



The Princess Royal Trust
for Carers

Young Carers

Good Practice Guide



Ministerial Foreword

Guide for young carers' projects and services

"It is estimated that there are at least 5,000 young carers in Scotland, some as young as 5 years old. They are caring in a diverse range of situations from helping a disabled parent to caring for a parent who is dependent on alcohol or drugs. Many of these young people find it immensely rewarding to help care for an ill, disabled or vulnerable parent, brother, sister or relative. Many, however, are likely to find themselves spending a large part of their childhood providing care, and at worst can find their own needs are neglected as a result of the time and effort they devote to their caring role.

Young carers, like all carers, need recognition for the invaluable commitment that they make and to be supported in making that commitment. Support which balances their needs with those of the person they care for. At the same time young carers need to be protected from taking on inappropriate levels of caring. The Scottish Executive is committed to ensuring that young carers are given the support they need. Our Strategy for Carers in Scotland is helping to make

that vision a reality and we are addressing the position of young carers as an important component in that Strategy. We have already taken steps to improve the support for young carers at school by making special information packs available to all schools in Scotland, and through raising awareness of young carers' needs within teacher education institutions and through them with teachers. This year changes in the law will give young carers in Scotland under the age of 16 the right to a direct assessment of their needs for the first time ever.

Innovative work by the Princess Royal Trust for Carers in Scotland to identify hidden carers, work which the Scottish Executive is delighted to help fund, has already found considerably more young carers in some of our communities than was expected. It is even more imperative therefore that the particular needs of young carers are addressed. Young carers need places where they can go for advice, information and emotional support and to share experiences with other young carers. They need time simply to be

with friends, to play and to be together with their peers in a wide range of activities and pursuits that all young people enjoy.

For many young people with caring responsibilities, young carers' projects provided by the voluntary and statutory sectors are the only form of support. This Young Carers Good Practice Guide sets out how projects can be delivered best to help young carers. The Executive is delighted to have funded the production of this guide, which should give valuable encouragement to the development of support schemes for young carers. I am delighted to endorse it and to commend the guide to health, social work and education professionals as well as to all those involved in supporting young carers across Scotland."

MARY MULLIGAN
Deputy Minister for Health and
Community Care





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Introduction and background

Research from Loughborough University (1998) indicates that there is a target population of 51,000+ young carers under the age of 18 throughout the UK. Eighty five percent of these are of compulsory school age.

It is not surprising, therefore, that the development of young carers' services in Scotland has grown considerably in recent years. The vast majority of these services are managed and provided by the voluntary sector with approximately 35 services currently in existence, from Highlands to the Scottish borders.

The scale of provision of each service is obviously influenced by the extent and source of funding, but the aims of all of them are broadly similar, in that they seek to raise awareness of young carers and their needs and to offer them support and/or respite from their caring responsibilities.

Some carers' services support young carers as part of a wider programme and offer only a limited service. Other carers' services offer a dedicated service with staff and funding ranging from one part time post (funding of £5000 p.a.) to seven members of staff (funding of £100,000 p.a.).

The provision ranges through a wide diversity of services including information and advice – provided through group work and on an individual basis – and also the opportunity for time out from their caring responsibilities, enjoying leisure and recreational activities along with other young carers. Some services also provide more specialist support including counselling, advocacy, focus group discussions and training.

Why did we produce the guide?

The Young Carers' Network, collectively representing all young carers' services in Scotland, is relatively new, with the

majority of services having being established during the past few years. Initially the process for promoting and disseminating good practice was achieved through ad hoc communication and liaison with longer established services.

However, in 2001, recognising the steady growth of the number of services, the Network identified the need for an improved and formal mechanism to record and reinforce this sharing of good practice. This guide is in response to requests for clear guidelines and help in setting up and running a Young Carer's Service.

Who is this guide for?

- Committee and staff of Young Carers' Services, professionals in the Social Work, Education and Health Services
- Anyone who has an interest in the work of Young Carers' Services.

How should the guide be used?

Too often, services are established in response to a vague feeling that 'this would be a good idea'. This guide is intended as an indication of good practice methods based on a strategic approach with quantifiable targets, as a result of careful research and planning.

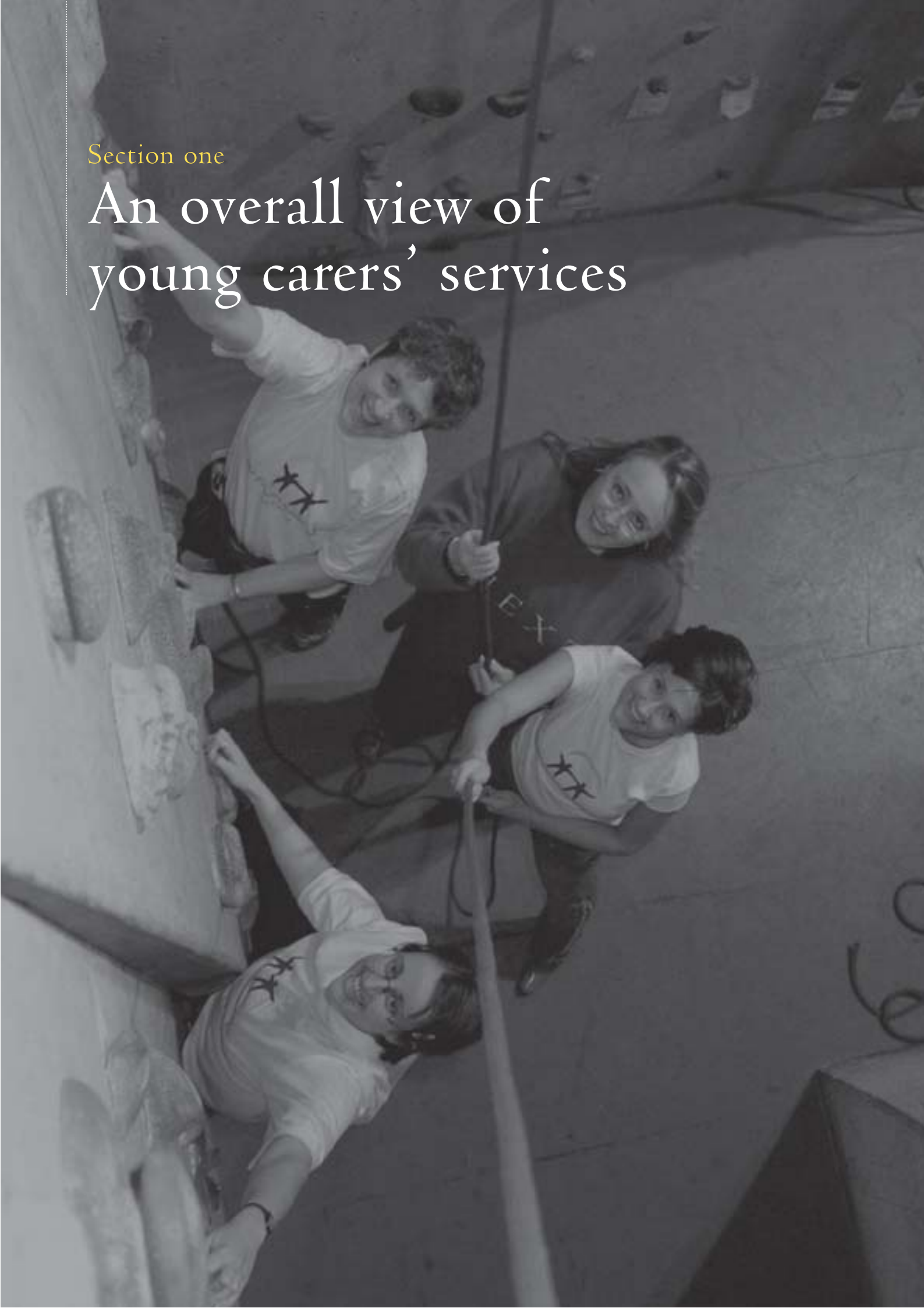
The guide is set out in 5 sections and outlines areas to be considered when planning and developing a service for young carers. It can be used as a planning tool, a checklist or a reference throughout the life of the service. The material can also be useful to support or develop in-house training sessions.

- **Section one** provides background information regarding young carers and the problems and difficulties they may encounter.
- **Section two** outlines the steps to developing a young carers' service, including identifying the initial need for the service.
- **Section three** looks at the day-to-day operation of the service including the activities.
- **Section four** details the management responsibilities for staff and committee.
- **Section five** identifies useful resources, examples of good practice procedures to develop and sustain a safe and quality service.

In addition, there is a list of all young carers' services in Scotland with contact information at the end of the guide, and suggestions for further reading at the end of each section.

Section one

An overall view of young carers' services





An overall view of young carers' services

Agreeing a definition

A young carer is a child or young person carrying out significant caring tasks and assuming a level of responsibility for another person, which would normally be taken by an adult. The term refers to children or young people under the age of 18 caring for adults (usually their own parents) or occasionally siblings.

It does not refer to people under the age of 18 caring for their own children, or those who accept an age responsible role in taking increasing responsibility for household tasks in homes with a disabled, sick or mentally ill parent.

Consequently, the lives of young carers are 'in some way restricted because of the need to take responsibility for the care of a person.'

Primary carers

This term refers to the carer who carries out the majority or all of the caring tasks. Other children or young people in the family group, whose lives

are affected by the caring requirement, are known as secondary carers.

For example, in families where there is a parent who has a mental health or substance abuse problem, all of the young people in the family group will be dealing with situations such as depression, volatile possibly violent behaviour and unpredictable mood swings from the parent.

Areas of impact

Five areas have been identified by Dr Saul Becker where caring can have an impact and adverse effect on young carers' lives.

- **Education** – failure to do homework, lateness or absenteeism affects future educational prospects.
- **Health** – where young carers attempt to provide physical care which is beyond their current abilities.
- **Social** – young carers do not generally have an 'ordinary' lifestyle and may be dealing with issues

arising from mental health problems, substance dependency etc. that are socially stigmatised. Because of this they may be singled out as different by their peers and suffer from lack of social interaction and isolation.

- **Emotional** – young carers may experience feelings of being trapped leading to anger, frustration, guilt and confusion.
- **Financial** – many young carers live in families of reduced income leading to limited access to outside activity and further isolation from their peers.

Loughborough University 1998

Rights of young carers

Following the identification of the areas of impact, Dr. Saul Becker of the Loughborough Young Carers' Project has proposed a set of rights for young people, and these would make a good basis for developing the aims and objectives of a young carers' service.

Laura's story

Laura is ten years old and lives with her mother and little brother. Her father left the family when she was six and has had no contact with the family since.

Two years ago Laura's mother was diagnosed with Hodgkin's disease and a year later with cervical cancer. A hysterectomy and chemotherapy followed, leaving her debilitated and nauseous, and she continues to receive treatment for the conditions. Laura carries out most of the household tasks such as washing, ironing, vacuuming, shopping, cooking and cleaning up after her mother has been sick when recovering from her treatment.

She also takes care of her little brother by getting him ready for nursery school each morning. She makes sure he brushes his teeth, helps dress him and gives him his breakfast. If he needs comforting during the night she cuddles

him, reads him a story to get him back to sleep so that her mother is not disturbed. She nearly always manages to go to school but when she is there she is very tired and on a few occasions she has fallen asleep in class. She doesn't have a best friend. She thinks this is because she doesn't get out to play very often: and through lack of money, misses out on taking part in school activities and holidays.

She is worried that her mother won't get better and afraid of what might happen to her and her brother if she doesn't get better. She can't talk about this because it upsets her mother.

Stewart's story

Stewart is fourteen years old. His father died in a car crash when he was eight years old and his mother suffers from fatigue and severe depression. When she is suffering from depression she can be in bed for weeks at a time, unable to do anything. He has an older brother but he is presently in the army, so Stewart does everything from household tasks such as shopping, cleaning and cooking to personal care tasks like administering medication, washing and grooming his mother. Because he spends much of his time at home with his mother he rarely socialises and has no real friends.

Young carers' services cater for Laura, Stewart and other young people in similar circumstances. Supporting young carers gives them a voice and allows them to take part in the decisions about the care they provide.

They include:

- the right of self determination and choice (to be a child, a carer, or both)
- the right to be heard, listened to and believed
- the right to protection from physical and psychological harm
- the right to information and advice
- the right to stop physically caring.

He also stressed the importance of listening to young carers themselves rather than imposing adult views 'in their best interests'.

Key legislation

The Children Act (Scotland) 1995

Young carers are 'children in need' as defined by section 22 of the Act and 'children affected by disability' as defined by section 23. Social workers (children and family teams) can assess needs with reference to these sections.

Carers (Recognition and Services) Act 1995

This Act provides entitlement to a review, but not necessarily to any services, and does not apply to those in Scotland under 16. However, good practice working would encourage the provision of an assessment.

Disabled Persons Act 1986

Local authorities must take into account, the carer's ability to care when deciding the need for service provision. This is obviously a significant factor where children and young people are the main carers.

Education (Scotland) Act 1980

Section 34 of this Act allows a local authority to grant exemption from attendance to young people aged 14 and over if they are satisfied that 'by reasons of any circumstances existing at home, it would cause exceptional hardship to require a child over 14 years of age to attend'. This is in opposition to Article 28 of the UN Convention concerning a child's right to education.

Other strategies

UN Convention On The Rights of The Child

Highlights the rights of young people to have full account taken of their best interests, to express their views and to have access to leisure, recreational and cultural activities and live without discrimination. Although not a law, it informed the drafting of the Children (Scotland) Act 1995.

Strategy for Carers in Scotland 1999

In November 1999 the Scottish Parliament approved the Strategy for Carers in Scotland. The Scottish Strategy recognises that young carers are a particularly disadvantaged group and is committed to addressing their specific needs.

In 2000 the Legislation Working Group was created by the Scottish Executive to recommend legislative and other initiatives that would improve access to services and support for carers including young carers. National carer organisations, carers and service users were represented on this group and its report and recommendations influenced the creation of new legislation for carers. In February 2002 the Community Care and Health Bill was passed by the Scottish Parliament and currently awaits implementation.

The Community Care and Health Bill applies the definition of a carer from the Social Work (Scotland) Act 1968, as being a person providing a substantial amount of care on a regular basis. The new act will provide significant outcomes for carers, which include:

Assessment of ability to provide care

This provides the right for a carer (whether or not the carer is a child) to request a local authority to provide a carer's assessment.

Duty of a local authority to provide information on carer's assessments

Where it appears to a local authority that a person is a carer, they must notify that person that they have a right to a carer's assessment.

Matters to be taken into account in assessment of needs

Once a local authority has undertaken an assessment of a cared-for person they must take into account the views of the carer.

Carer information strategies

This provides a power to Scottish Ministers to ask health boards to prepare 'carer information strategies'. These will have to show how the health board will inform carers that they have the rights listed above and that information on these rights is available free of charge to carers.

Further Reading and Resources

J. Aldridge and S. Becker, *Children who care: inside the world of young carers* (1993)

J. Aldridge and S. Becker, *My child, my carer – the parents' perspective* (1994)

H. Alexander and C.Crum, *Young carers and HIV* (1995)

S. Becker, J. Aldridge and C. Dearden, *Young carers and their families* (1998)

J. Frank, C. Tatum and S. Tucker, *On small shoulders: learning from the experiences of former young carers.*

The Children's Society (1999)

Children (Scotland) Act 1995

Scottish Executive, *Report of the Scottish Carers' Legislation Working Group* (January 2001)

The Community Care and Health (Scotland) Bill

Strategy for Carers in Scotland, Scottish Executive 1999

Section two

How to develop a young carers' service



Identifying the need

The most important step in planning is establishing the need for the service and also determining the extent and focus of the service.

Sometimes this information will surface as a result of work already being undertaken with adult carers' groups, with children and young people or other related target groups.

Needs assessment

Alternatively, identification of a gap or a need could be based on local feedback or research, or the application of published research evidence to local circumstances. It can also be achieved by carrying out a formal 'needs assessment'. Such an assessment shows that the focus of your service is more than just 'a good idea'. It actually addresses the needs expressed by the community or interest group you seek to serve.

This is often the basis for more research, which should start to qualify – and quantify – the needs of the young carers and ensure that there is sufficient requirement for the service.

To ensure that you establish yourself effectively, you will also need to identify the environment your service will operate in. You can identify the scope of need for your service by talking to young people and those who are in contact with them. You will need to talk to the organisations currently working with children and those already linked to helping young carers.

Checking it out

You should read any plans available to you, such as those from local authority and health board services, children's plans and community care plans. Once you have discussed your service with all of these people and organisations you should have an idea of how your service will be shaped to meet the needs you have identified. This information and guidance is the starting point for the planning of your service.

Organisational structure

Your service may have developed from an existing organisation such as a national or local voluntary organisation, or be part of a local authority sponsored service or an existing carers' centre. You will need to consider whether you remain part of that service or operate as a totally separate organisation.

Part of the service

If the main organisation's aims are in line with those of the young carers' service, this may be the easiest way to begin. Being part of an existing structure, the service may need little additional work to set up, as existing policies and procedures can be adopted and financial and management controls extended to include the new service. However, it is vital that the new service is very clear about its aims and objectives, and how it relates to the host organisation. Any potential conflicts of interest must be identified and evaluated before taking this step.

Independent service

When set up independently to provide a young carers' service, all of the basic formal processes will need to be formulated. For example, in order to be eligible for the majority of the funding available, you will need to become a recognised charity and will, therefore, need to be properly constituted.

Constitution

This will involve drawing up a constitution in consultation with those currently involved in your service. The constitution formally sets out the aims and objectives of the organisation and gives it a framework and direction to ensure that everyone is working towards the same ends. When you are satisfied it meets your needs, send the draft to the Inland Revenue FICO in Edinburgh to check it conforms to their requirements. It then needs to be adopted at your public meeting, signed

by two office bearers, stating when the meeting was held and returned to FICO with a copy of the relevant minute.

Charitable status

The organisation will then be 'recognised' as a charity and assigned a charity number. This number should be stated on your stationery and all of your publicity material.

This structure will probably be suitable for most small organisations as it is cheap and easy to set up.

However, there are responsibilities which accompany the status that being a charity confers. Make sure your steering group, and ultimately your committee, are aware of the obligations that they take on.

Company Limited By Guarantee

If you are planning to be a more extensive operation with a large staff group and/or you will be involved in leasing or buying property, you may consider becoming a 'company limited by guarantee'. This is a very significant step and this decision should be taken only after consideration of the responsibilities.

Combination service

One way forward is a combination of the two i.e. setting up as part of another service with a view to establishing an independent service when it has proved its viability. But the young carers' service should still have some degree of separation, with an advisory panel or sub-group, mandated by the main committee, being responsible for the various operational processes.

The steering group

Whichever structure you decide on, you will need to 'bring on board' the relevant people to help you shape and manage the service. Those that are developed from existing services must be able to demonstrate the boundaries of each project.



How to develop a young carers' service

The group, which is called the steering group or committee, should be formed at the beginning of your project, before you have started to move forward with any plans. They will take on such tasks as formulating the constitution. This group is a non-elected body and will be the interim management until you have your 'public meeting' where your constitution is approved and your committee is elected.

Clarifying the aims

Basically the young carers' service exists to help meet the needs of the young carers. Its primary role is to enable and empower, and to improve the lives of young carers, helping them create their own agenda to enable that to happen. This can be achieved by providing the opportunity to improve their social interaction, providing lifestyle models and improvements and the opportunity to have fun, as children should. Or by negotiating access to services from appropriate external bodies.

Edinburgh Young Carers' Project

The project has the following aims to:

- develop and maintain high quality child and young person centred support to young people with caring responsibilities in Edinburgh
- ensure a rights based approach to the work of the project with the active involvement and participation of young carers
- raise awareness of young carers' needs and to inform and assist agencies in developing appropriate support services.

Business and strategic plans

Although previously confined to the private and public sectors, business or management plans are steadily becoming a familiar operation in the voluntary sector.

Many funding bodies require a business plan as part of the application process. Properly compiled, it is an

opportunity to demonstrate the professionalism of the project.

This planning process has 6 key stages:

1 The clarification of the purpose and mission of the organisation

This is the opportunity to ensure everyone involved in the organisation knows and agrees with the aims and objectives and also the values and goals.

2 Information gathering – internally and externally

Within stage 2, it is useful to undertake a SWOT analysis identifying strengths, weaknesses, opportunities and threats, which identify the skills and experience needed to take forward the plans and also those currently present in the organisation.

3 Identification of key assumptions, strategic choices and direction

This stage starts to project the organisational vision, agreeing such things as criteria for the membership, extent of service etc.

4 Developing and planning an achievable strategy

This stage allows you to formulate a plan based on your aims and objectives, detailing the proposed work. When setting goals remember to use SMART targets (Strategic, measurable, attainable, realistic and timed).

5 Ensuring you can achieve the plan and meet its cost

You will need to agree priorities and boundaries for the work and show that you are capable of attracting funding.

6 Showing that the organisation is capable of carrying out the plan

This shows that the organisation has

the appropriate strengths and skills and processes and systems to carry out the plan.

However, the development of the document is only the first step. Review and monitoring should be an integral part of the planning process. Remember, the information contained within the plan is also the starting point for the service evaluation process.

Resource requirements

Within the business plan, you will have identified the elements vital to the success of the service. These will include: staff, premises, equipment and access to transport.

Equipment

Depending on your planned activities, you will need access to a variety of equipment such as television, video, video games, computers, books etc. You may wish to involve the young carers in the selection of the equipment. Remember to provide secure storage for all of the above and take out insurance against loss, breakage, fire and theft.

Premises

You will need premises, which meet the access requirements of your young carers, fire regulations, adequate toilet facilities, and possibly canteen facilities. They will need to be easily accessible by transport or have alternative means of transport available. If you do not have suitable premises check with the other local groups such as youth clubs, community centres, schools and other voluntary bodies to see if their premises are suitable and available.

Transport

You will need to have some way of getting your service members to and from your planned activities. You can consider owning your own transport or

having arrangements with other volunteer or public bodies or private hire companies. Remember that your own transport may seem like a cheaper option but you will need to meet insurance, servicing, licensing and garaging requirements as well as fuel costs. In both cases you will require drivers who hold a public service vehicle (PSV) licence.

Promoting the service

There are two main promotional thrusts to raise awareness of your service. One is to inform those bodies which could pass a referral to your service, and the other is to promote awareness of the service to the young carers. The first can be done through:

- public notices and press releases
- making contact with relevant statutory and voluntary bodies such as youth clubs and groups
- offering presentations on the service to voluntary /statutory organisations
- contact with local schools.

Remember, whilst promoting your service, you will also be helping raise the profile and understanding of young carers.

Reaching young carers

Due to the nature of their caring responsibilities, young carers will not usually be reached by advertising or other blanket promotion. You will need to go to the places where young people are found and speak directly to them. You will need to inform them of your service and give them information on the referral process. In addition, you should be promoting the service to other agencies that work with young people such as Child and Family Services within the social services.

Undoubtedly, the place where you will have access to most young people will be in schools, and that will probably be where most of your initial work will be focused.

Involve schools in all of your initiatives. They are easily one of the best ways to get information and news to young carers.

Working with schools

When working with schools, be aware that heads of each school have autonomy over their school and the director of education can only suggest involvement not demand it.

On your initial visit to a school, have copies of any information available and be clear about the message you wish to give to pupils. Your presentation should last no more than 15-20 minutes.

Talking to the whole school during assembly will set up an initial coverage of young carers' issues and prepares the way for the presentations to follow.

Seek a nominated link person (as suggested in 'The National Strategy for Carers' 1999) who will work in partnership with the service to keep awareness of young carers raised and assist in their identification.

Have a referral system in place and distribute information on the arrangements to all teachers ensuring they are clear of their role within the system.

Take advantage of lunch times. Ask permission to set up manned displays in libraries or reception areas. These can lead directly to the setting up of young carers' lunch clubs or homework clubs after school.

Involve schools in all of your initiatives. They are easily one of the best ways to get information and news to young carers.

Aim to become part of the school's curriculum, which means you will have automatic access to each succeeding year's classes. Most school years have 6-8 classes and presentations should be spread over the calendar year.

Supporting hidden carers

Some young carers won't identify themselves for fear of being mocked, ridiculed or bullied. They may be afraid of the authorities splitting up the family home; afraid that the person cared for will not want anyone to know of their needs – particularly in cases of substance abuse. Ensure the pupils know that the service is available to them on a private and confidential basis, and ensure that the information on how to contact the service in confidence, can be accessed easily. Remember to involve your 'link person' if you feel comfortable that the young people will relate to them.

Working with partners

As well as needing a financial 'partner' for the core funding, you may also consider working with another agency to provide a wider or specifically focused service. But collaborative work should also make a difference to the quality of life of those people whom it serves. Because of this, you should check the following before embarking into partnership:

- there is a shared vision of values and potential for achievement of objectives
- there is clarity of accountability for each partner
- the boundaries and limitations of both partners has been established
- effective communication systems are in place
- there is open access to each other's information resources.



How to develop a young carers' service

Money from Europe can be very tempting, but completing the application form can be somewhat daunting.

Sharing objectives

Your local authority and health authority will have their own priorities and plans to meet their identified needs. If you can tie in to their plans while meeting your own aims you may be eligible for partnership funding.

By contributing to achieving their objectives, the carers' service becomes a more equal partner, rather than just a recipient of funding. This can empower the service to have a greater part in the future planning and decision-making processes.

Finance

Very early in your planning, involve potential funders, such as local authorities, to discuss their aims, objectives and priorities and encourage them to see how being involved with the young carers' service could help them achieve their objectives.

Funding and fundraising

Healthy organisations require as broad a base of income as possible and the three main types of finance you will probably be involved with are:

Core funding

This funding covers your main operations: premises, staff, resources, transport etc. and is the basis for seeking funding for specific services and activities. Keep your core funders informed as to your successes and future funding requirements, as they have to plan well in advance and will need as much supporting information as possible to justify your continued funding.

Start-up costs

Start up costs may seem particularly high

since they will be paying for many capital items such as office and activity equipment. You will probably be spending significant money on promotional and awareness raising activities.

Major funders

The match funding for these initiatives is often sought from major players such as Northern Rock, Lloyds TSB Foundation, Community Fund, Children In Need, Comic Relief. Alternatively many European-led funds are available to meet European Social Fund objectives which may be broad enough to include what you want to achieve. Money from Europe can be very tempting, but completing the application form can be somewhat daunting. Contact the European Officer from your Local Council or the European Unit of SCVO for assistance and advice.

General fundraising

Fundraising is more successful if you can indicate what you want the money for, rather than just for general funds. Specific activities such as away days, respite breaks and social activities are a 'well defined activity with a one off cost' and may attract funding from the private sector. You can fundraise:

- as a project activity such as coffee mornings, street collections etc
- by approaching private companies with a community ethos to raise funds internally or on your behalf
- contacting local solicitors who maintain a list of local charitable bequests to check your suitability with the appropriate trustees
- searching through 'The Directory of Grant Making Trusts' from the

Charities Aid Foundation or similar publications

- using computer programmes such as Funder Finder, which will match your initiative with potential funders. Usually available from your Local Council or Voluntary Service.

Further Reading and Resources

J. Clifton (Devon Associates), *Getting on board – becoming a company ltd by guarantee*

A. Lawrie (DSC), *A complete guide to business and strategic planning in the voluntary sector*

Carers Scotland (2000), *Young carers' information power pack*

The Princess Royal Trust for Carers (1999), *Too much to take on*

Section three

Day-to-day operation of the service





Day-to-day operation of the service

Running the service

Young carers' services can offer a variety of support depending on the assessment of need, locality, funding and the resources available.

There is no set minimum number of young carers needed to start a service, as advocacy and advice can be supplied on a one-to-one basis. However, as group dynamics are an important part of the service's effectiveness, the resource implications would make it difficult to justify starting a service with fewer than six young carers.

Promoting interaction

One of the best ways of addressing social exclusion and enabling young carers to mix and socialise with their peers is to arrange group activities. Their frequency will depend on the need and resources available.

The age spread of the young carers may make it necessary to have age-specific groups.

Involving young carers

Devising the programme is one important area where the young carers can have a valuable input.

The programme may include:

- weekly activity groups
- respite breaks
- one to one support

- advocacy
- homework clubs
- training e.g. moving and handling
- group work.

External training

In addition, you will probably be offering training to guidance staff and teachers in schools, social workers and health practitioners. This is vital to raise awareness, increase the identification of hidden carers and assist in the implementation of referral systems.

Training can also be offered to school pupils to raise their own awareness and assist young people in their social and personal development.

Campaigning

This involves raising awareness of the needs of young people, pushing for improvements in the development of policies and services and involving young carers in local and national consultation.

Types of activity

Throughout all of the activities and services offered to the young carer, the most important is listening to their needs. The young carer may have to talk through their own situation and relieve any anxieties before they will feel comfortable enough to take part in joint

activities. This may require:

- advocacy
- referral to social work department
- home care services
- transport to school
- enrolment in homework classes
- a carer's assessment.

Socialising

Young carers' services can provide many different types of social activities, which can develop the young carers' social skills and increase their confidence and self esteem. For example:

- eating out in a restaurant
- having a weekend break
- visiting local amenities
- going to the cinema or theatre.

Meeting with others

Conferences and forums also provide a valuable tool to help empower and develop young carers. The annual Scottish Young Carers' conference is organised and run by young carers. This has established a national standing forum of young carers, which will run this conference in future years.

Days away and holidays

These are undoubtedly the most rewarding, difficult and resource intensive activities to undertake and require careful planning and forethought.

Laura and Stewart's stories – continued

Laura

Laura was referred to her local Young Carers' Service by her social worker. A meeting with Laura, her mother, little brother, social worker and the young carers' worker established that although there were two children in the family only Laura carried out a caring role.

The social worker completed a referral form. After seeing the services

that were provided for young carers, including photographs of the activities, Laura decided to join. Laura's mother completed a medical information form and a parental consent form, detailing Laura's circumstances.

Stewart

About three years ago, his school became aware of his caring as a result of his absenteeism. The local social work department put support services in place to assist his mother – a home help and transport to get Stewart to

and from school. They also referred him to the local young carers' service. These changes improved Stewart and his mother's situation to the extent that the help provided by the social work department was removed.

This quickly led to a deterioration in Stewart's schoolwork and social life. Stewart's absenteeism was again questioned, and following a joint meeting of the school, Princess Royal Trust for Carers and the social work department, the support for Stewart and his mother was resumed.

Computer usage

Access to new technology may be limited for young carers in their homes, so this may be an extremely popular activity. However, some guidance and control may be necessary.

Games

Computer games are currently classified by the British Board of Censors in the same way as films, so this should help to ensure that no unsuitable material is accessed by the young carers at the centre.

Internet

The internet has no such censorship, although the larger internet providers such as AOL and Freeserve endeavour to police their providers, to ensure that no unsuitable sites are available to children. If children are on-line, you may wish to have a member of staff directly supervising the session.

Chat-rooms are very popular but you should advise against releasing information regarding their home address.

Information and advice

Young carers by the nature of their responsibilities can be isolated from the usual sources of information and advice and will raise issues on a one to one or group setting. Group coverage of a subject is a safe way to offer advice and information in a non directed and non judgmental manner. The young carers get the support of the other carers to help them resolve situations.

Involvement in decision-making

You should also consider what part of the service's functions and decisions can be made by the young carers themselves.

Legally children cannot be responsible for the management of a service. Consideration should be made on how they will be involved in

influencing the policies and direction of the service.

One way is to form an advisory group of young carers to the management committee. This group can advise on issues such as smoking, drug and alcohol issues, acceptable behaviour within the service, harassment and bullying issues, and activity planning.

Healthy lifestyles

This is an area that offers direct and immediate benefit not just to the young carer but also to those they are caring for. This will include, taking part in sport, eating good food, preparing cheap and balanced meals.

Currently, there is funding available

to promote this change in lifestyle and you should consider how your activities can 'fit' with those of a healthy lifestyle. If you are in an area that is planning to develop a Healthy Living Centre, you could explore this with your local health board.

Advocacy issues

Although a young carers' service is not exclusively an advocacy service, there will be times when the service staff are the most appropriate people to act on behalf of a young carer.

Remember that advocacy is a skill and should not be confused with the role of advisor. It should only be undertaken by trained or experienced staff or volunteers.

Help for Laura and Stewart

Laura

Laura initially met other young carers at one of the planned activities, where transport was organised for her. To allow some free time to play, complete homework and meet with her schoolmates, additional home help and a care assistant were provided by the social work department after school each day. The young carers' worker also applied to the Social Inclusion Partnership to pay for out of school activities and events that Laura's family could not afford.

Stewart

When the support was reinstated, Stewart was unable to quickly make up for the time he had missed at school. He now receives extra tuition for some subjects after school and attends a homework group facilitated by the young carers' service. While Stewart takes part in these groups, his mother receives respite care, funded by the social work department.

Laura and Stewart – the final word

Stewart

Stewart realises he still has a lot to catch up on. However he feels it is no longer an impossible task and that he can accomplish it. He is no longer trapped by his caring responsibilities, and with continuing support, he has the possibility of a normal future and career.

He is also a representative on his young carers' committee and has highlighted the need for careers advice for teenage young carers 15-18 years old. This service has now been launched to deliver information and advice on careers, further education and personal development.

Laura

The support Laura received has meant that she is now growing in confidence, has met new friends and doesn't worry about her mother and brother as much.

She now has a group of people she can rely on and trust to help her with problems. She doesn't feel so alone any more.

Section four

Management responsibilities



Roles and responsibilities

It is vital that everyone concerned with the management of the project – staff and committee – is aware of their basic responsibilities as managers.

Just as paid staff members will be recruited using a job description and person specification, committee members should be brought on to the committee through a considered process, ensuring that there is an effective mix of skills and interest and that everyone is working towards the same aims and objectives.

Being an employer

One of the roles that many management committees seem to find most difficult to handle is that of the employer. Often it is a new experience and can cause most concern.

Employment law has complexities and the frequent changes in legislation may create problems, so it is advisable to include someone on your committee with the relevant knowledge and experience. If this is difficult, then delegate the employment element to a personnel sub-group who should take advice at the beginning and ensure the relevant personnel have an overall knowledge of what is required.

Basically, the employment responsibilities lie within a framework of legislation and good practice and will include the following elements:

- recruitment and selection
- interviewing
- equal opportunities
- pay and national insurance procedures
- grievance and disciplinary procedures
- support and supervision
- appraisal
- health and safety.

Induction and information pack

It is important for everyone involved in the project to know within what context they are operating. One way of ensuring

One of the roles that many management committees seem to find most difficult to handle is that of the employer. Often it is a new experience and can cause most concern.

an integrated and consistent approach, is to develop an information pack. This pack can then be adapted for use in the induction process by staff and volunteers, and for committee members.

Young carers' welcome pack

A shortened version can also be developed for the young carers, which will be a useful welcome pack, giving them information regarding activities, timings etc. and as a reference point detailing their rights.

Committee induction

Committee members should be given a pack at the start of their involvement with the organisation. This should give detailed information about the organisation, and focus on their role and responsibilities as committee members. After a suitable time, they should be invited to meet with the Chairperson and Project Leader, to give them an opportunity to discuss the contents of the pack and address any questions on its implementation and implications.

Involving young carers

Although it is important to involve young carers in the service, legally they can have no responsibility for the management of the service. However, there are other ways that you can involve them, so that they can feel some ownership of the work and help to determine the direction and be part of the development of the service. The decision to be involved in this way must come from them when they feel the time is right. Be aware that some young people

will not want that degree of commitment, especially as it may seem like swapping one responsibility – caring – for another.

Evaluation and monitoring

Evaluation is a process of assessing how far you have achieved what you set out to do. It is a valuable tool for the service and is an essential part of the planning and review process.

Assessing your service involves a series of steps that should take place in the initial planning of the service.

At the outset you need to:

- identify what is needed from the service by those who intend to use it (i.e. the young carers)
- decide how the service will meet those needs
- identify how you will assess the success of meeting the needs.

Once you know what you want to do, you can think about:

- identifying indicators of success
- monitoring these indicators through the life of your service
- collating and analysing the information to assess your progress and document your work
- using your results to inform future progress.

You should be developing simple methods of data collection and recording, and compare the results with the targets set in your planning stage. It is advisable to review your data at no more than quarterly intervals so that any divergence from the plan can be addressed.



Management responsibilities

As a guide you should have a ratio of at least one responsible adult to five children, with the ratio dependent on the 'risk' factor of the activity being pursued.

Staffing

In order to assess your staffing needs, you will need to determine the type of services you will be offering, the frequency of activities or service and some estimation of the number of service users expected. As a guide you should have a ratio of at least one responsible adult to five children, with the ratio dependent on the 'risk' factor of the activity being pursued.

This basic analysis should let you see which tasks are less frequent than others and would be more appropriate to part time or sessional staff. These task analyses can then be used to draft job descriptions and person specifications for staff.

SCRO checks

As you will be dealing with children and young people, your staff and volunteers will be subject to Scottish Criminal Records Office checks (SCRO). Be aware that these can take many weeks to clear and there may be a small charge for the service.

Support for staff

• Supervision

All members of staff and volunteers should receive regular and formal supportive supervision sessions. In order that this is placed in the correct framework, the organisation must be clear about the aims and objectives, the required working practices and the priorities and targets both for the individual and the team.

Properly carried out, it encourages and monitors overall achievement

and self development and allows a strategic view to be taken of the operational development of the service.

• Training

One of the natural outcomes of the supervision process is an identification of the training needs both for the individual and the service as a whole.

Policies and procedures

Following on from your aims and objectives, which indicate the direction and purpose of your organisation, your committee should be formulating policies and procedures to guide the operation of your service. The policies should take account of the current situation and outline the organisation's commitment to addressing any potential difficulties that may arise. As a basis, you should have policies covering:

Equal opportunities

Your organisation has a statutory responsibility to ensure equality of opportunity in recruitment and employment matters, ensuring action against discrimination in areas of race, sex and disability. As a matter of good practice, they will also ensure that the service is accessible to all.

Confidentiality

The main purpose of a confidentiality policy is to establish clear guidelines and will reflect the desired behaviour of staff, committee, volunteers and anyone else involved in the service. It should inspire trust and promote a

professional attitude amongst the staff. It will form the basis for any procedures in the gathering, handling and storing of sensitive information.

Within the policy and procedures, there should be clear indication of the steps to be taken if confidentiality is breached and those occasions when information must be disclosed.

Grievance and disciplinary

The procedure covering these aspects should be included in the staff terms and conditions and discussed at induction.

• Grievance

This is activated by the employee to resolve a perceived problem (of a personal and individual nature) which is work related. It enables the employee to raise formally individual problems.

Note It is not a disciplinary appeals procedure.

• Disciplinary

This procedure is activated by the management in response to a perceived breach of rules, or in falling standards of conduct and/or performance.

Its purpose is to seek an improvement in personal conduct or work performance.

Note The initial purpose is not dismissal.

Complaints

These should be agreed when the young carer registers with the service, and follow a similar path to staff grievances with a clear commitment to an 'advocate' being available to the young carer to help make the complaint.

Volunteers

If you plan to include volunteers in service delivery, you should establish from the outset, their role, the type of activities they will be involved in, their management and support including training and payment of expenses.

Health and Safety

Your Health and Safety policy should cover the following areas:

- steps to be taken to ensure a safe environment
- assessment of risks in the workplace
- information about keeping safe
- responsibilities of the management and staff to abide by the procedures.

Other policies

Although it is helpful to an organisation to have formal policies to provide an operational framework, too many policies may restrict the flexibility and responsiveness of the service.

Remember to build in a review timetable for all policies, to ensure that they are kept up-to-date and relevant to the service provision.

Communication structures

Communication is often one of the first casualties in a busy organisation. But if this is taken into consideration in the planning stage, simple systems can be set up without involving too much extra work. The following are just a few ways to transmit and store information:

- team meetings
- reports
- day book
- diary
- memos
- verbal reporting
- supervision sessions
- committee meetings
- records and statistics
- notice boards.

Structures will only work if everyone takes the responsibility to be involved in their maintenance and they are reviewed at regular intervals to monitor their effectiveness in relation to the current operational priorities.

Data protection

In your operational tasks, you will be compiling and recording information

about the young people who use your service and possibly information about their families. Since 1998, the rules governing data processing and handling have become tighter and you should be aware of your legal obligations under the Data Protection Act.

Having more emphasis on people's right to privacy, the area that could have most significance to voluntary organisations is that any personal data held in any filing system (including manual systems) 'where specific information about an individual is readily accessible' is subject to certain restrictions and conditions.

There are additional controls for processing sensitive data, e.g. ethnic origin or health matters.

Finally, the application of data protection principles applies to everyone who handles personal data, whether they are registered under the Act or not.

Delivering a quality service

Quality Assurance Systems

There are many Quality Assurance Programmes and Systems. It is important to use one that provides the best 'fit' with your organisation. They may include:

- systems that focus on the people aspect of the organisation – relationships between staff, good leadership, involvement, training and motivation
- systems that focus on keeping in touch with clients – demonstrating customer satisfaction
- systems that focus on the operational procedures and systems through which products or services are delivered.

The voluntary sector has developed its own Quality Assurance Programme, which is structured and user-friendly to help you to run your organisation effectively and efficiently.

Practical Quality Assurance System for Small Organisations (PQASSO)

The system covers the areas necessary for an effective service and is evidence-based. The areas covered are:

- Governance and Management
- Promoting a user-centred service
- Staff and volunteers
- Training and development
- Managing money
- Managing resources
- Managing activities
- Networking and partnership
- Monitoring and evaluation

Quality Systems

PQASSO©

Charities Evaluation Service

020 7713 5722

£65



Management responsibilities

Responsibilities of the management committee

- To ensure that the organisation is meeting its objects or purposes as stated in the constitution
- To ensure that the business of the organisation is carried out according to the constitution
- To ensure that legal obligations are met, and that legal undertakings entered into on behalf of the organisations are undertaken carefully and with full consultation
- To ensure that all financial dealings are overseen, and all financial obligations are met
- To engage, support and occasionally dismiss staff
- To ensure that the organisation meets the obligations laid out in its Equal Opportunities Policy and complies with relevant current legislation
- To ensure that appropriate insurances are taken out, reviewed and maintained
- To ensure that any property owned or leased by the organisation is maintained and properly managed. This includes policies and practice in respect of Health and Safety, Food Handling etc
- To ensure that the organisation meets its legal obligations as a Charity, Company Limited by Guarantee etc
- To ensure that the organisation meets any conditions specific to its activities as laid down by the relevant external bodies e.g. funders.
- To maintain the partnership between committee and project leader.

Note In many organisations, the tasks necessary to fulfil these may be delegated to the staff, but the ultimate responsibility would normally rest with the management committee.

Responsibilities of the individual committee member

- To be aware of the work of the organisation
- To support the basic aims of the organisation – and work towards them
- To take an active part in making decisions that affect the project
- To share overall responsibility for the effective and legal running of the organisation
- To follow agreed ground-rules at meetings
- To support and maintain confidentiality
- To be realistic about the amount of work they can take on
- To be honest about work that they can no longer continue with
- To inform the relevant person when they wish to resign ahead of the AGM
- To attend a specified proportion of training/development sessions, making particular effort to do so when key issues and skills are being tackled.

These responsibilities should be discussed with all members of the committee, and agreement sought on their implementation.

Responsibilities of the project leader

- To manage the project and implement and monitor policies
- To support and supervise other project staff
- To determine workloads and day to day priorities
- To liaise with external organisations within their remit and report developments to the management committee
- To inform the management committee of serious breaches in discipline
- To report regularly to the management committee regarding the development of the project
- To offer suggestions regarding the development of the organisation
- To maintain the partnership between committee and staff.

Drafting a constitution

For an unincorporated organisation having a membership and seeking charitable status.

Note The word 'association' is used throughout, but may be replaced with club, centre, group etc.

- 1 Name of the association
- 2 The general [charitable] purpose of the association should outline the aims of the organisation, in other words the reason for its existence.
- 3 The objects are those to which the action is directed to achieve the association's aims.
- 4 The powers should be an indication of the authority of the association to direct certain actions and tasks which are needed to fulfil the aims. These will be in line with the circumstances of the association and also identify the limits of those powers.
- 5 Membership of the association refers to those individuals/organisations who are interested in furthering the work of the association. The exact membership may depend on factors such as: place of residence, having paid a membership fee etc.
- 6 The composition of the committee

will depend on the type and size of the association and on its management structure. This paragraph details maximum and minimum numbers allowed on the committee, the ability to co-opt members, the length of time committee members may serve without a break, retiral clauses, any special membership e.g. from any one or more specified member organisations.

The two latter issues are inserted to encourage membership to take office and avoid the association being in the same hands for too long a period.

- 7 This clause specifies structure and cycle of the management meetings, (but not necessarily the number of meetings per year) detailing procedure for calling Annual and Extraordinary General Meetings. It identifies the number needed for a quorum and the method of voting, plus the recording of the business of the association by means of minutes.
- 8 The finance clause must indicate that 'all monies raised by or on behalf of the association shall be used to further the aims of the association and for no other purpose.' This clause will also detail the principle of

recording and accounting for the money, including the provision of a bank account operated in the name of the association, authorised signatories etc. and the method of audit of the accounts.

- 9 In this clause you will specify how amendments to the constitution are communicated to the membership and how you will call the meeting. Generally, amendments must be accepted by two thirds of the membership present and voting at a general meeting. The intention to amend the constitution (including the proposed amendment) with the date, time and place of the meeting must be notified to the membership not less than twenty one days before the meeting.
- 10 Dissolution is a most important clause as it specifies not only the manner of the winding up of the organisation, but how the assets i.e. money and resources will be disposed of. It is common to state that 'all assets remaining after the satisfaction of any debts shall be given or transferred to any such charitable organisation or organisations having objects similar to the objects of the association, as the Committee determine'.

Further reading and resources

L. McEntee and L. Pratt (SCVO), *In management and control*

J. Clifton and J. Griffiths (SCVO), *A hand in management*

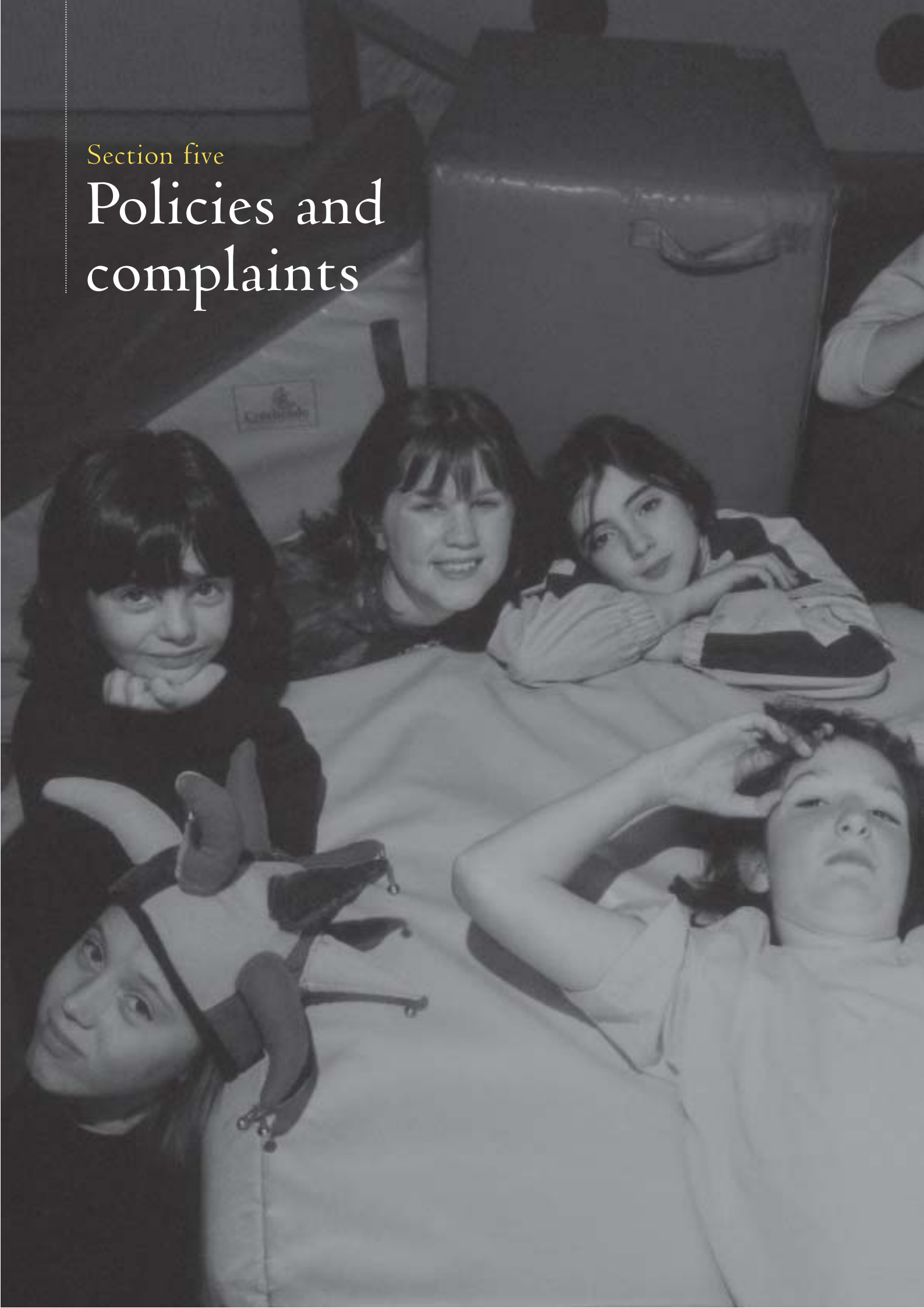
S. Adirondack (LVSC), *Just about managing*

D. Forbes, R. Hayes and J. Reason (LVS), *Voluntary but not amateur*

Charities evaluation Service (ACAS), *Practical quality assurance for small organisations*

Section five

Policies and complaints



Health and Safety Policy

The management committee acknowledges its responsibilities for accident prevention under the Health and Safety at Work Act 1974. In doing so it also highlights the active co-operation necessary from all members of staff and volunteers.

The promotion of health and safety at work must be regarded as a mutual objective for all employees at all levels and effective joint consultation on accident prevention must be maintained.

Towards this end the management committee will:

- 1 Provide and maintain healthy working conditions within the framework of statutory requirement and codes of practice

- 2 Provide such training for employees as may be necessary.
- 3 Provide all necessary safety devices and protective equipment and endorse the use of such equipment
- 4 Maintain a constant interest in the general activity of safety by:
 - allocating responsibility for promotion of the issues to the co-ordinator, who may further delegate them to other members of staff
 - stimulating joint consultation
 - promoting and co-ordinating health and safety procedures and training.

Employees have the responsibility to:

- work safely and efficiently with due

regard to the health and safety of others, including the public

- report accidents and incidents that may lead to injury
- report all unsafe conditions as they arise
- adhere to rules and regulations made in relation to, and with regard to, particular work procedures
- co-operate with management in the investigation of accidents
- comply with statutory obligations and the requirements of the Code of Practice.

The implementation of the policy is the responsibility of the co-ordinator, who will report to the management committee on any action taken or for further guidance regarding the policy.

Young Carers' Confidentiality Policy

The aims of the policy

- To ensure that information given in trust by service users or staff is treated with respect.
- To ensure staff members are aware of, and understand the boundaries and responsibilities in relation to confidentiality.

The principles of confidentiality

- All private information relating to staff and service users should be treated as confidential. This information should only be shared when there is a clear, legitimate reason, which has been agreed with the line manager and the service user concerned. There is, however, a legal requirement to disclose information in the event of police inquiry.
- In a situation where someone's safety and protection is at risk, information must be disclosed to a

member of staff or an appropriate agency, whether or not agreement has been reached with the person concerned. Procedures should be put in place by staff only after authorisation by the Project Co-ordinator or their line manager.

- Information regarding service users is confidential to the relevant team, and must not be discussed outside the work environment. Associated files should be stored in a secure place that retains confidentiality but also allows access by other authorised employees.
- Sensitive information impacting on the work of the organisation should be reported to the relevant team leader, and may be shared with all staff and recorded in case files.
- Young carers who wish to have access to their file can do so by arrangement with the Young Carers' Worker.
- Personal information (telephone numbers, addresses etc) relating to

staff members will not be passed on to other staff members or service users without the permission of that person.

- Personnel files are confidential and kept in a locked filing cabinet. Sessional staff wishing access to this can do so by arrangement with the Young Carers' Worker.
- The working of this policy will be monitored regularly, with a record of the number and nature of formal complaints being held by the Co-ordinator for monitoring purposes.
- Regular reviews will take place of this policy to ensure its effective operation.

All staff are required to maintain confidentiality in accordance with this policy. Inappropriate disclosures will be treated as a disciplinary matter and dealt with by the Co-ordinator in accordance with Disciplinary Procedures.



Policies and complaints

Equal Opportunities Policy

Statement

The organisation is committed to equal opportunities in all services and activities irrespective of age, race, gender or sexual orientation, disability, religion or ethnic origin, geographical location or lifestyle.

It is recognised that certain service

users or specific client groups may be disadvantaged by lack of opportunity or involvement with the mainstream work of the organisation. Initiatives will be taken to improve equality of opportunity in existing work and take steps to remedy any omissions. The organisation will examine new projects and activities to ensure that equal opportunities are an integrated feature

and central to decision-making processes.

Equality of opportunity will relate to all aspects of voluntary-statutory partnerships and service delivery.

The organisation will continue to challenge discrimination and equality where it arises in these areas and will campaign for better training and information towards a quality practice.

Equal Opportunities Practice

Employment

Advertisements for vacancies will be placed within the relevant publications.

Applicants for posts will be sent a copy of the equal opportunities policy.

The person specification and job description for the post will inform the criteria for short-listing.

Decisions regarding short-listing and interviewing will be recorded, and will be available to candidates up to three months following the appointment of the successful candidate.

Full time posts will be considered for job sharing.

A Contract of Employment, following statutory guidelines will be offered to employees after completion of a satisfactory 6-month probationary period.

Service delivery

The public areas of the organisation are accessible to people with disabilities.

The organisation will arrange race awareness and other appropriate training for staff.

The organisation will provide information on available services in local minority languages.

The organisation will arrange for interpreters for service users where necessary.

Staff will be provided with facilities for home visits where necessary.

Staff will challenge racist and other abusive remarks and attitudes that occur within the organisation.

Public meetings and/or drop-in sessions will be held in premises accessible to people with disabilities.

In representing the organisation, all staff, volunteers and committee members will promote equal opportunities issues.

The annual work programme will include an equal opportunities perspective.

The organisation will actively seek to promote equal opportunities issues in respect of needs assessment, service choice and service delivery.

Management committee

The organisation will actively seek to recruit members within the geographical boundaries, who represent the interests.

The organisation will arrange appropriate race awareness and other appropriate training for members.

Monitoring the policy

All staff, committee members and volunteers will strive to implement the values and practices inherent in this policy and consistently monitor their own contribution.

The policy will be reviewed annually within a committee meeting.

Complaints Policy

Purpose of the policy

As a commitment to good quality of service, and to seek opportunities to improve the service, the organisation provides the facility to service users to make complaints about the service being provided.

Definition of a complaint

The expression of dissatisfaction with the service provided and the wish to have that dissatisfaction recorded and/or considered for improvement of the service and, ultimately, the removal of the dissatisfaction.

Who may complain?

Any user of services, or a representative on behalf of any such user may make a complaint.

Implementation

Staff and volunteers will respond sensitively and helpfully to those users expressing a concern and those acting on their behalf.

Staff should be given information about the Complaints Procedure as part of their induction process, so that they can assist complainants to understand and use the procedure.

The Co-ordinator is responsible for ensuring the smooth running of the Complaints Procedure.

Notes

- 1 The Complaints Procedure is separate and distinct from the Grievance and Disciplinary Procedures, which deal with Conditions of Employment and other employment related matters. However, it is possible that the investigation of complaints may lead to disciplinary issues.
- 2 Service users who feel that they may have been subject to racial discrimination also have the right to use the provisions of the Race Relations Act. Be aware that there is a 3-month time limit for making applications under the Act, and it is advisable to take specialised advice before proceeding.

Complaints Procedure

Stage one

A complaint must be made in writing, either by letter or on the Complaints Form available from the office.

A user wishing to make a complaint should be assisted, if needed, by a staff member to formulate and express the complaint.

Staff must not refuse to accept a complaint.

The letter or completed Complaints Form should be passed to the Co-ordinator, and on receipt of the complaint, the Co-ordinator shall acknowledge receipt and send a copy to the Chair of the Management Committee. If the complaint is in a letter, attach to a Complaints Form and complete details on the form. Initiate a Record of Complaint form, noting the complaint number on each form.

The Co-ordinator shall consider what steps are appropriate in responding to the complaint which may include problem solving, conciliation and/or negotiation.

A response to the complainant should be given immediately and this stage of the procedure should be completed within 2 weeks.

The details and the response and the outcomes of the way in which the complaint was considered shall be recorded with the written complaint.

Written responses must be sent to the complainants outlining the next steps in the procedure, which can be taken if the response is not satisfactory.

If the complainant is satisfied with the outcome, they need take no further action.

Stage two

If the complainant is not satisfied or wishes to have it more formally considered, the following procedure shall apply:

- On receipt of this notification, the Co-ordinator shall acknowledge receipt and send a copy to the Chair, recording the date of receipt on the Record of Complaint form.

- The Chair shall consider what steps are appropriate in responding to the complaint, which may include problem solving, conciliation and/or negotiation. This response should be communicated to the complainant immediately and this stage of the procedure should be completed within 3 weeks.

Stage three

If the complaint is still unresolved, the following procedure shall apply: On receiving notification the Manager shall acknowledge receipt, send a copy to the Chair and record the dates it was received on the Record of Complaint form.

A committee member appointed by the Chair shall further investigate the complaint and a copy of the report sent to the Chair.

A further response to the complainant shall be drawn up taking into account the report of the investigation and shall be made in writing by the Chair to the complainant.

If the complainant is satisfied with the result of the investigation, they need take no further action.

Stage three shall be completed within 6 weeks from the commencement.

Stage four

If the complainant is not satisfied with the response drawn up after the investigation, the following procedure shall apply:

- The continuing dissatisfaction of the complainant should be submitted in writing. If there appears to be insufficient reason for the dissatisfaction, more details should be sought from the complainant and recorded.
- A special meeting of the Management Committee should be called including a representative of the funding body. Each member of the Management Committee shall receive a file of all written papers concerning the complaint. The Chair, Co-ordinator

and those engaged in the investigation shall attend for the purpose of reporting and giving information but shall leave the meeting before any decision is taken. In these circumstances, the Chair for the meeting should be taken by the Vice Chair or another person selected for the purpose.

- A written response shall be drawn up by the person who chaired the meeting and that response shall be recorded with the written complaint and sent to the complainant.
- The Special Meeting shall be called within 6 weeks of the commencement of this stage and response shall be sent to the complainant within one week after the meeting.
- This exhausts the Complaints Procedure and if the complainant remains dissatisfied, they should be advised of any other separate procedure which may be appropriate to the case.



Policies and complaints

Complaints Recording Form

Name and Address of complainant Complaint No.

Name
Address
Tel No

Nature of Complaint

- Unhappy about staff or volunteers' attitude
- Lack of care and attention by staff or volunteers
- Racial discrimination
- Lack of response to request or messages
- Other (specify)

Stage one

Complaint received
Complaint acknowledged
Complaint recorded
Passed to Co-ordinator
Investigation commenced
Investigation completed

Stage two

Reply to response received
Reply acknowledged
Reply recorded
Copy to Chair
Investigation commenced
Investigation completed
Written response sent to complainant

Record the name(s) of person(s) investigating complaint

Stage three

Written dissatisfaction received
Written dissatisfaction acknowledged
Written dissatisfaction recorded
Copy to Chair
Special Meeting – notices sent
Special meeting – date held

Stage four

Written response sent to complainant

Young carers' complaints

If you wish to make a complaint about the service, behaviour or treatment you have received you can do so either in writing or verbally, to a member of staff. If you make a verbal statement, this will be written up by the member of staff and you can check this before it is passed on to the appropriate person. (Insert name or job title)

(Name or job title) will acknowledge this immediately.

(Name or job title of nominated investigator) will undertake an investigation of the issue raised and report back to you within 10 days.

If you are not happy with the result of the investigation, you have the right to ask the management committee to investigate further.

The request will be dealt with at the next committee meeting and you will be told of the date of this.

The decision of the committee will be sent out within 5 days of the meeting.

All variations to this timetable will be clearly outlined and sent to you with details for completing the process.

Sample Grievance Procedure

First Stage

Grievance raised
Oral reply
within 2 working days
Written reply
within 5 working days
Grievance satisfied?
Yes
Report
End

No

Second Stage

Meeting of Discipline and Grievance Panel
Grievance satisfied?
Yes
Report
End

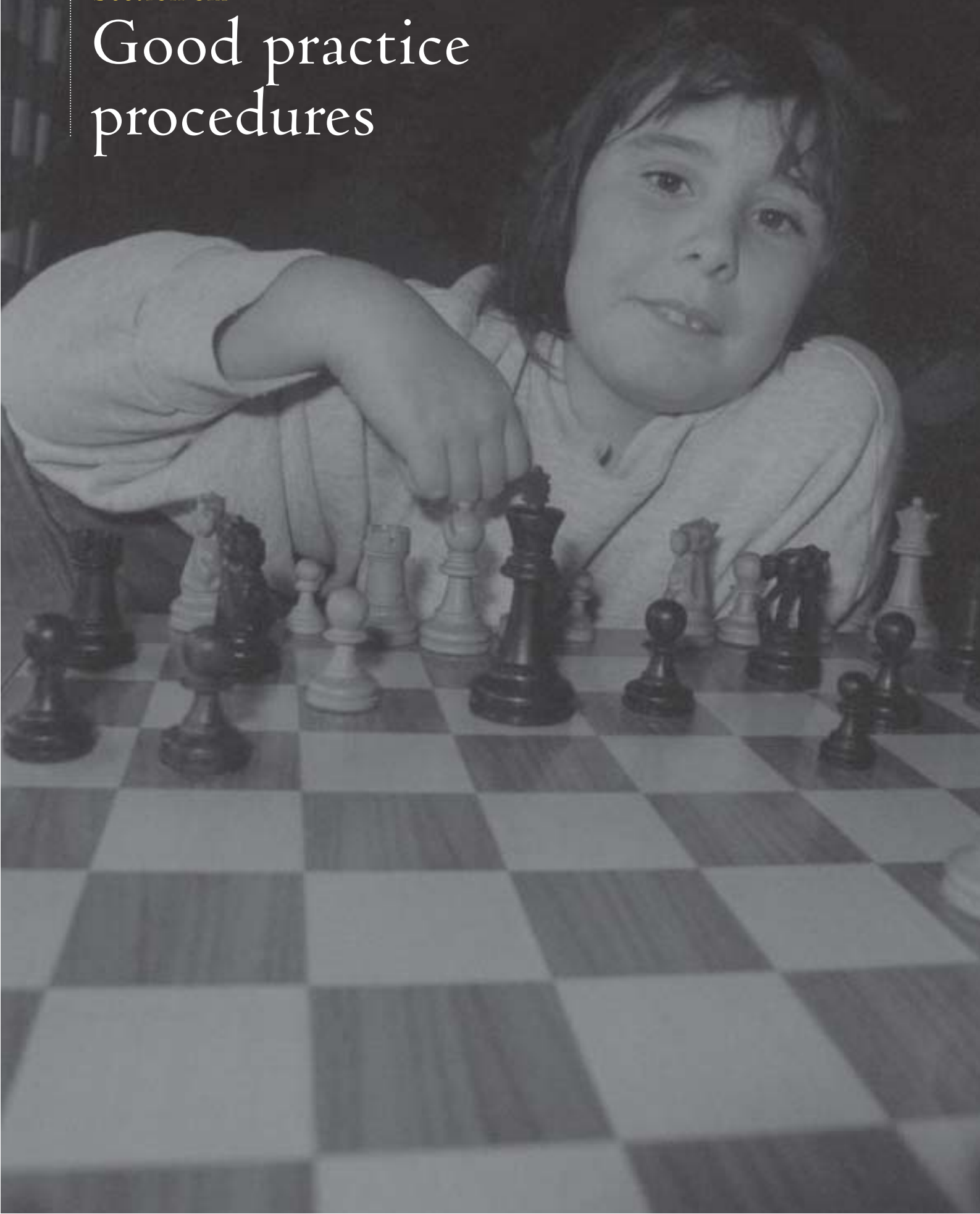
No

Final Stage

Internal appeal
External arbitration
Grievance satisfied? — No — Procedure exhausted
Yes
Report
End

Section six

Good practice procedures





Good practice procedures

Case studies – what worked and what didn't

East Ayrshire

Background

The Princess Royal Trust East Ayrshire Young Carers' Service provides information, advice and support to approximately 140 young carers. It receives combined funding of £120,000 from East Ayrshire local authority, the Social Inclusion Partnership and Lloyds TSB Foundation.

The service is staffed by a full time development worker, a part time young carer worker, a full time drug awareness officer and three sessional workers.

The service operates in Kilmarnock with three weekly groups of young carers in three age groups, 8-12; 12-16; 16-20. The rural areas are serviced from Cumnock with two weekly groups of ages 8-16 and 16-20.

In addition both centres provide:

- a befriending service for under 8's and young carers needing additional support
- an advocacy and mentoring service for all young carers
- a drop-in facility and phone card issued on registration to the service
- personal development and career and training advice for 16-20 year olds
- one to one drug awareness support and/or group support for young carers with parents or family members who misuse drugs or alcohol
- training programmes for young carers, school pupils, teachers and social workers
- encouragement to family members of young carers to participate in activities such as parent meetings, social and leisure activities
- an holistic and co-ordinated approach to meeting the young carer's needs by working in partnership with all of the other agencies involved with carers
- respite breaks / holidays for young carers.

East Ayrshire

The Princess Royal Trust East Ayrshire Young Carers' Service works with all ten secondary schools and one primary school in the area. A school pack, funded by the Social Inclusion Partnership, has resulted in information sessions in libraries and advocacy work for young carers at school. This was achieved in the following stages:

- Team discussion and agreement on approach methods, referral systems, presentation materials, target audience (guidance staff, young carers, teachers and pupils).
- Formulation of a school referral policy and a timetable plan detailing the schools to contact, presentations delivered, resource and staffing implications.
- Establishing contact with each secondary school over an eighteen-month period with either the head teacher or head of guidance. Agreement was reached on presentations to staff – usually the next 'in service' day was found to be the most acceptable.
- Presentations to staff delivered and materials and methodology made available for internal pupil presentations by teachers or service staff.
- Agreement was reached with guidance staff on:
 - delivery to pupils i.e. all second year classes to receive presentations as part of social education classes
 - continuing awareness-raising and young carer identification
 - referral of hidden carers reluctant to come forward at presentations due to peer pressure or those who did not attend presentation.

Glasgow

The Young Carers' Education and Development Project was funded by Glasgow City Council for a six month period to raise awareness of young carers issues in schools throughout Glasgow. Following council procedures and

guidelines, initial contact was made with the Director of Education to gain clearance to work in the schools. The following steps were carried out to promote the project:

- Contacted schools by letter, issued by the Director of Education supporting the project, which encouraged schools to make use of the project's services. The letter included a tear-off reply strip and stamped addressed envelope. This met with response rate of less than 5%. A second mail-shot distributed to 300 schools met with a similar response.
- Meetings were then organised by phone with head teachers, guidance and community education staff.
- Presentations were delivered to education support services, network support teams, guidance staff, school nurses and auxiliaries. Initial identification of a link greatly improved communication between the project and school.
- Lessons were delivered in personal social education and circle-time classes and half-day training events, which focused on the role of schools in identifying and supporting young carers.

A young carers' information group was developed in Glasgow to share good practice among professionals providing services to young carers.

Continuing Success

This project has now been extended and is funded by the Education Department, Health Board and Social Work Department Children and Families Service. The project's remit is now to:

- Support carers' centres in Glasgow to develop their services to accommodate young carers' services.
- Continue to work with schools and to encourage the appointment of link workers in schools to work in partnership with young carers' services.
- Attract resources for young carers' services.
- Organise a young carers' forum for Glasgow which would link to a Scottish forum for young carers.

Away days and holidays checklist

Before the event check the following:

- You have parental consent for all young carers.
- Agreement for any medication to be given to the young carer.
- Are they allergic to anything?
- Do they have special dietary requirements?
- Do you have parental permission for urgent medical / dental treatment if required?

The host venue

- The premises are safe and suitable accommodation for the young carers.
- The qualifications of the host organisation.
- Are they registered with their national body and have appropriate insurance?
- Do they provide supervision?
- What are their health and safety policies?
- What are their fire precautions?

Transport

- How you will get there.
- The transport is suitable and acceptable with proper insurance cover.
- How you will return one of the young carers home if needed.
- Adequate respite care or support has been organised for the person or people the young carer cares for.
- How the young carers will return to their homes and whether you require additional transport when you return to your centre to get them home.

Information and induction pack

The following may be included:

- The aims and objectives of the service
- The history of the organisation and notable achievements
- Key issues and players, including funders
- Examples of activities
- Future plans – short, medium and long-term
- Relationships with other organisations

- Selection of minutes from recent committee and other meetings
- Names, addresses and telephone numbers of committee members
- List of key policies:
 - Confidentiality
 - Equal Opportunities
 - Volunteer Policy
 - Health & Safety
 - Policies relating to the core work
 - Agreed roles and responsibilities of the staff, management committee and individual members.

Delegate the task of compiling and issuing the packs, but there should be agreement about the following.

- Decide which items are appropriate for your organisation.
- Put simple information, such as the composition of the committee and staff group at the front of the folder, and reference material, such as policies, at the back.
- Decide who will put it together and keep it up-dated.
- If you cannot afford a reference section for everyone, have one complete pack made up and keep it in the office for the use of committee and staff.
- To allow for updating, use a ring binder, with a few user friendly section headings, separating one section from another.

Remember that this pack can be the basis for induction and information for all of the individuals and groups involved with your service.

Child protection statement and procedures

Right to protection

Specific agencies have a responsibility for child protection under section 21 of the Children (Scotland) Act 1995 and by the Scottish Office guidance contained in 'Shared Responsibilities'.

Ensuring protection

The following bodies have a requirement

to ensure safety of children and young people:

- Local authority
- Police
- 'The Joint Initiative'
- The Health Service
- The reporter and The Children's Panel
- The Procurator Fiscal
- Voluntary agencies and organisations.

Definition

Child abuse, as defined in Scottish Office guidance, refers to circumstances where a child's basic needs are not being met in a manner which is appropriate to his/her individual need and stage of development and the child will be at risk through avoidable acts of commission or omission.

Designated responsibility

Young carer services can share in this responsibility by ensuring that both their policies and practices promote and enhance the safety of those children with whom they come into contact. They should also be aware that ultimate responsibility for the conduct of their employees and volunteers during the course of their work lies with the management committee and the designated senior manager with overall responsibility.

Physical abuse

Many children receive bruising, scratches and injuries during play activities both at home and outside. Some will be the result of fun and rough and tumble activities. Other may be the result of inappropriate fighting, rough play etc.

In a few isolated cases the injury or bruising may be the result of abuse or 'non accidental' injury.

Physical abuse is actual or attempted physical injury to a child under the age of 16, where there is definite knowledge or reasonable suspicion that the injury was deliberately inflicted or knowingly not prevented.



Good practice procedures

Sexual abuse

Any child below the age of sixteen may be deemed to be sexually abused when any person(s) by design or neglect exploits a child directly or indirectly in an activity intended to lead to sexual arousal or other forms of gratification of that person or any other persons including organised networks. This definition holds whether or not there has been genital contact or whether or not the child is said to have initiated the behaviour.

Sexual abuse includes incest, rape, indecent assault and indecent photography of children as well as encouraging children into prostitution, witnessing sexual intercourse or pornographic materials. This definition includes children and young people who sexually abuse other children and young people.

Emotional abuse

Failure to provide for the child's basic emotional needs, which as a consequence has severe implications on the behaviour and the development of the child. It can include:

- lack of affection and loving care
- consistent ridicule and fault-finding
- undermining of confidence in daily routines
- being subject to verbal aggression
- focussing on all things negative
- isolation from normal social experiences
- intimidation

Non-organic failure to thrive

Evidence of significant failure of a child to reach normal growth and development.

Physical neglect

Where a child's essential needs are not met which in turn results in impairment to a child's physical health and development. Such needs include food, clothing, cleanliness, shelter and warmth.

Further lack of appropriate care may result in persistent or severe exposure

through negligence, to circumstances which endanger the child.

Raising suspicion

Concerns about the welfare of children may come to your notice in a variety of ways but not all of the signs necessarily indicate that a child may be at risk.

If abuse is suspected or disclosed the relevant adult must let the young person know that this information will be passed to the appropriate person or body. In the case of a volunteer this would immediately be to their supervisor. All members of staff must share any concerns with the project co-ordinator to agree what action should be taken.

Recognising the signs

The following may be an indication of potential or actual abuse:

- obvious non accidental marks or injuries
- injuries in very young children
- injuries of different ages
- features of general neglect of the child's physical and emotional needs
- delay in parents seeking medical attention for a child
- conflicting explanations or inconsistent reports of:
 - medical treatment received
 - reasons for marks / injuries
 - reasons for absences from school or medical appointments
- inappropriate behaviour (including sexualised play or activity) or demeanour of the child or parent
- unusual illness suggestive of a fictitious origin
- child's name already on a child protection register.

Referral

The referral must be made immediately by the member of staff concerned and they should be prepared to outline concerns and to make it clear if they believe the

situation requires an immediate response. Information regarding the child and family including names, dates of birth, family composition and any special needs of the child or family members will need to be supplied. Other relevant information including any action already taken, with dates and frequency etc. should also be included.

Investigation

The responsibility for investigation of child abuse lies with the social work department of the local authority. Where abuse is suspected referral would be made to social services or the police family unit in the area in which the child lives.

Informing the child's parents

Parents should be made aware of young carers services' responsibilities for child protection and the steps they will take to ensure that protection. Specifically, children and their parents should be advised of the agencies policy to refer any concerns to the social work department and/ or police. However, be aware that informing parents may be putting the child's safety at risk if it is a parent, family member, relative or close family friend who is suspected of abuse. Disclosure may also prejudice any subsequent investigation.

Child protection register

The register, maintained by the social work department, provides a record of the most vulnerable children in the area, who have an ongoing need for protection, by means of an inter-agency child protection plan. If there are concerns regarding a child whose name is on the child protection register or whose name has recently been removed from the register or who is known to be currently the subject of an investigation, immediate contact must be made with social services.

Extending the service provision

Supporting young carers who don't want to attend groups

Not all young carers will want to attend group activities, so alternatives should be made available to support them in a way that is responsive to their need.

These may include:

- Contacting their family to ensure they are accessing benefits, aids and adaptations, respite breaks and any other help they are entitled to.
- Emphasising the 'drop in' facility advising them of the opening hours of the young carers' service.
- Providing phone cards to enable the young carer to contact the service free of charge. Available from BT, the young carer can only access the service number via the card and the service will be charged for any calls made.
- Providing an advocacy service to liaise with social work departments, police, schools etc. on behalf of the young carer.
- Offering a befriending service, which can be operated via sessional workers or volunteer befrienders, to work with the young carer to improve their social skills.
- Referring them to other agencies, clubs etc. The young carers' service can provide resources or funds to enable the young carer to participate in their chosen activities.

Serving rural communities

- **Planning:** because of the scarce resources available in rural areas planning any activity becomes a complex matter. Facilities, transport and staffing etc. will have to be reserved and co-ordinated long before the actual date of the activity to ensure availability and access. Several small groups may have to be organised in villages rather than transporting all the young carers to a central location. Flexibility is the key

to a cost effective service maximising the benefit to young carers. There are a number of issues to consider:

- **Cost effectiveness:** the difficulties of access to transport and the associated costs must be taken into consideration. For example, a group visit to the cinema can cost in excess of £100 in transport costs.
- **Sessional staff / volunteers:** because of the smaller populations in rural areas, recruiting suitable and experienced staff may be difficult. Given the close-knit culture within villages, the confidentiality of the service may be fragile.
- **Communication:** access in rural communities in the winter months can be difficult and may prevent young carers attending group activities. Consideration should be made to ensure the young carer is not isolated and arrangement made to maintain contact by other means.

Recording procedures

Recording procedures should be in line with the values and structure of the confidentiality policy. They should detail exactly how the information is gathered and recorded, ensure that it is held securely in line with Data Protection guidelines, with access available only to those who have a right to view it. Remember that individuals have a right of access to any information held in written or computer format. However information supplied by an outside party, such as doctor or social worker, cannot be disclosed without permission from its author.

Support for the family

They also offer on-going support for children and families where investigations are in progress or have been concluded.

Example of good practice in child protection

The Princess Royal Trust Falkirk & Clackmannanshire Carers' Centre, provide a young carers' service to seventy young carers. Their strategic approach is focused on promotion of positive child care practices to combat and prevent child abuse.

Overall responsibility for child protection is delegated to the young carer's project co-ordinator, who ensures that everyone is aware of their responsibilities for the protection of children.

To ensure an integrated response to potential and actual incidences of child abuse, staff and volunteers are offered training in how to recognise abuse and the procedures to be followed when abuse is suspected.

In addition, the centre ensures appropriate records are maintained and made available to those involved in investigating suspected child abuse.

Appropriate staff are able to attend child protection case conferences when requested, ensuring that advice and support is available and that staff and volunteers have access to training.



References and contacts

ABERDEENSHIRE

Aberdeen Young Carers' Project
VSA Carers Centre, 24-28 Belmont
Street, Aberdeen, AB10 1JH
Tel. 01224 625009

Young Carers' Support

Gordon Rural Action, 55 Gordon Street,
Huntly, AB54 8EQ
Tel. 01466 793676

Young Carers' Support

Gordon Rural Action, 15a High Street,
Inverurie, AB51 3QA
Tel. 01467 625277

BORDERS

PRTC Borders Young Carers' Project
PRTC Borders Carers Centre,
Suite 1, Roxburgh Court,
Roxburgh Street,
Galashiels, TD1 1NY
Tel. 01896 752431

DUMFRIES & GALLOWAY

Young Carers' Project
PRTC Dumfries and Galloway Carers
Centre, 18 Bank Street, Dumfries,
DG1 2NX
Tel. 01387 248600

DUNDEE

Youth Care Dundee
Number Ten, Constitution Road,
Dundee DD1 1LL
Tel. 01382 305741

EAST AYRSHIRE

**East Ayrshire Carers Centre Young
Carers' Group – Kilmarnock/Cumnock**
PRTC East Ayrshire Carers Centre,
49 The Foregate, Kilmarnock
KA1 1LU
Tel. 01563 571533

EAST DUNBARTONSHIRE

Young Carers' Network
c/o Housing Department, 17 Stewart
Street, Milngavie, Glasgow, G62 6BW
Tel. 07762 495163
or 0141 570 2505

EAST LoTHIAN

East Lothian Young Carers
149 North High Street, Musselburgh,
EH21 6AN
Tel. 0131 665 0135

EDINBURGH

Edinburgh Young Carers' Project
Norton Park, 57 Albion Road,
Edinburgh, EH7 5QY
Tel. 0131 475 2322

FALKIRK & CLACKMANNAN

Falkirk & Clackmannan Carers' Centre
PRTC Falkirk & Clackmannan Carers
Centre, 5 Newmarket Street,
Falkirk, FK1 1JQ
Tel. 01324 611510

FIFE

**Take a Break (Levenmouth)
Young Carers' Group**
28 Hendry Road, Kirkcaldy, Fife
Tel. 01333 592200

The Caring Crew (Central Fife)

PRTC Fife Carers' Centre,
136 Commercial Street, Kirkcaldy,
Fife, KY1 2NU
Tel. 01592 642999

Problems Shared Group (West Fife)

9 Bannerman Avenue
Inverkeithing,
Fife KY11 1NG
Tel. 01383 412560

GLASGOW

**Shakespeare Street Young Carers
Carers' Support and Development
Project**
Killearn Resource Centre,
29 Shakespeare Street,
Maryhill, Glasgow G20 8TH
Tel. 0141 946 5612

Young Carers' Group

PRTC Glasgow East End Community
Carers' Centre, 1061/1063 Tollcross
Road, Glasgow, G32 8UQ
Tel. 0141 764 0550

Dixon Young Carers

PRTC South Glasgow Carers' Centre,
656 Cathcart Road, Glasgow, G42 8AA
Tel. 0141 423 0728

Glasgow Riverside Young Carers

Glasgow Association for Mental Health,
Templeton Business Centre, Block 5,
Floor E, 62 Templeton Street, Glasgow
G40 1DA
Tel. 0141 550 8822

Young Carers' Group

Carers Development Unit, Tronra
Place, Easterhouse,
Glasgow G34 9AX
Tel. 0141 781 0728

Greater Pollok Young Carers' Project

PRTC Greater Pollok Carers Centre,
130 Langton Road
Glasgow G53 5DP
Tel. 0141 882 4712

GOOTH,

PRTC West Glasgow Carers Centre,
1561 Great Western Road
Glasgow G13 1HH
Tel. 0141 959 9871

HIGHLANDS

Sutherland Young Carers' Project

Architects Office, Duke Street,
Golspie,
Sutherland, KW10 6SE
Tel. 01408 633017

Skye and Lochalsh Young Carers' Project

Office 1, Bank of Scotland Buildings,
Sommerled Square,
Portree,
Isle of Skye, IV51 9EH
Tel. 01478 613 61

INVERCLYDE

Inverclyde Young Carers

Dalrymple House,
195 Dalrymple Street,
Greenock, PA15 1LD
Tel. 01475 714100

NORTH AYRSHIRE

North Ayrshire Young Carers' Group
PRTC North Ayrshire Carers' Centre,
174 High Street, Irvine KA12 8AN
Tel. 01294 311333

NORTH LANARKSHIRE

NCH North Lanarkshire Young
Carers' Project
Town Hall Business Centre,
1-11 High Street, Motherwell, ML1 3HU
Tel. 01698 258801

PERTH & KINROSS

Young Carers' Project
The Gateway, North Methven Street,
Perth, PH1 5PP
Tel. 01738 441678

RENFREWSHIRE

Young Carers' Services
PRTC Renfrewshire Carers' Centre,
16 Silk Street, Paisley, PA1 1HG
Tel. 0141 887 3643

SOUTH AYRSHIRE

South Ayrshire Young Carers'
PRTC South Ayrshire Carers' Centre,
78 Kyle Street, Ayr, KA7 1RZ
Tel. 01292 263000

SOUTH LANARKSHIRE

South Lanarkshire Young Carers' Service
Social Work Resources, Child and
Family Services, 4th Floor, Brandon
Gate, 1 Leechlee Road, Hamilton
Tel. 01698 455455

STIRLING

Stirling Young Carers
PRTC Stirling Carers' Centre,
41 Cameronian Street, Stirling,
FK8 2DX
Tel. 01786 447003

WEST DUNBARTONSHIRE

West Dunbartonshire Healthy
Minds Project
NCH, Room 7, Arcadia Business
Centre, Miller Lane, Clydebank, G81 1UJ
Tel. 0141 941 0333

WEST LOTHIAN

Young Carers' Group
Youth Strategy Team Offices,
25a North Bridge Street, Bathgate
West Lothian, EH48 4PJ
Tel. 01506 776929



Other national organisations

The Princess Royal Trust for Carers

London Office:
142 The Minories
London
EC3N 1LS

Tel: 020 7480 7788
Fax: 020 7481 4729
Email: info@carers.org

Glasgow Office:

Campbell House
215 West Campbell Street
Glasgow
G2 4TT

Tel: 0141 221 5066
Fax: 0141 221 4623
Email: infoscotland@carers.org

Northern Office:

Suite 4 Oak House
High Street, Chorley
Lancashire
PR7 1DW

Tel: 01257 234 070
Fax: 01257 234 105
Email: infochorley@carers.org

Barnardos

Tanner's Lane
Barkingside
Illford, Essex
IG6 1QG
Tel: 020 8550 8822

235 Corstorphine Road
Edinburgh
EH12 7AR
Tel: 0131 334 9893

Carers UK

Ruth Pitter House
20/25 Glasshouse Yard
London
EC1A 4JT
Tel: 020 7490 8818

Carers Scotland

91 Mitchell Street
Glasgow, G1 3LN
Tel: 0141 221 9141

Carers Wales

Ynysbridge Court
Gwaelod-y-Garth
Cardiff
CF15 9SS
Tel: 029 2081 1370

Carers Northern Ireland

11 Lower Crescent
Belfast
BT7 1NR
Tel: 02890 439 843

Children in Scotland

5 Shandwick Place
Edinburgh
EH2 4RG
Tel: 0131 222 2415

The Children's Society

Edward Rudolf House
Margery Street
London
WC1X 0JL
Tel: 020 7841 4400

NCH

85 Highbury Park
London, N5 1UD
Tel: 020 7704 7000

NCH Scotland

17 Newton Place
Glasgow
G3 7PY
Tel: 0141 332 4041

National Youth Agency

17-23 Albion Street
Leicester
LE1 6GD
Tel: 0116 285 3700

Young Carers Research Group

Department of Social Sciences
Loughborough University
Leicestershire
LE11 3TU
Tel: 01509 263 171



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