

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND
(A Company Limited by Guarantee)

REPORT AND FINANCIAL STATEMENTS

for the year ended 31 March 2017

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CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

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CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

CHARITY INFORMATION

Board of Directors	L McGrath – Convenor (from 15 September 2016) M R Cawley – Past Convenor (resigned 15 September 2016) S A Kelly – Vice Convenor A R Morgan – Treasurer K Arthur – (appointed 15 September 2016, resigned 31 March 2017) M A Crewe (resigned 15 September 2016) A Currie (co-opted 2 February 2017) C H Dickson J Grant J E Gray T Halpin K J Hogg (resigned 15 September 2016) A P Kerr M C Matheson (resigned 31 March 2017) M McCarthy (appointed 26 October 2016) D P McGowan (appointed 26 October 2016 and resigned 31 March 2017) M Ramsay S J Smith A J Smyth A M Todd R J Wilson (resigned 31 March 2017)
Chief Executive Officer	A Gunner Logan
Secretary	A Gunner Logan
Company Number	SC279913
Scottish Charity Number	SC029199
Registered Office and Principle Address	Norton Park 57 Albion Road Edinburgh EH7 5QY
Auditors	Geoghegans Chartered Accountants 6 St Colme Street Edinburgh EH3 6AD
Bankers	The Royal Bank of Scotland plc 36 St Andrew Square Edinburgh EH2 2YB

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT

The Board of Directors present their report and financial statements for the year ended 31 March 2017.

CCPS mission

CCPS exists to identify, represent, promote and safeguard the interests of third sector and not-for-profit social care and support providers in Scotland, so that they can maximise the impact they have on meeting social need.

CCPS aims

CCPS aims and objectives are articulated using a logic model approach. Our ultimate objective is to ensure that people receive the support they need to fulfil their potential and enjoy a better quality of life, and in pursuance of this, we seek to achieve the following high-level outcomes:

- Voluntary sector care and support provision is sustainable
- Voluntary sector providers deliver high quality, personalised care and support
- Voluntary sector providers lead in innovation in service design, planning and commissioning
- Voluntary sector providers are key strategic partners in local and national policy and planning structures
- Voluntary sector providers operate within a policy and practice environment that reflects the principles of the Christie Commission.

These are supported by a more detailed set of outcomes relating to the operational concerns of our membership, including workforce development; improved commissioning and procurement; proportionate regulation and scrutiny; greater partnership working; and development of our capacity to contribute to and influence the policy landscape.

Finally, CCPS aims to ensure that the organisation itself is run effectively and efficiently to support the achievement of its outcomes.

Activities overview 2016-17

In the context of continuing challenges arising from the economic and financial situation facing public service provision in Scotland, our work this year built on and developed the central theme we established in 2015-16, namely the future sustainability of care and support. In November 2016, we staged a major national conference, **Sustainability and Social Care: Mission, Innovation, Disruption?** Taking place over two days and bringing together an impressive programme of contributors, the event was a key reference point for the wide range of initiatives currently looking at sustainability.

A major topic at the conference, and throughout the year, was the Scottish Government's landmark commitment to the Living Wage for care workers. In last year's report, we noted that this was the result of many years' work highlighting the impact of worsening financial pressure on workforce pay and conditions, and the potential consequences for recruitment, retention and ultimately for the quality of care and support provided by our sector.

This year, a significant sum of money was allocated to health and social care partnerships to underwrite the commitment, with an implementation date set for 1 October 2016. CCPS put significant effort into supporting providers to overcome the considerable challenges of implementation, which for many organisations involved conducting separate funding negotiations with multiple partnership areas. We worked closely with our colleagues on the Scottish Government-convened Living Wage in Care National Partners Group to troubleshoot specific problem areas, and by the end of 2016-17 we were able to report successful implementation in the vast majority of services.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT

Activities overview 2016-17 (continued)

In December 2016 Scottish Ministers announced that a further tranche of funding would be made available in 2017-18 to support the increase in the Living Wage; we were particularly pleased that in making their announcement, Ministers had taken account of our views on the implementation process and made it clear that no provider contribution to costs would be assumed this year.

The experience of implementing the Living Wage in 2016-17 provided further evidence to underpin our continuing efforts to improve and reform commissioning and procurement policy and practice. We were delighted to secure a second year of Scottish Government funding to continue our work exploring and promoting collaborative commissioning and procurement in social care, details of which are reported below.

Our efforts in all these areas were influential in the Scottish Government's decision in March 2017 to initiate a new programme on adult social care reform. We have subsequently been invited to serve on the programme board and will continue this work into 2017-18.

As well as these crucial developments in adult care and support, 2016-17 saw CCPS stepping up our support for organisations providing services for children, young people and families. Through our Committee on Care & Support for Children & Young People (our 'Children's Services Committee') we facilitated provider engagement with the child protection improvement programme, Child Protection Scotland, and the Independent Care Review, as well as co-ordinating a members' social media campaign – #Plan4Children – designed to ensure that candidates in the 2017 local elections were fully aware of the new planning duties in the Children & Young People Act.

Another major project for us this year was active participation in the development of the new National Care Standards. CCPS put significant staff resources into this piece of work, serving on both the project board and the development group tasked with drafting and consulting on the new standards. As in all our work, our efforts were guided by valuable expertise and experience offered by a provider reference group.

In addition, we were able to build on and develop the work of our funded projects relating to self-directed support, community justice, workforce development and housing support, details of which are reported below.

Our activities in all these connections have been wide-ranging and have included collecting and providing information; conducting and commissioning research; facilitating debate, dialogue and exchange; policy and practice development; capacity-building; representation and influence; and promoting the achievements of our sector. The logic model approach described earlier in this report is intended to ensure that all parts of the organisation, including our funded projects, work towards the same outcomes. Team working and collaboration within CCPS itself continues to thrive using this approach.

During the year, CCPS membership grew to reach a total of 80 of Scotland's most substantial third sector providers of care and support. This level of commitment and support from hard-pressed organisations has been very important in enabling CCPS to act as a strong voice for providers and exert appropriate influence on their behalf.

CCPS continued to benefit from significant levels of Scottish Government funding. A further year of financial support was secured to underpin the Housing Support Enabling Unit (HSEU), which we host in partnership with the Scottish Federation of Housing Associations (SFHA); and our refreshed Providers & Personalisation Programme entered its second year.

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DIRECTORS' REPORT (continued)

Activities overview 2016-17 (continued)

In addition, The Scottish Government provided a further year of grant funding for our Workforce Development Network. In previous years, the Network was serviced by a team of Workforce Associates; this year, we recruited a dedicated Policy & Development Officer, supported by a specialist secondment from one of our member organisations, to lead this area of work. We were also delighted to receive a further Scottish Government grant to continue a programme of work designed to support the engagement of our sector with the national reform programme for community justice in Scotland. This work is managed the Criminal Justice Voluntary Sector Forum (CJVSF) hosted by CCPS and funded by The Robertson Trust and The Monument Trust.

CCPS also benefited from a grant awarded by the Lloyds TSB Foundation for Scotland (CYPFEIF & ALEC Fund) to support our work on policy development associated with the Children and Young People (Scotland) Act and the National Third Sector GIRFEC Project.

CCPS is grateful to all its funders for their continuing interest in and support for our work.

At the year end, the CCPS staff team stood at eleven (ten full time, one part time) with the addition of a seconded specialist from a member organisation (Includem). In June 2016, the CCPS Board approved the creation of a Deputy Director post which was filled from within the existing team. This development will enhance our strategic capability and strengthen our line management arrangements as CCPS continues to develop and grow.

Achievements and performance

This year, CCPS conducted a comprehensive survey of its membership seeking feedback on our purpose, activities and outcomes. The responses were overwhelmingly positive and provided a tremendous endorsement of our priorities, our services and our approach.

Over 90% of respondents said that their organisation had increased their knowledge and/or skills as a result of engaging with CCPS; 100% think that CCPS fulfils its purpose satisfactorily, with particular respect to its role in representing providers' views at a strategic level; and 100% felt that CCPS communicates its messages successfully. The detailed comments in the survey provided a wealth of further positive commentary as well as some valuable suggestions about how we might take our work forward in the future.

Responses to the survey also offered strong support for the key strands of work identified in our organisational logic model. Unsurprisingly perhaps, **funding and sustainability** continue to be at the forefront of most providers' concerns, and this year we took forward a number of pieces of work in this area.

- As noted earlier in this report, in November 2016 CCPS organised and hosted a major national conference, **Sustainability and Social Care: Mission, Innovation, Disruption?** This two-day event, attended by organisations from right across the spectrum of care & support, featured an impressive line-up of high-profile speakers and provided both a platform for fresh thinking and a forum for providers to consider the impact of current approaches to sustainability. Ninety-five percent of completed evaluation forms rated the event as either 'good' or 'very good'. Typical comments included "Excellent speakers and topics. Very relevant. Good networking opportunities" and "Very good structure, content, pace and feel to the whole event." Many of the themes and debates from the event are now being taken forward by the CCPS team.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

- The Scottish Government set a date of 1 October 2016 for implementation of its commitment to pay the **Scottish Living Wage** to all care and support workers in adult services. CCPS worked hard throughout the year to support providers to deliver on the commitment, collecting and relaying critical information and ensuring that providers' experience of implementation, particularly with reference to the impact of commissioning and procurement behaviours, was properly addressed as the process went forward. Seventy per cent of our members indicated through our survey that the work we did to support providers with Living Wage implementation was the single most valuable thing that CCPS did for their organisation in 2016.
- A key focus for our work in this area was our membership of the **Living Wage in Care National Partners Group** alongside Scottish Government, COSLA, Scottish Care and Unison/STUC. We worked closely with the group to introduce and refine a **care cost component template**, developed by the University of Stirling with a group of CCPS members and designed to guide negotiations between commissioners and providers on appropriate hourly rates for Living Wage implementation. We were delighted that the National Partners Group endorsed this approach and recommended use of the template in official guidance to partnerships for the 2017-18 funding round.
- Extension of the Living Wage commitment to **sleepover shifts** was put on hold in September 2016 in response to provider concerns about affordability and the potential for a rapid and unplanned withdrawal of sleepover cover in some areas. CCPS worked closely with Healthcare Improvement Scotland to examine the issues and develop a programme of action learning for commissioners and providers to assist with the redesign of overnight support; we also undertook a survey of members' views on sleepover payments and will continue to develop our position on this issue in 2017-18.
- Announcing a **second year of funding** to support the increase to the Living Wage in 2017-18, Scottish Government and COSLA wrote to CCPS in December 2016 to say that whilst implementation this year "wasn't always an easy process, the partnership approach has been highly valued and the contributions of CCPS ...have been critical in determining our approach going forward." In particular, the strong representations made by CCPS against any further expectation of a financial contribution by providers were heard and acted upon for the next phase of the commitment.
- CCPS created a new board sub-committee, the **CCPS Committee on Adult Social Care Reform** to support our work on funding and sustainability in adult care, including the Living Wage. The new committee has subsequently assumed a remit to oversee our input to the new Scottish Government programme of reform, as noted below.
- In collaboration with colleagues at Scottish Care, CCPS was a partner in the **National Care Home Contract** reform process and in the 2017-18 care home fee negotiations. This involved a very detailed piece of work on the cost of care, led by providers with support from CCPS; and a challenging negotiation process that concluded with an uplift to fees of 2.8%. Agreement on a further programme of reform will be taken forward into next year.
- Mindful of the importance of the workforce to considerations of sustainability, we were pleased to be invited to work alongside the **Fair Work Convention** as it examines how best to deliver fair work in social care, ensuring that the key principles set out by the convention are adhered to as we move to deliver more personalised care and support for individuals.
- Our Providers & Personalisation (P&P) programme ran a series of workshops for providers on sustainability in the context of **self-directed support**.

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DIRECTORS' REPORT (continued)

Achievements and performance (continued)

- Despite the range of positive work ongoing in this area, our second **CCPS Business Resilience Survey**, conducted during the year, showed that providers continue to operate under considerable financial pressure. Feedback about the proportion of services now operating at a deficit, and the number of providers that have withdrawn from contracts because of challenges around viability, is of particular concern. We will continue to raise awareness of these issues as we move into 2017-18.

The sustainability of care and support in our sector is heavily influenced by the approach taken by funding authorities to **commissioning and procurement**. Our outcome in this area relates to the need for commissioning to be focused on sustainable, high quality support, and in 2016-17 we secured a second year of Scottish Government funding to continue our work exploring and promoting collaborative commissioning and procurement in social care.

- This year saw the conclusion of our successful ***Coping with Cuts*** workshop series which brought together providers and commissioners for honest discussion and problem-solving on austerity and its impact on supported people and the wider system. Our companion series ***Coping with Complexity*** will run in 2017-18 and explore how providers can lead change in the complex system of commissioning, procurement and funding.
- Working with the Scottish Government Doran project board we designed and delivered a major multi-sector conference ***Commissioning for Complexity*** to explore how best to commission support for children and young people with complex needs.
- Our small scale, longer- term action learning set ***Doing Things Differently*** came to a close this year. The provider/commissioner co-produced toolkit for collaborative commissioning was published and launched at the 2016 CCPS conference.
- The development and delivery of local collaborative commissioning options workshops was another key activity this year. Designed to promote cross- sector exploration of the flexibilities available to contracting authorities, these drew together providers and commissioners to explore how new approaches would work locally. In Glasgow this led to the development of the ***Glasgow Alliance to End Homelessness (GAEH)*** for which we continue to provide representation and support.
- We were made aware towards the end of the year that **Scotland Excel**, the centre for expertise in local government procurement, was to be awarded a significant sum in the 2017-18 budget to take forward a programme of reform and improvement in social care commissioning. We worked to ensure that this programme will be delivered in collaboration with providers and we look forward to working jointly with Scotland Excel and other colleagues in 2017-18.

New approaches to funding, commissioning and procurement are all part of the broader **reform agenda** for public services and for care and support in particular. CCPS's outcome in this area relates to our continuing support for the principles of the Christie Commission, and we have worked collaboratively on this agenda in a number of ways.

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DIRECTORS' REPORT (continued)

Achievements and performance (continued)

- As noted above, we have been invited to serve on the Scottish Government's new **Programme Board for Adult Social Care Reform**, approved by the Ministerial Strategic Group for Health & Social Care in March 2017. The programme will bring together a range of initiatives relating to the reform agenda, including the National Care Home Contract process referred to above; a project looking at new models for care at home and housing support that we have co-funded with Social Work Scotland and others; the Scotland Excel work on social care procurement, also mentioned above; and a number of further work strands yet to be developed.
- Also as noted above, we have worked in collaboration with Healthcare Improvement Scotland's iHub on its **redesigning overnight support (sleepovers) project**. A successful Agile session with providers, led by CCPS, produced a range of tools and criteria for determining alternatives to sleepovers which was then showcased at a large scale cross- sector event facilitated by iHub.
- Our 2016 CCPS conference offered a number of opportunities for delegates to consider **new models** for the delivery of care being developed by CCPS members, including an innovative organisational approach by Cornerstone inspired by the Buurtzorg model from the Netherlands, as well as the community development approach being taken forward by Key Community Supports.
- Members of our CCPS Children's Services Committee began to take forward a piece of joint research into **family support services** alongside a number of other partners and with support from Stirling University. This work will continue into 2017-18.
- As noted, this committee also put in place arrangements to support provider input to the **Independent Care Review** which will consider reforms in support for looked after children and young people.
- The CCPS-hosted Criminal Justice Voluntary Sector Forum continued to focus on **community justice reform**, details of which are set out below.

Third and voluntary sector providers deliver **high quality** services to people with support needs. In adult care and support in particular, Care Inspectorate data shows that our sector continues to out-perform our counterparts in both the public and private sectors. Our outcomes in this area relate to the role we can play in supporting providers to acquire and development appropriate **information, knowledge and skills**; and the need for **regulation** to be proportionate and to drive improvement.

- **Timely and up to date information** is highly valued by members. During the year, CCPS issued regular electronic Information Digests as well as e-bulletins and briefings on a range of topics of immediate relevance to providers. Many of these related to specific areas of interest to providers covered by our funded projects: more information on these appears further on in this report.
- We continued to operate our highly-valued **information exchange service**, enabling members to support each other to identify solutions to specific operational challenges through sharing knowledge and experience, and recommending tried-and-tested approaches.
- Members were able to pick the brains of an impressive range of influential figures at our regular **membership meetings**, including the Chief Executive of COSLA; the Chief Executive of the Scottish Social Services Council; the Scottish Government Director for Local Government and Communities; as well as senior leaders from the Care Inspectorate.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

- Our Children's Services Committee also welcomed a series of influential **guest speakers** including the Minister for Children & Young People; senior figures from the Social Justice & Regeneration Division of Scottish Government; and CELCIS. The committee also organised a session with key independent funders including Inspiring Scotland, Lloyds TSB Foundation for Scotland, Robertson Trust, Life Changes Trust, The R S Macdonald Charitable Trust and the Big Lottery Fund.
- We continued to develop and strengthen our engagement with the **Care Inspectorate**, serving its **High-Level Advisory Group** as well as the advisory group on joint inspection which it runs collaboratively with Healthcare Improvement Scotland (HIS). In addition, we continued the successful series of engagement events between the inspectorate and providers initiated in 2015-16; and this year, as noted above, we put significant resources into ensuring that providers' experience and expertise fully informed the process of development of the new **National Care Standards**. We will continue to play a key role as the standards are rolled out in 2017-18.

Our work in 2016-17 continued to emphasise the importance of **partnership working and positive relationships** to the achievement of our desired outcomes.

- As noted earlier in this report, we have worked hard to bring **commissioners and providers together** to identify and develop new opportunities for collaborative commissioning and alternatives to competitive tendering.
- We continued to work alongside other third sector interests on the reconfigured Third Sector Collaborative on **Health and Social Care Integration**. In particular, we have kept in close touch with the dedicated support team hosted by the Health and Social Care Alliance, with a view to ensuring that they address provider issues in their work programme.
- We continued to serve on the governance committee of the new **Improvement Hub** for health and social care integration, hosted by HIS. In this capacity we worked to emphasise the importance to our sector of effective strategic commissioning and this has now become a key element in the iHub's programme of work.
- Our Children's Services Committee continued during 2016-17 to oversee our work promoting greater involvement and engagement of third sector providers in **children's services planning** and the embedding of GIRFEC. As noted earlier in this report, we were delighted to be awarded a grant from the Children, Young People & Families Early Intervention Fund administered by the Lloyds TSB Foundation to support this work into 2017-18.

CCPS is committed to playing a role on behalf of providers in our sector in **influencing** the development of policy and practice as it impacts on our members. Our outcome in this area emphasises the importance of promoting the Christie Commission principles in our influencing and representational activity.

Feedback from the CCPS membership survey, as noted above, clearly showed that **representation at a strategic level** is of considerable importance to providers. During the year, CCPS was invited to serve on a range of new committees and working groups to this end. In addition to those mentioned elsewhere in this report, these included the Scottish Public Services Ombudsman steering group on the new social work complaints process; the Carers Act Implementation Steering Group; the "Good Life Group" set up by housing associations to look at more community based care for people with complex needs; the Scottish Government pregnancy and maternity discrimination working group; and the Care Inspectorate CAPA Stakeholder Group (Care About Physical Activity improvement programme).

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

Specific work programmes

CCPS continued, with welcome external funding, to host a series of focused work programmes designed to support providers in specific areas of interest. Each of these programmes has produced its own detailed annual report: some of the highlights are presented here.

The **Housing Support Enabling Unit (HSEU)**, funded by the Scottish Government and hosted by CCPS in collaboration with the Scottish Federation of Housing Associations, entered its 13th year of operation in 2016-17. The Unit's work focuses on raising awareness about the role of housing support, acting as a central point for enquiries from housing support providers, and assisting providers to have a voice in policy making.

- Much of the HSEU's work this year has focused on those aspects of **welfare reform** impacting on supported accommodation providers and tenants, in particular the LHA Cap (a limit on the housing benefit that can be paid for social tenancies). The HSEU ran 6 events focusing on this area and examining the possibility of devolved funding for supported accommodation coming to Scotland.
- The Unit's **Better Futures outcomes system** has continued to offer housing support providers a way of measuring individual progress and demonstrating outcomes of services. At the end of 2016/17, there were 25 providers using Better Futures, including local authorities, providers from the voluntary and independent sector and housing associations.
- This year, the Unit commissioned an **independent evaluation** of Better Futures. The evaluation was very positive overall with very high ratings being given by staff using the system and evidence through the case studies that the framework helps to underpin a personalised approach to delivering housing support. Recommendations flowing from the findings will be considered and acted upon in 2017/18.
- The HSEU has continued to contribute to the work of the **Housing Partners for Health and Wellbeing group**. A significant focus of the work of the group has been on promoting a better understanding of the relationship between housing, homelessness and health.
- The Unit is also a member of the **Personal Outcomes Network**, organised by Healthcare Improvement Scotland (HIS) and the SSSC. The network focuses on promoting and encouraging the use of a personal outcomes approach in health and social care services. The HSEU was also involved in the planning for the Personal Outcomes Person-centred Approach (POPA) Open Day: Making Your Contribution event on 28th February 2017.
- In July and August 2016 the Unit conducted the seventh annual **'No Place like Home' Photography Competition**, attracting entries from 25 different housing support services. Winners of the competition are invited to receive their award at the annual Scottish Housing and Support Conference (SHASC) in October, which the Unit helps to organize and plan. The photos and accompanying stories from the No Place like Home competition are used in Unit publications throughout the year including the HSEU website and the bi-monthly eForum newsletter, which goes out to over 750 subscribers.

The CCPS **Providers & Personalisation (P&P) Programme** has been running since 2011, funded by the Scottish Government to deliver practice and policy change by supporting voluntary sector providers to prepare for self-directed support (SDS) and to showcase good practice. In 2016-17, the P&P Programme focussed on a number of specific areas for supporting SDS change.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

- P&P worked to support **providers working outwith mainstream adult care** settings to develop the systems, skills and information to deliver more personalised services, by running a variety of practice change workshops and events (including for criminal justice providers, housing support and homelessness services, and children's providers).
- A greater focus was placed on **local SDS implementation**: P&P ran a series of local area events and workshops for providers and commissioners in Glasgow, Borders, Dundee, Arbroath, Perth, Elgin and Dumfries and Galloway.
- P&P also worked to support voluntary sector providers to define their offer for SDS and ensure **sustainability** of services within the social care market by running a series of practical workshops (6 workshops attended by 150 participants) aimed at supporting providers with developing a marketing strategy for SDS and a plan for sustainability.
- P&P commissioned the University of Strathclyde to carry out a major **research project into the enablers and barriers for providers in delivering SDS**. A report of the findings was published in December 2016. Among the barriers identified was the continuing focus placed in Option 2 contracts on 'time and task provision' rather than on personal outcomes, and also a number of challenges for the workforce as a result of delivering more personalised and flexible support. P&P will follow these up in the coming year.

With welcome funding from The Robertson Trust and The Monument Trust, CCPS was able to continue to provide dedicated support throughout 2016-17 to the **Criminal Justice Voluntary Sector Forum (CJVSF)**.

- Following the passage of the **Community Justice (Scotland) Act** in February 2016, 2016-17 saw CJVSF heavily involved at a national level in the "transition" year as arrangements were finalised for the new model of community justice, with staff and members participating in various related Scottish Government workstreams. This included contributing to the development of the National Strategy for Community Justice, the Guidance for Local Partners and the Outcomes, Performance and Improvement Framework, all of which were launched in November 2016.
- CJVSF also continued to provide **briefings for members and consultation responses** on behalf of members to a number of committees and institutions. Briefing papers included important updates on the Transition Plans published by local authority areas and on the need for the strategic commissioning of justice services. CJVSF responses to consultations included the consultations on the Minimum Age of Criminal Responsibility; The Role and Purpose of the Crown Office and Procurator Fiscal Service; Health Care in Prisons; and to the Scottish Prison Services review of Data Collection.
- CJVSF continued to develop relationships with **key partners** throughout the year, including senior colleagues from the Scottish Prison Service, Scottish Government Community Justice Division, and the Serious Organised Crime Strategy Team. 2016/17 also saw the publication of a Third Sector Engagement Strategy agreed by the Scottish Prison Service and CJVSF, which sets out the commitment of both towards strategic inclusion of the third sector as well as the steps each organisation will take to ensure this.
- In addition to the above, CJVSF continued to carry out its **core work**, including support for the development and sharing of good practice, regular meetings of the training and development working group and the continuation of programmes for shared learning and collaborative induction for members.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

- 2016-17 also saw the **Strengthening Engagement Transition Project** continue its work to support and improve the inclusion of the third sector at a local level under the new model for community justice. Throughout the year the project built on earlier work to develop and host a range of collaborative events across a total of 7 local authority areas, bringing local statutory and third sector partners to explore the challenges uncovered during the first phase of the project's work. These workshops were highly rated and funding has been secured to continue the project in 2017-18.

This was the fourth year of operation of the CCPS **Workforce Development Network (WDN)**, funded by Scottish Government and designed to support providers to progress their key priorities on a range of workforce issues and influence the development of social services workforce policy. As noted above, CCPS appointed a full time Policy & Development Officer to lead this work in 2016-17, with support from a specialist Workforce Associate seconded from one of our member organisations.

- The WDN represented providers on several **national working and steering groups**, including the Leadership Strategy Group, through which the sector was able to influence the refreshed leadership strategy; and the Duty of Candour Education Group, which developed the resources to support the implementation of the legislation.
- Providers identified the opening of the Scottish Social Services Council (SSSC) **Register for Care at Home and Housing Support staff** in October 2017 as a priority for our work this year. The WDN and the Housing Support Enabling Unit (HSEU) ran a series of workshops to support providers to prepare in collaboration with the SSSC. Members also contributed to the content of a new registration App being developed by the SSSC.
- **Recruitment and retention** remain key concerns for the sector and the related challenges were further evidenced by the annual HR Voluntary Sector Forum Benchmarking Survey, conducted in partnership with the University of Strathclyde. Thirty two organisations took part in 2016 covering forty percent of the voluntary care sector workforce. The survey report, launched as part of *Engage Strathclyde* week, provided the opportunity to discuss the findings in detail and these will now contribute to the growing body of evidence on the social services workforce.
- The **HR Voluntary Sector Forum**, chaired by our Workforce Associate, remains a valuable communication, information and practice sharing network. In response to the findings from the Benchmarking Report Forum members developed a **standardised exit interview template** and commenced a retention pilot study. The findings from the study will be analysed by the same team from the University of Strathclyde carrying out the Benchmarking Survey and will be used to inform the development of retention strategies.
- The WDN facilitates both the CCPS/SSSC Liaison Group and the Leadership Reference Group. Both groups work in collaboration with partners including SSSC, Iriss and Scottish Care and provide a forum for collaboration, informing and influencing. Membership on the groups, which meet quarterly, grew throughout the year and members value the opportunities to influence national policy and developments including **Induction and Enhancing leadership capability: The strategy for enhancing the leadership of Scotland's social services**.
- The WDN worked closely with partners to engage providers in workforce issues including **Self-directed Support, Personalisation and Fair Work** and the **PVG Scheme review**.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Financial Review (continued)

During the year there was a positive net movement in funds of £16,827 (2016: £82,851 deficit); there was a positive movement in funds of £45,361 (2016: £8,829) for unrestricted funds and a negative movement of £28,534 (2016: negative £91,680) for restricted funds. With total funds brought forward of £253,322, this leaves total funds to carry forward of £270,149 of which £167,630 (2016: £122,269) relates to unrestricted funds and £102,519 (2016: £131,053) relates to restricted funds.

The present level of funding is considered adequate to support the continuation of CCPS's activities.

Reserves Policy

It is the policy of the directors to maintain unrestricted reserves not designated or invested in tangible fixed assets (which are the free reserves of the charity) at a level which equates to 3 months of budgeted expenditure (2017/18: £94,000). With the continued inclusion on the balance sheet of the SVSPS pension liability under SORP FRS 102, free reserves at the year end stand at £104,893 which exceeds the target level.

Plans for future periods

The CCPS Board agreed that our current priorities remain sound, and that the agreed suite of outcomes should be retained into 2017-18. The board also agreed to focus on a number of specific areas including:

- A thorough review of our **communications** strategy and capability. The board recognised that more robust and effective communications will help us to achieve our outcomes. We will work with specialist consultants to take this forward into 2017-18.
- A renewed focus on the power and potential of **collaboration** both within the third sector, and between the sector and its public service partners. We will work in partnership with Collaborate CIC in this regard.
- We will examine and probe the **distinctive contribution** of our sector to care and support, and inquire into the attributes within our sector that enable it to deliver a higher standard of care and support in many areas than our counterparts in either the public or private sector.
- We will continue to address the **sustainability** of care and support in our sector as a clear priority, and to participate fully in the range of reform programmes in train.

The Board of Directors, who are also trustees for the purposes of charity law, named on page 1 have served during the year under review unless otherwise indicated.

Structure, governance and management

Constitution and governing document

CCPS is a Scottish Charity and a company limited by guarantee, governed by a Memorandum and Articles.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Structure, governance and management (continued)

Appointment and Removal of Trustees

There is an annual election process for trustees of the Charity (who are also Directors of the company) with provision for co-option of further Trustees from within the membership. CCPS has produced a governance manual which is the principal tool for inducting new Trustees/Directors.

There are four sub-committees of the Board: the first oversees the work of the Scottish Government-funded Housing Supporting Enabling Unit (HSEU), which is a collaborative project between CCPS and the Scottish Federation of Housing Associations (SFHA); the second facilitates the contribution to the CCPS strategic agenda of those member organisations that provide care and support services to children and young people; and the third oversees the work of the Criminal Justice Voluntary Sector Forum (CJVSF), an initiative funded by The Robertson Trust and The Monument Trust that brings together the major voluntary sector providers of criminal justice services in Scotland. The fourth was convened by the Board to identify issues of interest and concern to providers relating to developments and reform in adult social care.

In addition to these formal sub-committees, the board also remits matters relating to staff terms and conditions to a small working group comprising the Convener, the Treasurer and two other board members. Working groups and reference groups are convened from time to time to support specific projects and programmes.

Decision making

The Board meets four times a year; the full membership also meets four times a year. The strategic plan is put to the full membership with a recommendation from the Board to adopt; the Board then delegates implementation of the plan to the Chief Executive Officer who provides detailed reports on progress to the Board, and regular updates to the wider membership.

Risk management

The Directors continue to assess the major risks to which the charity is exposed, in particular those related to the operations and finances of the Charity, and are satisfied that the systems are in place to mitigate the company's exposure to those risks.

The main risks that the Directors have identified and plans to manage these risks are:

- | | |
|---|--|
| 1) Pension scheme deficit grows; or loss of income inhibits capacity to meet deficit. | This liability will be clearly identified in the annual budget. The Board will require funded unit(s) who had staff in the scheme to contribute to annual repayments. In consultation with other members of the scheme the Board will explore options for reducing the deficit. In 2016-2017, the Board explored a potential deficit reduction scheme in conjunction with SCVO and other third sector organisations. After an appraisal of the available evidence and a comparison of the fees involved against the potential savings that could be made it was decided that proceeding did not offer a value for money approach for CCPS. |
| 2) Significant number of members decide not to renew membership, or to withdraw. | The Board will ensure members are regularly surveyed about their expectations of the association and satisfaction with services provided. They will ask members for early indication of their intention to withdraw. The membership fee structure will be kept under review. |

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Structure, governance and management (continued)

Risk management (continued)

- | | |
|---|--|
| 3) Significant number of members become insolvent and close down, or merge with others. | CCPS will actively recruit new members (facilitated by potential adjustment to fees as necessary). |
| 4) Loss of funding for units/programmes | The Board will carry out an annual review of the core budget of CCPS with income from units/programmes stripped out in order to evaluate the sustainability of CCPS core functions. Tight financial control by the Chief Executive Officer. |
| 5) Loss of critical staff | The Board will ensure appropriate remuneration and development opportunities and the Chief Executive Officer will facilitate regular team meetings/records to facilitate step-in. The Board have recently introduced new measures for succession planning and deputising for critical staff members. |

Key management personnel

The Board consider that they, together with the Chief Executive Officer, comprise the key management personnel. The directors give their time freely and the pay and remuneration of the key management personnel is set by the Board and kept under annual review.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Directors Responsibilities Statement

The Directors (whoever also trustees for the purposes of charity law) are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- (a) select suitable accounting policies and apply them consistently;
- (b) observe the methods and principles in the Charities SORP 2015 (FRS 102);
- (c) make judgements and estimates that are reasonable and prudent;
- (d) state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- (e) prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Directors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to the auditor

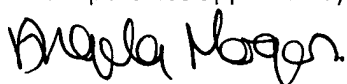
In so far as the Board of Directors are aware

- a) there is no relevant audit information of which the charitable company's auditor is unaware, and
- b) the Board of Directors have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approval

This report was approved by the Board of Directors on 16 August 2017 and signed on their behalf by:



A R Morgan
Treasurer

INDEPENDENT AUDITORS' REPORT TO THE BOARD OF DIRECTORS AND MEMBERS OF CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

We have audited the financial statements of CCPS - Coalition of Care and Support Providers in Scotland for the year ended 31 March 2017 which comprise the Statement of Financial Activities (incorporating Income & Expenditure Account), the Balance Sheet, a Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the directors, as a body, in accordance with section 44(1)(c) of the Charities and Trustees Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charitable company's members and the directors those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body, and its directors as a body for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

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

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

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

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition we read all the financial and non financial information in the Directors' Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**INDEPENDENT AUDITORS' REPORT TO THE
MEMBERS AND BOARD OF DIRECTORS OF CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN
SCOTLAND (CONTINUED)**

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matter prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of the audit:

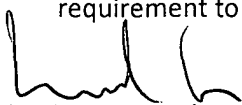
- The information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material mis-statements in the Directors' Report.

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

- the charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records or returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the accounts in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the Directors' Report and the requirement to prepare a strategic report.



Michael Crerar CA (Senior Statutory Auditor)

For and behalf of Geoghegans, Statutory Auditor
6 St Colme Street
Edinburgh EH3 6AD

16 August 2017

Geoghegans is eligible to act as an auditor in terms of section 1121 of the Companies Act 2006.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating Income and Expenditure Account) for the year ended 31 March 2017

	Notes	Unrestricted Funds	Restricted Funds	Total 2017	Total 2016
Income from:					
Charitable activities	3	318,427	462,075	780,502	652,872
Investments	4	<u>272</u>	<u>-</u>	<u>272</u>	<u>305</u>
Total income		<u>318,699</u>	<u>462,075</u>	<u>780,774</u>	<u>653,177</u>
Expenditure on:					
Charitable activities	5	<u>273,329</u>	<u>476,618</u>	<u>749,947</u>	<u>679,537</u>
Total expenditure		<u>273,329</u>	<u>476,618</u>	<u>749,947</u>	<u>679,537</u>
Net income/(expenditure)	8	45,370	(14,543)	30,827	(26,360)
Transfers between funds	13	<u>13,991</u>	<u>(13,991)</u>	<u>-</u>	<u>-</u>
		59,361	(28,534)	30,827	(26,360)
Other recognised gains/(losses):					
Remeasurement gains/(losses) on defined benefit pension scheme	16	<u>(14,000)</u>	<u>-</u>	<u>(14,000)</u>	<u>(56,491)</u>
Net movement in funds		45,361	(28,534)	16,827	(82,851)
Total funds brought forward		<u>122,269</u>	<u>131,053</u>	<u>253,322</u>	<u>336,173</u>
Total funds carried forward		<u>£ 167,630</u>	<u>£ 102,519</u>	<u>£ 270,149</u>	<u>£ 253,322</u>

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

BALANCE SHEET at 31 March 2017

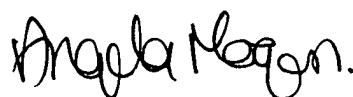
	Notes	2017	2016
Fixed Assets:			
Tangible Assets	10	-	-
Current Assets:			
Debtors	11	4,942	14,334
Cash at bank and in hand		629,837	597,243
		<u>634,779</u>	<u>611,577</u>
Liabilities:			
Creditors: Amounts falling due within one year	12	(70,630)	(64,626)
Net assets excluding pension liability		564,149	546,951
Defined benefit pension scheme liability	16	(294,000)	(293,629)
Net Assets		<u>£ 270,149</u>	<u>£ 253,322</u>
The funds of the charity:			
Unrestricted funds	13	167,703	122,269
Restricted funds	13	102,446	131,053
		<u>£ 270,149</u>	<u>£ 253,322</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved and authorised for issue by the Board of Directors on 16 August 2017 and signed on its behalf by:



L McGrath
Convenor



A R Morgan
Treasurer

Company Number: SC279913

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

RECONCILIATION OF NET INCOME/ (EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES for the year ended 31 March 2017

	2017	2016
<i>Net income(expenditure) for the year (as per the SOFA)</i>	30,827	(26,360)
Adjustments for:		
Actuarial gains/(losses)	(14,000)	(56,491)
Bank interest	(272)	(305)
Decrease/(Increase) in debtors	9,392	(786)
Increase in creditors	6,004	27,097
Increase in DB pension liability	371	43,328
<i>Net cash provided by operating activities</i>	<u>£ 32,322</u>	<u>£ (13,517)</u>

STATEMENT OF CASH FLOWS for the year ended 31 March 2017

	2017	2016
Cash flows from operating activities:		
<i>Net cash provided by operating activities</i>	<u>32,322</u>	<u>(13,517)</u>
Cash flows from investing activities:		
Bank interest	<u>272</u>	<u>305</u>
<i>Net cash flow provided by investing activities</i>	<u>272</u>	<u>305</u>
 <i>Change in cash and cash equivalents in the year</i>	 32,594	 (13,212)
Cash and cash equivalents at the beginning of the year	<u>597,243</u>	<u>610,455</u>
Cash and cash equivalents at the end of the year	<u>£ 629,837</u>	<u>£ 597,243</u>

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2017

1 Accounting policies

Basis of accounting

The financial statements have been prepared in accordance with the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014 (as updated through Bulletin 1 published on 2 February 2016), the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102).

The financial statements have been prepared on a going concern basis.

CCPS – Coalition of Care and Support Providers in Scotland meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless stated in the relevant accounting policy note.

The Directors consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Income

Income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Income from charitable activities

Membership subscriptions, grants, conference and other income are accounted for when receivable by the charity. Grants, where entitlement is not conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Investment income

Bank interest is accounted for when receivable.

Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. The charity is not registered for VAT and expenditure therefore includes any VAT which cannot be recovered, and is reported as part of the expenditure to which it relates:

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

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

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2017

1 Accounting policies (continued)

Pension costs

CCPS is a member of the Scottish Voluntary Sector Pension Scheme (the Scheme) which is a multi-employer defined benefit scheme. This Scheme closed to future accrual on 31 March 2010 and it is not possible to confirm CCPS's share of underlying assets and liabilities of the Scheme and is therefore accounted for as a defined contribution scheme. The Scheme is currently in deficit and a deficit funding arrangement is in place with CCPS. The net present value of the deficit reduction contributions payable under the agreement are reflected as a provision on the balance sheet and the movements on this provision in each period charged or credited through the Statement of Financial Activities.

CCPS also operates a group personal pension scheme on a defined contribution basis. The contributions payable are charged to the Statement of Financial Activities in the period to which they relate.

Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. The cost of minor additions or those costing less than £1,000 are not capitalised.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Office equipment – 3 years straight line basis.

Financial instruments

The charitable company only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised at transaction value and subsequently measured at their settlement value.

Debtors

Trade debtors and prepayments are recognised at the settlement amount due.

Creditors and Provisions

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably.

Fund accounting

Funds held by the charity are either:

Unrestricted funds – these are funds which can be used in accordance with the charitable objects at the discretion of the Board of Directors. Unrestricted funds include designated funds where the directors, at their discretion, have created a fund for a specific purpose.

Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for a particular restricted purpose.

Taxation

As a charity the company is exempt from tax on income and capital gains to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2017

2 Legal status of the charity

The charity is a company limited by guarantee and not having a share capital. That liability of each member in the event of winding up is limited to £1.

3	Income from charitable activities	Unrestricted Funds	Restricted Funds	2017 Total	2016 Total
	Grants				
	Scottish Government Better Homes Division funding re: Housing Support Enabling Unit	3,000	117,640	120,640	120,640
	Scottish Government, Office of the Chief Social Work Advisor funding re: Workforce Development Network	7,000	63,000	70,000	70,000
	Scottish Government Adult Care and Support Division funding re: Providers & Personalisation Programme	9,725	87,530	97,255	11,839
	Co-funding from The Robertson Trust and The Monument Trust re: Criminal Justice Voluntary Sector Forum	5,000	20,000	25,000	50,000
	Scottish Government Community Justice Division funding re: Criminal Justice Voluntary Sector Forum Strengthening Engagement Project	-	50,000	50,000	50,000
	Scottish Government Care, Support and Rights Division and Third Sector Division re: funding support for programme of work on Commissioning, Procurement and SDS	-	50,000	50,000	50,000
	Children, Young People and Families Early Intervention Fund re: funding support for programme of work on Children's Services Policy and Engagement	-	23,000	23,000	22,511
		24,725	411,170	435,895	374,990
	Subscriptions and memberships	233,678	2,550	236,228	218,319
	Course income	-	20,880	20,880	19,250
	Conference income	46,554	-	46,554	-
	Events income	-	17,475	17,475	17,163
	Research income	13,470	-	13,470	12,900
	Consultancy income	-	10,000	10,000	10,250
		<u>£ 318,427</u>	<u>£ 462,075</u>	<u>£ 780,502</u>	<u>£ 652,872</u>

Income from charitable activities was £780,502 (2016: £652,872) of which £318,427 was unrestricted (2016: £240,370) and £462,075 was restricted (2016: £412,503).

4	Investment income	2017	2016
	Interest received	272	305
		<u>£ 272</u>	<u>£ 305</u>

Both current and prior year figures reflect unrestricted investment income.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2017

5	Analysis of expenditures on charitable activities	Basis of Allocation	Total 2017	Total 2016
	Staff costs	Staff time	377,261	343,347
	Travel	Direct	13,565	11,359
	Printing	Direct	6,742	20,326
	CCPS events	Direct	49,275	50,120
	Office costs share	Usage	20,048	16,170
	Conference expenditure	Direct	44,764	-
	Membership EASPD	Direct	3,942	2,943
	Subscriptions/publications	Direct	1,658	2,044
	Research/consultancy	Direct	102,755	129,861
	Equipment	Direct	5,955	2,536
	Outcomes framework costs	Direct	22,028	17,091
	DB pension scheme expenses	Direct	3,295	2,635
	DB pension interest charge	Direct	7,000	5,472
	Support costs (see note 6)		65,311	57,369
	Governance costs (see note 7)		26,348	18,264
			<u>£ 749,947</u>	<u>£ 679,537</u>

Expenditure on charitable activities was £749,947 (2016: £679,537) of which £273,329 was unrestricted (2015: £171,269) and £476,618 was restricted (2016: £508,268).

6	Support costs	Basis of Allocation	2017	2016
	Staff costs	Staff time	25,677	24,913
	Office costs share	Direct	13,366	10,779
	Professional fees	Direct	1,261	521
	Stationery	Direct	6,791	3,436
	Computer costs	Direct	300	46
	Insurance	Direct	964	935
	Life Assurance costs	Direct	1,476	1,477
	Training	Direct	7,920	6,620
	IT Support	Direct	6,649	7,733
	Bank charges	Direct	907	909
			<u>£ 65,311</u>	<u>£ 57,369</u>

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2017

7	Governance costs	Basis of Allocation	2017	2016
	Audit fees	Direct	2,350	2,300
	Accountancy fees	Direct	1,730	2,080
	Trustee indemnity insurance	Direct	250	250
	Staff costs	Staff time	22,018	13,634
			<u>£ 26,348</u>	<u>£ 18,264</u>

8	Net movement in funds	2017	2016
		£	£
	This is stated after charging:		
	Depreciation	-	-
	Auditors' remuneration (excluding VAT)		
	- audit services	2,000	1,917
	- other services	1,400	1,733
		<u>2,000</u>	<u>1,733</u>

9 Staff costs

No remuneration was paid to the Board of Directors during the year, nor were any expenses reimbursed.

No director or other person related to the charity had a personal interest in any contract or transaction entered into by the charity during the year (2016: None).

	2017	2016
Salaries and wages	370,915	327,610
Social Security costs	28,284	32,169
Pension	25,757	22,115
	<u>£ 424,956</u>	<u>£ 381,894</u>

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows :

	2017	2016
Management	3	3
Policy and Development	5	5
Administration and support	4	2
	<u>12</u>	<u>10</u>

One employee (2016: One) received emoluments of between £60,000 and £70,000 in the year.

Pension contributions were made to a defined contributions scheme for the highest paid employees of £6,199 (2016: £6,168).

The total amount of employee benefits received by key management personnel is £68,185 (2016: £67,540). The key management personnel comprise the Chief Executive Officer.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2017

10	Tangible fixed assets	Office Equipment	
	Cost		
	At 31 March 2016		11,211
	Additions		-
	Disposals		-
	At 31 March 2017		<u>11,211</u>
	Depreciation		
	At 31 March 2016		11,211
	Charge for the year		-
	Disposals		-
	At 31 March 2017		<u>11,211</u>
	Net book value		
	At 31 March 2017	£	-
	At 31 March 2016	£	-
11	Debtors	2017	2016
	Trade debtors	1,975	1,057
	Prepayments and other debtors	<u>2,967</u>	<u>13,277</u>
		£ 4,942	£ 14,334
12	Creditors: Amounts falling due within one year	2017	2016
	Trade creditors	27,931	22,578
	Other creditors	15,420	12,668
	Accruals	12,279	4,380
	Deferred income	<u>15,000</u>	<u>25,000</u>
		£ 70,630	£ 64,626

Deferred income

	Balance 1 April 2016	Released in year	Deferred in year	Balance 31 March 2017
Scottish Government commissioning and procurement grant	<u>25,000</u>	<u>(25,000)</u>	<u>15,000</u>	<u>15,000</u>
	£ 25,000	£ (25,000)	£ 15,000	£ 15,000

Deferred on the basis that the grant relates to a 2017/18 project.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2017

13 Funds	31 March 2016	Incoming Resources	Resources Expended	Actuarial gains/ (losses)	Transfers	31 March 2017
<i>Unrestricted:</i>						
General Fund	36,040	318,699	(248,850)	(14,000)	13,004	104,893
<i>Designated:</i>						
Commissioning Fund	60,689	-	(24,479)	-	-	36,210
Redundancy Fund	25,540	-	-	-	987	26,527
	<u>122,269</u>	<u>318,699</u>	<u>(273,329)</u>	<u>(14,000)</u>	<u>13,991</u>	<u>167,630</u>
<i>Restricted:</i>						
Housing Support Enabling Unit	43,908	150,020	(158,600)	-	4,013	39,341
Providers & Personalisation Programme	249	87,530	(87,619)	-	-	160
Criminal Justice Voluntary Sector Forum	54,726	22,550	(48,448)	-	9,900	38,728
Criminal Justice Voluntary Sector Forum Strengthening Engagement Project	18,104	50,000	(36,344)	-	(7,500)	24,260
Commissioning, Procurement and SDS	-	65,975	(65,975)	-	-	-
Workforce Development Network	13,962	63,000	(56,455)	-	(20,477)	30
Children's Services Policy and Engagement	104	23,000	(23,177)	-	73	-
	<u>131,053</u>	<u>462,075</u>	<u>(476,618)</u>	<u>-</u>	<u>(13,991)</u>	<u>102,519</u>
	<u>£ 253,322</u>	<u>£ 780,774</u>	<u>£ (749,947)</u>	<u>£ (14,000)</u>	<u>£ -</u>	<u>£ 270,149</u>

Analysis of funds per balance sheet at 31 March 2017

	Unrestricted Funds	Restricted Funds	Net Assets
Net current assets	461,630	102,519	564,149
Defined benefit pension scheme liability	(294,000)	-	(294,000)
	<u>£ 167,630</u>	<u>£ 102,519</u>	<u>£ 270,149</u>

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2017

13 Funds (continued)

Housing Support Enabling Unit (restricted)

The Housing Support Enabling Unit Fund is a project funded primarily through the Scottish Government Better Homes Division to assist and support voluntary and independent sector service providers in relation to their provision of housing support. The Scottish Federation of Housing Associations (SFHA) also makes a financial contribution to the HSEU in recognition of the importance of the Unit's work on behalf of housing associations. In addition, the HSEU generates funds from subscribers to their Better Futures outcomes framework software. These subscriptions pay in part for ongoing commitments towards maintenance and license fees charges by the software developer.

Providers & Personalisation Programme (restricted)

The Providers & Personalisation Project was funded by the Scottish Government Adult Care and Support Division support service providers in relation to the developing agenda for personalisation and self-directed support.

The Criminal Justice Voluntary Sector Forum (restricted)

The Criminal Justice Voluntary Sector Forum was funded in equal parts by The Robertson Trust and The Monument Trust to assist and support service providers in relation to work around criminal justice.

The Criminal Justice Voluntary Sector Forum Strengthening Engagement Project Fund (restricted)

The Strengthening Engagement Project was funded by The Scottish Government Community Justice Division to assist the work of the Third Sector to help facilitate the transition of the new model for Community Justice in Scotland. The aim of this funding will be to support the sector to build their capacity and capacity to work together on the achievement of improved outcomes for community justice.

Funding support for programme of work on Commissioning, Procurement and SDS (restricted)

CCPS' Commissioning & Procurement work programme received a contribution from the Scottish Government Care, Support and Rights Division and the Third Sector Division to promote more collaborative approaches to commissioning and procurement and support social care providers in working within these processes. CCPS also maintains a designated fund for the purposes of this work programme (see below) which was utilised in 2016/17.

Workforce Development Network (restricted)

The Workforce Development Network project was funded by The Scottish Government Office of the Chief Social Work Adviser to aid with the development of Scotland's Social Service Workforce.

Funding support for programme of work on Children's Services Policy and Engagement (restricted)

The Children, Young People & Families Early Intervention Fund grant is a three year grant administered by the Lloyds TSB Foundation on behalf of Scottish Ministers. It has been awarded to develop CCPS' capacity to support members' engagement with national children's services policy development, with particular focus on commissioning of children's services, information sharing, positive relationships within the sector and with statutory colleagues and collaborative policy influencing in support of the Christie principles.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2017

13 Funds (continued)

Commissioning & Procurement Fund (designated)

The Commissioning & Procurement Fund relates to monies set aside by the Board to co-ordinate the work of CCPS and its funded programmes in relation to commissioning, procurement and SDS.

Redundancy Fund (designated)

The Redundancy Fund represents monies set aside against future redundancy payments. Grant funding for projects is either for one year or for longer periods 'in principle', subject to confirmation on an annual basis. Due to the relatively high risk that CCPS will have to instigate redundancy proceedings in a given financial year, provision has been made here to cover the potential costs. This fund will be reviewed annually by the CCPS Board to allow for any perceived changes to the funding climate.

14 Financial Commitments

The future minimum lease payments under non-cancellable operating leases are as follows:

	2017		2016	
	Buildings	Other	Buildings	Other
Not later than one year	6,782	1,845	1,130	-
Later than one year and not later than five years	-	-	-	3,321
	<u>£ 6,782</u>	<u>£ 1,845</u>	<u>£ 1,130</u>	<u>£ 3,321</u>

15 Related Parties

There were no related party transactions in the year (2016: none).

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2017

16 Pension Commitments

(a) Defined contribution pension arrangements

CCPS operates a group personal pension scheme on a defined contribution basis. Employer contributions are paid in the range of 6% to 10% of pensionable salaries while employee contributions are a minimum 4% of pensionable salaries. Employer pension contributions payable in the year were £25,757 (2016: £22,115). The amount included within creditors at the year is £3,785 (2016: £3,003).

(b) Defined benefit pension arrangements

The company participates in the Scottish Voluntary Sector Pension Scheme, a multi-employer scheme which provides benefits to some 95 non-associated employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2014. This valuation showed assets of £88.22m, liabilities of £122.15m and a deficit of £33.93m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions:

From 1 April 2016 to 31 October 2029:	£1,703,000 per annum (payable monthly and increasing by 3% each on 1st April)
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The recovery plan contributions are allocated to each participating employer in line with their estimated share of the scheme liabilities.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2017

16. Pension Commitments (continued)

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

PRESENT VALUES OF PROVISION

	2017	2016	2015
Present value of provision	<u>£ 294,000</u>	<u>£ 293,629</u>	<u>£ 250,301</u>

RECONCILIATION OF OPENING AND CLOSING PROVISIONS

	2017	2016
Provision at start of year	293,629	250,301
Unwinding of the discount factor (interest expense)	7,000	5,472
Deficit contribution paid	(20,629)	(18,635)
Re-measurements - impact of any change in assumptions	14,000	(5,541)
Re-measurements - amendments to the contribution schedule	-	62,032
Provision at end of year	<u>£ 294,000</u>	<u>£ 293,629</u>

INCOME AND EXPENDITURE IMPACT

	2017	2016
Interest expense	7,000	5,472
Re-measurements – impact of any change in assumptions	14,000	(5,541)
Re-measurements – amendments to the contribution schedule	-	62,032
	<u>£ 21,000</u>	<u>£ 61,963</u>

ASSUMPTIONS

	2017 % per annum	2016 % per annum	2015 % per annum
Rate of discount	<u>1.76</u>	<u>2.55</u>	<u>2.27</u>

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2017

16. Pension Commitments (continued)

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

17 Control

In the opinion of the directors, there is no ultimate controlling party.