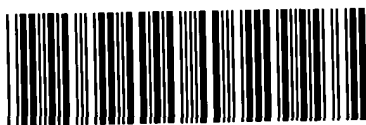


**CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND
(A Company Limited by Guarantee)**

REPORT AND FINANCIAL STATEMENTS

for the year ended 31 March 2018

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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

CHARITABLE COMPANY INFORMATION

Board of Directors	L McGrath – Convenor S A Kelly – Vice Convenor J E Gray – Treasurer (from 14 September 2017) A R Morgan – Past Treasurer (resigned 14 September 2017) H J Brown (appointed on 14 September 2017) A Currie (co-opted 14 September 2017) V A Dickenson (appointed on 25 October 2017) C H Dickson J G Gillespie (appointed on 31 January 2018) J Grant (resigned 14 September 2017) L Gray (appointed on 14 September 2017) T Halpin M Hayes (appointed on 14 September 2017) A P Kerr M C Matheson (resigned 10 May 2017) M McCarthy D P McGowan (resigned 10 May 2017) M Ramsay N A Richardson (appointed on 19 September 2017) S J Smith A J Smyth A M Todd (resigned 14 September 2017) R J Wilson (resigned 10 May 2017) A L Wood (appointed on 14 September 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 2018.

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 supported by third sector organisations in Scotland 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 2017-18

Issues of **sustainability** remained front and centre for CCPS and its members throughout 2017-18.

Care & support providers in our sector have been contending with a range of related challenges, including in some cases significant budget cuts and in others, difficult decisions to withdraw from service provision. CCPS worked throughout the year to support our members and to ensure that their experience, their expertise and their concerns are taken into account by decision-makers.

Implementation of the Scottish Government's policy commitment to the Living Wage in social care has continued to be extremely challenging. Throughout the year, CCPS remained mindful of our members' view, as expressed in our recent membership survey, that the support and information we provide to members on this initiative has been perceived by many members as the single most valuable service that CCPS offers.

As well as fulfilling our critical representational role on behalf of members in relation to the Living Wage and much else, we have also continued to expand and refine our development offer in areas such as sustainability, complexity, leadership and systems change, particularly with respect to commissioning & procurement. Much of this has involved partnership working with our colleagues in central and local government.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT

Activities overview 2017-18 (continued)

We have continued to provide a specific forum for issues relevant to providers of care & support for children, young people & families; and we have further developed the work of our funded projects relating to self-directed support, community justice, workforce development and housing support.

Our activities in all these areas 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.

In particular, we have significantly stepped up our events programme, running a total of fifty-five events during the course of 2017-18 – an average of more than one a week – attended by delegates from all sectors. These events have been evaluated extremely positively.

In addition to this programme of seminars, briefing events and conferences we have continued to run our regular membership events, both for the full membership and for our various interest groups including children's services providers and community justice organisations.

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.

CCPS membership remained stable this year at 80 of Scotland's most substantial third sector providers of care and support. Two further members joined at the beginning of 2018-19. 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 third year.

In addition, The Scottish Government provided a further year of grant funding for our Workforce Development Network; and we were delighted to receive a second Scottish Government grant for our 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.

CCPS also benefited from a further grant awarded by the Corra Foundation (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 twelve (ten full time, two part time) with the addition of a seconded workforce specialist from a member organisation (Includem). We successfully implemented the introduction of a Deputy Director post, filled from within the existing team, which has proved its value in enhancing our strategic capability and strengthening our line management arrangements as CCPS continues to develop and grow.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance

Our members have continued to offer strong endorsement for the key outcomes identified in our organisational logic model.

This year, we are organising our Directors' Report around those outcomes, focusing both on the substance of our work, and on its impact.

Outcome 1: Providers are properly resourced to offer high quality, personalised care and support

This outcome grew in importance during 2017-18 as providers felt the impact of ongoing public spending constraints.

In 2017-18 we published findings from the third of our annual **Business Resilience Surveys**. The survey was developed from an earlier exercise (the Provider Optimism Survey) dating back to 2009, and adds to our considerable set of data about trends in our sector relating to organisational wellbeing and the impact of the economic, social and public policy environment in which our members operate.

This year, the survey identified a significant increase in the proportion of providers reporting that they have withdrawn from at least one service contract in the last twelve months on the grounds of contract viability; and in those reporting that they have withdrawn or abstained from a social care procurement process for the same reason.

These findings provide powerful evidence about the risks posed to the sustainability of social care in our sector. We have raised these matters in a range of strategic discussions, including those conducted by the Scottish Parliament Health & Sport Committee in its December 2017 inquiry into social care sustainability; and by the National Contingency Planning Group, convened to address high-profile instances of market withdrawal.

As noted above, 2017-18 was the second year of implementation for the Scottish Government's policy of paying the **Scottish Living Wage** to adult social care workers. The policy was introduced in 2016 as a response to serious concerns about sector sustainability with particular respect to recruitment difficulties in a highly competitive labour market.

We provided members with comprehensive briefings about the detail of implementation, closely monitoring progress in each local authority area and feeding back information and intelligence to our partners on the National Implementation Group. We successfully argued for the inclusion of a **service cost component template** in the 2018-19 implementation guidance, to assist providers in their funding negotiations. We also commissioned a major piece of **research** on the challenges of implementation from the University of Strathclyde: most of the fieldwork was completed in-year and we look forward to co-publishing the findings in the coming year.

During the year, the Cabinet Secretary for Health & Sport took the decision to extend the Living Wage commitment to **sleepover shifts**. CCPS presented clear evidence to officials that the likely consequence would be the removal of sleepover shifts by commissioning authorities and their replacement with cheaper alternatives, with a highly detrimental impact on staff pay in direct opposition to the policy intention.

The Cabinet Secretary confirmed her decision despite the evidence we presented, with the consequences that we had foreseen. We have worked to mitigate the worst effects, notably by acting as a key partner in a programme of work to support the redesign of overnight support.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

Meanwhile several of our members were contacted by Her Majesty's Revenue and Customs (HMRC) regarding its **Social Care Compliance Scheme**. CCPS sought to support those members by preparing briefings and collating information and intelligence about the scheme.

Our colleagues within Scottish Government are alive to the issues of sustainability in our sector, and during 2017-18 they continued to explore the scope for a programme of work to support **adult social care reform**. CCPS was pleased to have an input to that work, including support for a systems change workshop led by Julian Corner, Chief Executive of Lankelly Chase Foundation. The programme includes ongoing reform of the **National Care Home Contract**, and a piece of work led by Social Work Scotland looking at key issues of sustainability in **care & support at home**, toward to the costs of which CCPS made a contribution.

Sustainability is not an issue uniquely for adult social care providers in our sector: the impact of cuts to services for children & young people are also keenly felt, and our **Committee on Care & Support for Children and Young People** initiated a programme of work in this area which will continue into 2018-19.

Similarly, housing support organisations are looking at routes to sustainability in their field. Through our hosted **Housing Support Enabling Unit**, we manage and promote the **Better Futures** tool, which helps organisations to demonstrate the impact of housing support using measurable outcomes. New interest in the system was generated through a conference in October 2017, seven demonstration sessions and eight training courses.

Outcome 2: The provider workforce is well qualified, competent and confident, with good pay and conditions

Providers' ability to offer high quality care & support is entirely dependent on the successful recruitment, development and retention of appropriately qualified staff.

As noted above, the Living Wage initiative is a key government response to the challenges of **recruitment** in the sector. Other factors also play a part and our Scottish Government-funded **Workforce Development Network (WDN)** has worked hard during the year to address members' concerns. The WDN convened a working group on recruitment enabling providers to address some of the challenges facing the sector. The group identified potential sources of referral from Community Jobs Scotland and the Prince's Trust; it also ran an Employability Project in partnership with Workers Education Association, Lloyds Banking Group and Momentum (Fair Start Scotland). In the coming year, a sector specific marketing campaign is planned.

To tackle **retention** issues, WDN supported providers to develop an exit interview template collaboratively. Thirteen providers participated in a year-long exit interview project; the findings were analysed by the University of Strathclyde and will inform the implementation of the National Health & Social Care Workforce Plan (see below). The report will support providers to develop retention strategies and an increased number of organisations are due to participate in the project in 2018/19.

As in previous years, the WDN worked with the HR Voluntary Sector Forum and the University of Strathclyde to produce the annual **HR Benchmarking Report** for the sector. The report was launched at a successful event where delegates heard from the newly-appointed Scottish Government Chief Social Work Adviser, Iona Colvin, as well as from representatives of the Living Wage campaign in Scotland.

The WDN also worked to support providers to prepare for the opening of the Scottish Social Services Council (SSSC) **register for care at home and housing support staff**, running five events jointly with our hosted Housing Support Enabling Unit (HSEU). The impact has been a significantly higher number of workers than anticipated applying to register, with the consequence that employers will be less likely to have a backlog of staff to register as the deadline approaches.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

Modern Apprenticeships (MAs) were a key focus for the WDN in 2017-18. A programme of work was initiated to increase engagement between providers and Skills Development Scotland (SDS); to increase SDS's understanding of issues and challenges in social care recruitment; and to work with sector to address them (particularly the gender imbalance). The programme also successfully promoted collaboration between SDS, SCVO and CCPS members to develop a third sector specific guide to MAs. SDS offered to work with the sector through the HR Voluntary Sector Forum to increase use of MAs in social care, and refreshed its MA website in partnership with the sector so it is now of more relevance. Much of this work was prompted by the introduction by the UK Government of the **Apprenticeship Levy**, in relation to which CCPS played a key representative role.

Our hosted **Community Justice Voluntary Sector Forum (CJVSF)** also focused on workforce issues in 2017-18, running its **Collaborative Induction Programme** and Shared Learning Programme for a second year. Participants reported increases/improvements in their core knowledge and skills, their awareness and understanding.

As well as supporting members in these key areas, CCPS has also been representing their views, experience and concerns on the Social Care Working Group set up by the **Fair Work Convention**. Chaired by CCPS member Henry Simmons, Chief Executive of Alzheimer Scotland, the working group has been plotting a course to deliver Fair Work in social care. Providers have had a significant input to the group's work including a membership meeting in December 2017 entirely devoted to an exploration of how the five dimensions of Fair Work can be given full expression in social care.

CCPS also worked during the year to contribute to and to influence the Scottish Government's **National Workforce Plan for Health and Social Care**, in particular Part Two which focuses in detail on care & support. We were successful in ensuring that key issues for providers were addressed in the plan's recommendations, including the impact of procurement on the third sector workforce.

Outcome 3: Commissioning and procurement is focused on, and enables, high quality sustainable care and support

Commissioning is the key mechanism through which third sector providers are engaged in the provision of publicly-funded care & support. Procurement & contracting – especially competitive tendering processes – remain the dominant models used by public authorities to formalise arrangements that engagement.

We were pleased to receive a further Scottish Government grant in 2017-18 to support our work in this area, which is designed both to improve current practice and to seek more appropriate – and more collaborative – alternatives.

During the year, we ran a series of local and national workshops focusing on **alternatives to competitive tendering** and promoting the flexibilities in the new procurement legislation. These cross-sectoral workshops explored achievable improvements to current processes. The workshops reached a mixed audience of contracting authority and provider staff. Participants welcomed the chance for open discussion about their concerns, and highlighted the quality of facilitation and event design.

Working with local provider leaders, CCPS continued to support the development of the **Glasgow Alliance to End Homelessness**, a collaborative approach to the commissioning of around £20m of purchased services. We secured seed funding from Scottish Government (Third Sector Division) to draw in expert advice from LH Alliances to progress the development. Glasgow Health & Social Care partnership has since become the first contracting authority in Scotland to take an alliancing approach to a major contract, and to do this collaboratively with providers. The procurement process has not yet concluded so the full impact is yet to be determined; we will continue to follow progress in the coming year.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

Scotland Excel, the national centre for expertise in local government procurement, has developed a number of national framework contracts in recent years, including contracts for secure care, residential child care and residential care for people with a learning disability. This year, Scotland Excel initiated a programme of work to develop a **national framework contract for adult care at home and supported living**, which will affect a significant majority of CCPS members. CCPS worked with Scotland Excel to ensure that providers were able to input to the work; we have some serious concerns about how the project is being progressed and we will continue to raise these in the coming year.

From time to time, CCPS members approach us with examples of particularly challenging procurement exercises undertaken by public authorities, including those where **Scottish Government guidance on social care procurement** does not appear to be followed. There were a number of such examples brought to our attention during 2017-18, and we worked to ensure that members' shared concerns about these exercises were brought to the attention of senior commissioning and directorate staff. To facilitate our work in this area, we started work on the development of a contract analysis tool which will be further refined in the coming year.

Community Justice Scotland (CJS) plans to develop a **national commissioning framework** for community justice services. Our hosted Community Justice Voluntary Sector Forum (CJVSF) accordingly supported providers to contribute to the framework, including by hosting a **national conference** focusing on the role of the voluntary sector in justice with a particular focus on third sector participation in commissioning processes. Following these activities, CJVSF and its members were invited to join the national working group that will support the development of the framework, and to help national partners conduct their related engagement work.

See Outcome 6 below for details of further work on commissioning & procurement.

Outcome 4: Regulation and scrutiny of care and support is proportionate, and drives improvement

Care & support services provided by third sector organisations are regulated and inspected by the Care Inspectorate. For the last ten years, all regulated services have been graded on a scale of 1-6 (1=weak, 6=excellent). In all material relating to gradings published by the **Care Inspectorate** (and its predecessor body, the Care Commission) voluntary sector adult care services have generally been more highly graded than their counterparts in either the public or private sector. This is also the case in some areas of children's services.

This year we continued to play a leading role in the development and launch of the new **national health and care standards**, and in the oversight of their implementation. Our involvement, and that of our members, directly influenced the shape of the new standards.

Whilst the standards are most immediately applied to service delivery organisations, we have continued to press for more proactive consideration of how they will be considered by commissioners.

Throughout the year, we have maintained close working relationships with the Care Inspectorate and have facilitated ongoing interaction and dialogue between the organisation's strategic leadership and that of CCPS members.

In this way, we have been able to successfully influence the development of a **new inspection methodology**; and we have assisted in the more effective resolution of issues raised by individual members with respect to the inspection process.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

Outcome 5: Providers have the information, knowledge and skills they need to deliver high quality support

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 relevance to providers. Many of these related to specific areas of interest to providers covered by our funded projects and programmes.

We continued to operate our popular **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 the NHS in Scotland; the Scottish Government Chief Social Work Adviser; senior officers from Care Opinion; representatives from the Fair Work Convention; and the Chief Executive of the Care Inspectorate.

In a new initiative, 2017-18 saw the launch of two new CCPS networks: a peer support group for **new and incoming Chief Executives** of care & support providers, and a network for **women leaders** in social care. The inaugural event featured an 'in conversation' dialogue with Professor Alexis Jay, Chair of the Independent Inquiry into Child Sexual Abuse set up by the UK Government.

Our CCPS Committee on Care & Support for Children and Young People also welcomed a series of influential **guest speakers** throughout the year including the Chair of the Independent Care Review; the Children & Young People's Commissioner for Scotland; and the Scottish Government Director for Children and Families. Committee meetings offer a forum to children's services providers that enables them to recognise their shared successes and concerns in what is otherwise an often difficult competitive environment.

In 2017-18, the committee conducted and launched research into **family support**. The research provided evidence of impact of the kinds of family support work carried out by CCPS members and members discussed the findings in a series of high level meetings with Scottish Government and other policy and practice strategic leads.

Our hosted Criminal Justice Voluntary Sector Network (CJVSF), Housing Support Enabling Unit (HSEU), Workforce Development Network (WDN) and Providers & Personalisation Programme (P&P) also issue **regular e-bulletins** and information briefings to their specific networks, covering a very wide range of third sector organisations within and beyond the CCPS membership.

In addition, these hosted projects and units undertook a range of work designed to achieve our organisational outcome in this area:

- HSEU commissioned an independent evaluation of its **Better Futures** outcomes tool. Organisations using Better Futures are confident about their use of the system, enabling them to set out its relevance of commissioners and regulators.
- The WDN participated in the development of an important resource relating to **Palliative and End of Life Care** that will support staff, supervisors and managers.
- CJVSF produced a learning tool called "**Joining the Dots**" to bring together transferable learning from the work of the collaborative training and development programme. It is intended for use in the development of future training opportunities as well as partnership work more generally.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

2017/18 also saw CCPS take a leading role in supporting providers to understand and embrace the potential of **digital technology**. In September 2017, we organised a major conference to showcase the work of our members in digital and tech – “Let’s Get Digital”; following the success of this event, we were offered a Scottish Government grant for 2018/19 to run a programme aiming to increase members’ capacity to understand and adopt digital tech; to develop shared digital solutions; and to influence national and local digital strategic planning.

Our work in this area has significantly raised members’ awareness about the range and scope of digital activity; it has created a new network among providers; and it has forged stronger links with policy makers in this area.

Our Providers & Personalisation Programme (P&P) made its own contribution to this organisational outcome by hosting a series of thematic workshops on **self-directed support (SDS)** with respect to criminal justice, housing support and the workforce. These day workshops included expert input; opportunities for networking; and discussion and practical exercises on each topic. An impressive 97% of evaluation respondents said their knowledge of how to integrate SDS with the various areas of practice had increased as a result.

P&P also ran a major conference in October 2017, **Building the SDS Change**. Over 100 people attended this showcase event where providers shared their innovative practice in making SDS a reality. Event feedback was very positive with several attendees noticing the ‘can do’ attitude of our sector and their willingness to work with others.

In addition, P&P worked in Fife and Angus providing **collaborative local workshops** with providers and local authorities to identify and address barriers to SDS across the system. Again, 96% of respondents said they had a better understanding of the change they needed to make organisationally to implement SDS. Respondents appreciated the good quality facilitation which allowed open discussion of difficult issues.

Outcome 6: Providers have positive, productive relationships with their partners in the statutory sector (and elsewhere)

CCPS has long held the view that we will only meet the challenges we face by working collaboratively. Our work aims to support providers in forging successful partnerships and to promote greater collaboration across the sectors.

During the course of 2017/18 we ran **Coping with Complexity**, a major cross sector programme bringing together those with an interest in leading change in procurement and commissioning through a series of semi-structured, thematic workshops. Participants found the opportunity to build relationships, discuss challenges and generate new solutions particularly valuable. The cross-sectoral nature of the programme was also highly appreciated. Due to significant demand we will run a similar programme in 18-19, this time with a more specific focus on leadership.

Collaboration among and between providers was also a key area for CCPS in 2017/18. Working with Collaborate CIC, and funded by the Scottish Government, we explored provider-provider collaboration and the conditions in which it can flourish, providing evidence of how joint working can deliver better, more tailored support to people. The work offers a degree of balance to the prevailing narrative that there are ‘too many providers’ and related calls for merger and consolidation. A full report of the work will be published in 2018/19; we are discussing with Scottish Government the potential for an associated fund being made available to providers, to support more collaborative endeavour in the sector. Further details will be worked out in 2018/19.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

The ongoing agenda for **health & social care integration** has been highlighted as a route through which third sector organisations can play a greater role in addressing care & support needs. Working with the **Third Sector Collaborative for Health & Social Care**, which brings together all the third sector intermediary organisations with an interest in this area, we drafted a paper for the Ministerial Strategic Group on Health & Social Care that offered an assessment of the level and quality of third sector engagement to date, with recommendations for improvement. The Scottish Government undertook to respond and we will pursue this work through the collaborative in the coming year.

Other key collaborative fora attended by CCPS include the Scottish Social Work Services Forum which aims to drive forward collaborative work in a number of areas. The Forum oversees the **Scottish Social Services Awards**, which in 2017/18 saw CCPS members almost sweep the board, reaching the final in all ten categories and winning in six. In addition, four member entries that didn't make the final cut were listed as 'Highly Commended'.

We continued to serve on the governance committee of the **Improvement Hub (iHub)** for health and social care integration, hosted by Healthcare Improvement Scotland. 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 Committee on Care & Support for Children & Young People continued during 2017/18 to oversee our work promoting greater partnership with 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 Corra Foundation to support this work.

Others areas of work designed to promote better collaboration and partnership included the **CCPS/SSSC Regulatory Forum**, held quarterly with SSSC registration and Fitness to Practise staff. Through the Forum, Fitness to Practise guidance and referral forms were updated in collaboration with sector and are now less onerous for providers; and the SSSC established a short life working group with members of the forum to develop a communication plan and resources for opening of Register in October 2017. Group members now serve as an early point of contact for SSSC, and have increasing influence on the development of resources and processes.

CCPS also participates in the **Leadership Reference Group**, quarterly forum with SSSC, Care Inspectorate and Scottish Care, where members work collaboratively to develop leadership activity and events. In 2017/18, members contributed to the review of the Step into Leadership and 360° Feedback Tool review.

Our hosted **Criminal Justice Voluntary Sector Forum (CJVSF)** made a significant contribution to this outcome in a number of areas:

- CJVSF worked with the **Scottish Prison Service** to review and update its Partnership Agreements (due to be launched in 2018/19).
- The **Strengthening Engagement Project** workstream of CJVSF worked across seven local authority areas to develop voluntary sector providers' participation in local community justice processes. Those who attended workshop events were overwhelmingly of the opinion that as a result, they now knew more about collaborative working and the behaviours required for successful partnership working.
- CJVSF produced the **"Beyond Consultation: Collaboration in Community Justice"** toolkit that sets out Strengthening Engagement project learning and talks partners through potential challenges and solutions to third sector engagement in local community justice processes.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

Outcome 7: Providers are able collectively to influence the policy and practice environment

Feedback from our recent CCPS membership survey 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 Independent Care Review – Discovery Group
- Scottish Apprenticeship Advisory Board- Employer Engagement Group
- National Health and Social Care Workforce Planning Group
- Economic Value of the Sector Project led by SSSC
- Third Sector Cyber Resilience Steering Group
- Implementation of free personal care for under 65s ("Frank's Law") working group
- Homelessness and Rough Sleeping Stakeholders Group
- Safer Staffing Legislation Reference Group and Strategic Board.

CCPS is frequently invited as a witness to parliamentary inquiries. In 2017/18, we were pleased to give evidence, in writing and in person, to the **Scottish Parliament Health & Sport Committee** as part of its December 2017 inquiry into the sustainability of social care.

We were also invited to give evidence to the **Economy, Jobs and Fair Work Committee** in relation to its inquiry into Scotland's economic performance. We were able to set out and discuss the many ways in which care & support services contribute to the economy.

As noted earlier in this report, CCPS has facilitated strong engagement between providers and relevant **regulatory bodies** including the SSSC and the Care Inspectorate, bringing considerable influence to bear in a range of policy and practice areas. We also hosted pre-consultation sessions for providers with respect to the Scottish Government's proposals to amend legislation relating to **Adults with Incapacity**.

CCPS and its hosted programmes submitted responses to a range of formal consultations during the year. The Housing Support Enabling Unit (HSEU) responded to two separate consultations relating to UK Government's plans to devolve a new **Short Term Supported Accommodation** grant to Scotland and its plans for Sheltered Housing and the benefits system. Previously, the HSEU had contributed to the gathering of information about the negative impact the introduction of the **Local Housing Allowance (LHA)** to the social rented sector would have on supported accommodation in Scotland. Subsequently, in October 2017, the Prime Minister announced that she was abandoning the policy to introduce the LHA cap to social rented housing.

Our **Workforce Development Network** responded to policy and practice consultations on the National Health & Social Care Workforce Plan Part 2; proposals for Safe Staffing legislation; Pregnancy and Maternity Discrimination; Evaluation of the Flexible Workforce Development Fund; and Duty of Candour Regulations and resources.

Our hosted **Criminal Justice Voluntary Sector Forum (CJVSF)** worked with its members to contribute to a range of policy consultations and developments, including the inquiry into homelessness; parole reform; the National Review of Secure Care; the consultation on the Equally Safe Draft Delivery Plan; and the development of the National Learning, Development and Innovation Strategy for Community Justice.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Achievements and performance (continued)

Our Providers & Personalisation Programme (P&P) brought together a group of provider and local authority staff to develop and produce, through Agile working, practical tools and resources to improve practice in **Option 2 for self-directed support (SDS)**, including a model contract. This project has not yet concluded, however early interest is significant and P&P has been invited to speak with a number of key stakeholders and to promote the tools at events in 2018/19.

P&P also supported providers to highlight the tensions between **competitive tendering processes and SDS** in a local area. A short briefing was produced, setting out the lessons learned – the briefing became one of P&P's most downloaded publications and triggered interest from senior staff in Scottish Government in making procurement work better.

In addition to our representational and advocacy role on behalf of providers, CCPS also works to **promote the value of third sector care & support**, thereby enhancing the reach and influence of the sector.

In 2017/18, we highlighted the many successes of our membership for example in attaining 'Excellent' Care Inspectorate gradings and other quality standards (IIP, Quality Scotland and others); and in winning awards for innovation and excellence, including the Scottish Social Services Awards as noted above.

The Housing Support Enabling Unit also raised the profile of housing support through the **"No Place Like Home"** photo competition – in its eighth year in 2017/18. The competition now has a significant national profile and enables organisations to illustrate the work of housing support through photographs and narratives.

Outcome 8: CCPS is run effectively and efficiently which supports the CCPS outcomes
--

Throughout the year, our administrative staff provided excellent support to the board and staff. Board and membership meetings were held regularly and run smoothly; accurate minutes were taken; board elections were conducted in line with our Memorandum & Articles; accurate financial records were kept; appropriate office systems and equipment were maintained; and compliance achieved with reporting requirements of Companies House and OSCR.

Plans were developed for the installation of a new IT server and the migration of data, to be implemented in the coming year; and a review was conducted of data protection issues in the light of GDPR requirements, actions arising from which will be carried forward in 2018/19.

Financial Review

During the year there was a positive net movement in funds of £75,083 (2017: £16,827); there was a positive movement in funds of £51,578 (2017: £45,361) for unrestricted funds and a positive movement of £23,505 (2017: negative £28,534) for restricted funds. With total funds brought forward of £270,149, this leaves total funds to carry forward of £345,232 of which £219,208 (2017: £167,630) relates to unrestricted funds and £126,024 (2017: £102,519) relates to restricted funds.

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

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

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 charitable company) at a level which equates to 3 months of budgeted expenditure (2018/19: £183,000). 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 £155,174 which is below the target level.

Plans for future periods

The CCPS Board agreed at the year end that our current priorities remain sound, and that the agreed suite of outcomes should be carried forward into 2018-19. The board also agreed that the organisation should focus on a number of key areas of work including:

- Further exploration of the rising trend in providers withdrawing from contracts, as revealed by our 2017/18 Business Resilience Survey. We have already commissioned relevant research from the University of Strathclyde which will be conducted and disseminated during 2018/19.
- Further work to press for greater transparency in the funding of key social care initiatives, most urgently the Living Wage in Adult Social Care.
- Work to ensure that providers' views are properly taken into account by Scotland Excel with respect to its decision to develop a national framework for care at home and supported living.
- Further development of our work on digital technology in care & support, following on from our successful "Let's Get Digital" event in 2017.
- A stronger focus on collaboration, in particular support for provider-provider joint working including further development of the Scottish Government's proposal to launch a fund for this purpose.
- Further enhancement of our development offer to providers, ensuring that this is balanced with our critical representational role. We will seek to pursue partnerships with like-minded organisations to this end.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

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.

Appointment and Removal of Trustees

There is an annual election process for trustees of the charitable company (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 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 Office Bearers. 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.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

DIRECTORS' REPORT (continued)

Risk management

The Directors continue to assess the major risks to which the charitable company is exposed, in particular those related to the operations and finances of the charitable company, 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. |
| 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

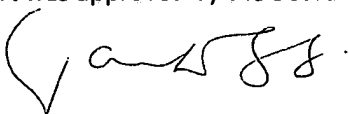
- a) there is no relevant audit information of which the charitable company's auditor is unaware, and
- b) the Board of Directors have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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 15 August 2018 and signed on their behalf by:

J E Gray
Treasurer



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

Opinion

We have audited the financial statements of CCPS - Coalition of Care and Support Providers in Scotland for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, a Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. 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 charitable company's directors, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and directors those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's directors as a body, for our audit work, for this report, or for the opinions we have formed.

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 2018, 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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

Other information

The directors are responsible for the other information. The other information comprises the information included in the directors' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters 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 the 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 misstatements in the directors' report.

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

- adequate and proper accounting records have not been kept, 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 and 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 financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

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

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on pages 15-16 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, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

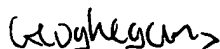
In preparing the financial statements, the directors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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 objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.



Paul Marshall

Senior Statutory Auditor

For and on behalf of Geoghegans, Statutory Auditor

6 St Colme Street, Edinburgh, EH3 6AD

15 August 2018

Geoghegans is eligible to act as an auditor in terms of section 1212 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 2018

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2018 £	Total 2017 £
Income from:					
Charitable activities	3	286,798	472,388	759,186	780,502
Investments	4	40	-	40	272
Total income		<u>286,838</u>	<u>472,388</u>	<u>759,226</u>	<u>780,774</u>
Expenditure on:					
Charitable activities	5	<u>220,557</u>	<u>467,586</u>	<u>688,143</u>	<u>749,947</u>
Total expenditure		<u>220,557</u>	<u>467,586</u>	<u>688,143</u>	<u>749,947</u>
Net income/(expenditure)	8	66,281	4,802	71,083	30,827
Transfers between funds	13	<u>(18,703)</u>	<u>18,703</u>	<u>-</u>	<u>-</u>
		47,578	23,505	71,083	30,827
Other recognised gains/(losses):					
Remeasurement gains/(losses) on defined benefit pension scheme	16	<u>4,000</u>	<u>-</u>	<u>4,000</u>	<u>(14,000)</u>
Net movement in funds		51,578	23,505	75,083	16,827
Total funds brought forward		<u>167,630</u>	<u>102,519</u>	<u>270,149</u>	<u>253,322</u>
Total funds carried forward		<u>219,208</u>	<u>126,024</u>	<u>345,232</u>	<u>270,149</u>

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

**BALANCE SHEET
at 31 March 2018**

	Notes	2018	2017
		£	£
Fixed Assets:			
Tangible Assets	10	-	-
Current Assets:			
Debtors	11	3,828	4,942
Cash at bank and in hand		654,707	629,837
		<u>658,535</u>	<u>634,779</u>
Liabilities:			
Creditors: Amounts falling due within one year	12	(40,303)	(70,630)
Net assets excluding pension liability		618,232	564,149
Defined benefit pension scheme liability	16	(273,000)	(294,000)
Net Assets		<u>345,232</u>	<u>270,149</u>
Funds:			
Unrestricted funds	13	219,208	167,703
Restricted funds	13	126,024	102,446
		<u>345,232</u>	<u>270,149</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 15 August 2018 and signed on its behalf by:

L McGrath
Convenor



J E Gray
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 2018

	2018 £	2017 £
Net income(expenditure) for the year (as per the SOFA)	71,083	30,827
Adjustments for:		
Actuarial gains/(losses)	4,000	(14,000)
Bank interest	(40)	(272)
Decrease in debtors	1,114	9,392
(Decrease)/Increase in creditors	(30,327)	6,004
(Decrease)/Increase in DB pension liability	(21,000)	371
Net cash provided by operating activities	24,830	32,322

STATEMENT OF CASH FLOWS for the year ended 31 March 2018

	2018 £	2017 £
Cash flows from operating activities:		
<i>Net cash provided by operating activities</i>	<u>24,830</u>	<u>32,322</u>
Cash flows from investing activities:		
Bank interest	<u>40</u>	<u>272</u>
Net cash flow provided by investing activities	<u>40</u>	<u>272</u>
 Change in cash and cash equivalents in the year	 24,870	 32,594
Cash and cash equivalents at the beginning of the year	<u>629,837</u>	<u>610,455</u>
Cash and cash equivalents at the end of the year	<u>654,707</u>	<u>629,837</u>

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2018

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 recognised when the charitable company has entitlement to the funds, when it is probable that the income will be received and the amount can be measured reliably.

Income, including donations, gifts and legacies and grants that provide core funding or are of a general nature are recognised in the period in which they are receivable, which is when the charitable company becomes entitled to the resource. Such income is only deferred when:

- The donor specifies that the grant or donations must only be used in future accounting years; or
- The donor has imposed conditions which must be met before the charitable company has unconditional entitlement.

Income from charitable activities includes income from membership subscriptions, conference and course income which is recognised when the charitable company has delivered goods or services and is therefore entitled to the resource, receipt is probable and the income can be reliably measured.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company, this is normally upon notification of the interest paid or payable by the Bank.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and includes any irrecoverable VAT.

Charitable expenditure comprises those costs incurred by the charitable company 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 charitable company and include the audit fees and costs linked to the strategic management of the charitable company.

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 2018

1 Accounting policies (continued)

Operating leases

Rentals payable under operating leases are charged on a straight line basis over the lease term.

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 charitable company.

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 and prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and Provisions

Creditors are recognised where the charitable company 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

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.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2018

1 Accounting policies (continued)

Fund accounting

Funds held by the charitable company 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 charitable company. Restrictions arise when specified by the donor or when funds are raised for a particular restricted purpose.

2 Legal status of the charitable company

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 £	2018 Total £	2017 Total £
Grants				
Scottish Government Better Homes Division funding re: Housing Support Enabling Unit	3,000	113,000	116,000	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 Care, Support and Rights Division funding re: Providers & Personalisation Programme	9,970	89,731	99,701	97,255
Co-funding from The Robertson Trust re: Criminal Justice Voluntary Sector Forum	-	-	-	25,000
Scottish Government Community Justice Division funding re: Criminal Justice Voluntary Sector Forum Strengthening Engagement Project	7,500	42,500	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	-	103,174	103,174	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	23,000
	27,470	434,405	461,875	435,895
Subscriptions and memberships	246,695	2,537	249,232	236,228
Course income	-	24,850	24,850	20,880
Conference income	-	-	-	46,554
Events income	1,913	1,065	2,978	17,475
Research income	10,720	-	10,720	13,470
Consultancy income	-	9,531	9,531	10,000
	286,798	472,388	759,186	780,502

Income from charitable activities was £759,186 (2017: £780,502) of which £286,798 was unrestricted (2017: £318,427) and £472,388 was restricted (2017: £462,075).

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2018

4	Investment income	2018 £	2017 £
	Interest received	40	272
		<u>40</u>	<u>272</u>

Both current and prior year figures reflect unrestricted investment income.

5	Analysis of expenditures on charitable activities	Basis of Allocation	Total 2018 £	Total 2017 £
	Staff costs	Staff time	403,074	377,261
	Travel	Direct	11,434	13,565
	Printing	Direct	5,223	6,742
	CCPS events	Direct	36,956	49,275
	Office costs share	Usage	16,084	20,048
	Conference expenditure	Direct	-	44,764
	Membership EASPD	Direct	3,743	3,942
	Subscriptions/publications	Direct	1,869	1,658
	Research/consultancy	Direct	94,063	102,755
	Equipment	Direct	3,201	5,955
	Outcomes framework costs	Direct	16,054	22,028
	Bad debts	Direct	1,975	-
	DB pension scheme expenses	Direct	2,641	3,295
	DB pension interest charge	Direct	5,000	7,000
	Support costs (see note 6)		59,816	65,311
	Governance costs (see note 7)		27,010	26,348
			<u>688,143</u>	<u>749,947</u>

Expenditure on charitable activities was £688,143 (2017: £749,947) of which £220,557 was unrestricted (2017: £273,329) and £467,586 was restricted (2017: £476,618).

6	Support costs	Basis of Allocation	2018 £	2017 £
	Staff costs	Staff time	24,079	25,677
	Office costs share	Direct	10,723	13,366
	Professional fees	Direct	3,755	1,261
	Stationery	Direct	3,151	6,791
	Computer costs	Direct	-	300
	Insurance	Direct	1,014	964
	Life Assurance costs	Direct	1,905	1,476
	Training	Direct	5,761	7,920
	IT Support	Direct	8,627	6,649
	Bank charges	Direct	801	907
			<u>59,816</u>	<u>65,311</u>

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2018

7	Governance costs	Basis of Allocation	2018 £	2017 £
	Audit fees	Direct	2,466	2,350
	Accountancy fees	Direct	1,734	1,730
	Trustee indemnity insurance	Direct	250	250
	Staff costs	Staff time	22,560	22,018
			<u>27,010</u>	<u>26,348</u>

8	Net movement in funds	2018 £	2017 £
	This is stated after charging:		
	Auditors' remuneration (excluding VAT)		
	- Audit services	2,055	2,000
	- Other services	1,445	1,400
		<u>2,055</u>	<u>1,400</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 charitable company had a personal interest in any contract or transaction entered into by the charitable company during the year (2017: None).

	2018 £	2017 £
Salaries and wages	388,071	370,915
Social Security costs	33,381	28,284
Pension	28,261	25,757
	<u>449,713</u>	<u>424,956</u>

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

	2018	2017
Management	3	3
Policy and Development	7	5
Administration and support	2	4
	<u>12</u>	<u>12</u>

One employee (2017: 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 £6,261 (2017: £6,199).

The total amount of employee benefits received by key management personnel is £76,380 (2017: £75,619). The key management personnel comprised 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 2018

10	Tangible fixed assets			Office Equipment	
				£	
	Cost				
	At 31 March 2017			11,211	
	Additions			-	
	Disposals			-	
				<u>11,211</u>	
	At 31 March 2018			<u>11,211</u>	
	Depreciation				
	At 31 March 2017			11,211	
	Charge for the year			-	
	Disposals			-	
				<u>11,211</u>	
	At 31 March 2018			<u>11,211</u>	
	Net book value				
	At 31 March 2018			-	
	At 31 March 2017			-	
11	Debtors			2018	2017
				£	£
	Trade debtors			1,605	1,975
	Prepayments and other debtors			<u>2,223</u>	<u>2,967</u>
				<u>3,828</u>	<u>4,942</u>
12	Creditors: Amounts falling due within one year			2018	2017
				£	£
	Trade creditors			23,155	27,931
	Other creditors			12,429	15,420
	Accruals			4,719	12,279
	Deferred income			-	<u>15,000</u>
				<u>40,303</u>	<u>70,630</u>
	Deferred income	Balance 1	Released in	Deferred in	Balance
		April 2017	year	year	31 March 2018
		£	£	£	£
	Scottish Government				
	commissioning and procurement				
	grant	<u>15,000</u>	<u>(15,000)</u>	-	-
		<u>15,000</u>	<u>15,000</u>	-	-

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2018

13 Funds	31 March 2017 £	Incoming Resources £	Resources Expended £	Actuarial gains/ (losses) £	Transfers £	31 March 2018 £
2017/18						
<i>Unrestricted:</i>						
General Fund	104,893	286,838	(220,557)	4,000	(20,000)	155,174
<i>Designated:</i>						
Commissioning Fund	36,210	-	-	-	765	36,975
Redundancy Fund	26,527	-	-	-	532	27,059
	<u>167,630</u>	<u>286,838</u>	<u>(220,557)</u>	<u>4,000</u>	<u>(18,703)</u>	<u>219,208</u>
<i>Restricted:</i>						
Housing Support Enabling Unit	39,341	148,130	(131,642)	-	4,468	60,297
Providers & Personalisation Programme	160	89,731	(47,653)	-	-	42,238
Criminal Justice Voluntary Sector Forum	38,728	2,538	(37,362)	-	19,585	23,489
Criminal Justice Voluntary Sector Forum Strengthening Engagement Project	24,260	42,815	(49,890)	-	(17,185)	-
Commissioning, Procurement and SDS	-	103,174	(122,409)	-	19,235	-
Workforce Development Network	30	63,000	(55,630)	-	(7,400)	-
Children's Services Policy and Engagement	-	23,000	(23,000)	-	-	-
	<u>102,519</u>	<u>472,388</u>	<u>(467,586)</u>	<u>-</u>	<u>18,703</u>	<u>126,024</u>
	<u>270,149</u>	<u>759,226</u>	<u>(688,143)</u>	<u>4,000</u>	<u>-</u>	<u>345,232</u>

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2018

13 Funds (continued)	31 March 2016	Incoming Resources	Resources Expended	Actuarial gains/ (losses)	Transfers	31 March 2017
2016/17						
<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>

Designated funds

Commissioning & Procurement Fund

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

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.

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2018

13 Funds (continued)

Restricted funds

Housing Support Enabling Unit

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

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

The Criminal Justice Voluntary Sector Forum

The Criminal Justice Voluntary Sector Forum was funded in by The Robertson Trust and The Scottish Government Community Justice Division to assist and support service providers in relation to work around criminal justice.

The Criminal Justice Voluntary Sector Forum Strengthening Engagement Project Fund

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 is to support the sector to build their capability and capacity to work together on the achievement of improved outcomes for community justice. At the end of the year the balance of this fund was transferred to 'The Criminal Justice Voluntary Sector Forum' fund on the basis that the two projects merged at 31 March 2018.

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

CCPS' Commissioning & Procurement work programme was part-funded by 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.

Workforce Development Network

The Workforce Development Network project was funded by Scottish Social Services Council to support providers with legislation, policy and practice developments impacting Scotland's Social Service Workforce.

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

The Children, Young People & Families Early Intervention Fund grant is a three year grant administered by the Corra 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)

13 Funds (continued)

Analysis of funds per balance sheet at 31 March 2018

	Unrestricted Funds	Restricted Funds	Net Assets
	£	£	£
Net current assets	492,208	126,024	618,232
Defined benefit pension scheme liability	(273,000)	-	(273,000)
	<u>219,208</u>	<u>126,024</u>	<u>345,232</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>

14 Financial Commitments

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

	2018		2017	
	Buildings	Other	Buildings	Other
All within one year	<u>£ 7,265</u>	<u>£ 369</u>	<u>£ 6,782</u>	<u>£ 1,845</u>

15 Related Parties

There were no related party transactions in the year (2017: none).

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2018

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 £28,261 (2017: £25,757). The amount included within creditors at the year is £3,773 (2017: £3,785).

(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:

	£1,703,000 per annum
From 1 April 2016 to 31 October 2029:	(payable monthly and increasing by 3% each on 1st April)

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 2018

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

	2018	2017	2016
	£	£	£
Present value of provision	<u>273,000</u>	<u>294,000</u>	<u>293,629</u>

RECONCILIATION OF OPENING AND CLOSING PROVISIONS

	2018	2017
	£	£
Provision at start of year	294,000	293,629
Unwinding of the discount factor (interest expense)	5,000	7,000
Deficit contribution paid	(22,000)	(20,629)
Re-measurements - impact of any change in assumptions	<u>(4,000)</u>	<u>14,000</u>
Provision at end of year	<u>273,000</u>	<u>294,000</u>

INCOME AND EXPENDITURE IMPACT

	2018	2017
	£	£
Interest expense	5,000	7,000
Re-measurements – impact of any change in assumptions	<u>(4,000)</u>	<u>14,000</u>
	<u>1,000</u>	<u>21,000</u>

ASSUMPTIONS

	2018	2017	2016
	% per annum	% per annum	% per annum
Rate of discount	<u>2.01</u>	<u>1.76</u>	<u>2.55</u>

CCPS - COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2018

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.