11,457,881	(13,256,185)	1,815,857	227,688
Services - Comic Relief	c	0	34,200	(34,200)	0	0
Services - Big Lottery Seize the Day	d	31,198	76,912	(75,913)	0	32,197
Services - Big Lottery Highland Project	e	4,661	6,519	(11,140)	(40)	0
Services - Big Lottery Forget me not	f	0	3,834	(3,834)	0	0
		<u>245,994</u>	<u>11,964,289</u>	<u>(13,698,966)</u>	<u>1,748,568</u>	<u>259,885</u>
Other funds:						
Restricted legacy reserve	g	347,074	4,049	0	(51,969)	299,154
Research reserve	h	454,625	104,745	(199,309)	1,000	361,061
Short Break reserve	i	12,298	37,580	(23,961)	(600)	25,317
Dementia Dogs reserve	j	31,122	14,538	(52,449)	30,000	23,211
		<u>845,119</u>	<u>160,912</u>	<u>(275,719)</u>	<u>(21,569)</u>	<u>708,743</u>
Total company and group restricted funds		<u>1,091,113</u>	<u>12,125,201</u>	<u>(13,974,685)</u>	<u>1,726,999</u>	<u>968,628</u>

Notes

- a. Income from Local authorities and Scottish Government restricted to various projects includes SDS work, AHP post and Internships, Dementia dialogue and Section 10 grant relating to Social work.
- b. Income from Local authorities, Health boards and Scottish Government restricted to core service delivery.
- c. Income from Comic Relief restricted to Lanarkshire Remember Well project
- d. Big Lottery Seize the Day income restricted to support groups in the Aberdeen and Aberdeen City area.
- e. Big Lottery Highland income restricted to research and report in the NHS Highland area
- f. Big Lottery Forget Me Not - develop a volunteering project in Glasgow area.
- g. Restricted legacy reserve income is from bequests that specify an area for the donations to be spent.
- h. Research reserve income is where bequests and donations specify research.
- i. Short Break reserve income is received to fund short breaks for service users and their carers.
- j. Dementia Dogs reserve income is restricted to fund the Dementia dog initiative.

Notes forming part of the financial statements

For the year ended 31 March 2014

16. Restricted funds - continued

Income funds include funds received through local authorities which must be spent in accordance with the conditions imposed by the relevant authority.

The restricted legacy reserve contains legacies received whose use is restricted by geographic area or purpose. The restricted services fund represents donations received from Standard Life to fund dementia advisors. The research reserve comprises donations received specifically to fund research into dementia.

The transfers column shows the organisation moving its own funds from one heading to another so that funds are available where needed to meet charitable and other expenditure; this includes transfers between unrestricted and restricted funds.

The subsidiary companies have no restricted funds.

17. Endowment fund

	Group and Company	
	2014	2013
	£	£
The Michael Clutterbuck Bequest		
	119,839	118,037
Interest	750	1,802
	<u>120,589</u>	<u>119,839</u>
Less: expenditure	0	0
Closing balance	<u>120,589</u>	<u>119,839</u>

The Michael Clutterbuck Bequest was established to fund particular initiatives providing nursing or home care for people with Alzheimer's disease. The Bequest is not accessible as general revenue for Alzheimer Scotland; the sum of £100,000 is to be retained.

18. Analysis of assets and liabilities among funds

	General funds	Designated funds	Restricted funds	Endowment funds	Total funds
	£		£	£	£
Company					
Tangible fixed assets	5,573,235	0	0	0	5,573,235
Investments	2,000	0	0	0	2,000
Net current assets	<u>901,268</u>	<u>5,971,769</u>	<u>968,628</u>	<u>120,589</u>	<u>7,962,254</u>
	<u>6,476,503</u>	<u>5,971,769</u>	<u>968,628</u>	<u>120,589</u>	<u>13,537,489</u>
Group					
Tangible fixed assets	5,573,235	0	0	0	5,573,235
Net current assets	<u>902,287</u>	<u>5,971,769</u>	<u>968,628</u>	<u>120,589</u>	<u>7,963,273</u>
	<u>6,475,522</u>	<u>5,971,769</u>	<u>968,628</u>	<u>120,589</u>	<u>13,536,508</u>

19. Pension and retirement benefits

The company operates two pensions schemes both of which are NEST Compliant. The first is a defined contribution group personal pension scheme. As the pension scheme is a defined contribution money purchase scheme, no liabilities for pensions arise for the company or group. The second scheme is one that all staff can access for auto-enrolment purposes.

The assets of these schemes are held separately from those of the company in independently administered funds. The contribution for the year amounted to £488,130 (2013 - £444,140).

Notes forming part of the financial statements

For the year ended 31 March 2014

20. Operating lease commitments

	Group		Company	
	Land & buildings	Land & buildings	Land & buildings	Land & buildings
	2014	2013	2014	2013
	£	£	£	£
The company had commitments under non-cancellable leases expiring as follows.				
Within one year	163,639	138,164	147,699	123,114
Total	163,639	138,164	147,699	123,114

21. Reconciliation of net incoming resources before transfers to net cash inflow from operating activities

	2014	2013
	£	£
Surplus on net incoming resources before transfers	677,177	1,909,902
Depreciation	297,993	219,584
Decrease/(increase) in debtors	33,299	154,144
(Decrease)/increase in creditors	532,366	(275,347)
Interest received	(66,332)	(132,220)
Net cash inflow from operating activities	1,474,503	1,876,063

Analysis of movements in net funds

	Opening 2013	Cashflows	Closing 2014
	£	£	£
Cash at Bank and in hand	7,788,859	(2,965,181)	4,823,678
Short term deposits	0	3,500,000	3,500,000
Total	7,788,859	534,819	8,323,678

22. Post Balance Sheet Events

Alzheimer Scotland purchased a property in Lerwick, Shetland for £72,000 during June 2014 for use as a Dementia Resource Centre, refurbishment costs are likely to be in the region of £50,000, with work starting in July 2014.

Appendix

Committee Name	Chair Person	Members
Service Audit Committee	Noni Cobban	Barbara Barnes Patricia Laughlin Gill Boardman Caroline Crawford Sheila Hardie (appointed November 2012) Jan Johnston, Regional Manager Helen Hay, Regional Manager Kate Fearnley, Deputy Chief Executive
Finance Audit Committee	Ian Bell	John Laurie Lynda Hogg Jim Fry David McClements Noni Cobban Nigel Morecroft Martin Gill (Auditor BDO) Henry Simmons, Chief Executive Kevin Craik, Director of Finance & Corporate Services Liz McCallum Head of Finance
HR Committee	Arlene Chalmers	John Laurie David McClements Christine Ross Patricia Laughlin Dianne Howieson Henry Simmons, Chief Executive Jennifer Long, Head of HR Kevin Craik, Director of Finance & Corporate Services
Awards Committee	Barbara Barnes	Jim Fry Christine McGregor Henry Simmons, Chief Executive
International Committee	Chris McGregor	Caroline Crawford Noni Cobban Alan Jacques John Starr Jim Pearson, Deputy Director - Policy Susan Burn, SDWG Agnes Houston Lynda Hogg Brian Malone Irene Oldfather Eileen Allan Owen Miller, Policy Officer
Public Policy Committee	Douglas Phillips	Alan Jacques David McClements Iain McIntosh Carolyn Johnston Isabel Marr Isabel Masson Jill Stavert John Armstrong Raymond Duffy Irene Oldfather, NDCAN Henry Rankin, SDWG Peter McLaughlin, SDWG Jim Pearson, Deputy Director - Policy Amy Dalrymple, Head of Policy Owen Miller, Policy Officer