

2007-2008



COMMUNITY CARE PROVIDERS SCOTLAND

Annual Review

Welcome to the CCPS Annual Review 2007-08

This has been CCPS's eleventh year of operation as the national representative association for care and support service providers in Scotland's voluntary sector.

The year began with the election of a new Scottish Government which, during the past twelve months, has ushered in a series of radical changes to the policy and funding environment in which providers work to support the many thousands of people who rely on our services.

The signing of the Concordat, the introduction of single outcome agreements, the removal of the ring-fence from several key funding streams and the requirement for all public bodies to deliver 2% efficiencies combine to present a formidable set of challenges to all those providing public services, as well as offering an unprecedented opportunity for service providers in the voluntary sector to forge new partnerships.

Despite these radical changes, in other respects it was 'business as usual' for many of us. Funding settlements continued to be tight: a CCPS survey found that only 6% of providers were confident that they would not be running any services at a deficit by the year end. Meanwhile the public procurement reform agenda initiated by the previous administration gathered pace, with several authorities re-tendering major service contracts.

CCPS supplied its members with detailed up-to-the-minute briefings on all the new developments during the year, and made it a priority to highlight concerns about funding and procurement issues. A series of survey reports was produced, and a position statement on competitive tendering was widely circulated and used to initiate discussions with commissioners, regulators and government. This work will continue into the coming year, and we are already beginning to see some positive developments in a number of local authority areas.

Another priority has been the continuing development of personalisation in care and support services. CCPS provided members with a range of opportunities to debate and



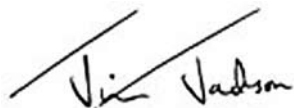
discuss personalisation, revising and reissuing our Statement of Values to reflect the ambitions we all share to provide services that meet the needs and the aspirations of each individual we support.

In the midst of all this hard work, we took time to celebrate our 10th anniversary with a parliamentary reception hosted by Shona Robison MSP, Minister for Public Health, and a gala dinner attended by our members, friends and partners. The event was an opportunity for us all to reflect on how CCPS has grown in influence over the years.

Membership, too, is still growing. This year saw providers in a range of new fields - including homelessness, domestic violence and criminal justice - coming to work alongside their colleagues in community care, housing support and children's services to tackle the issues we all have in common.

For all providers are facing new realities in national policy, local relations and individual support, and the coming year will be a testing one. There are opportunities ahead, certainly, but nobody is in any doubt that there will be difficulties too. CCPS, as always, will be there to support service providers as they address these new realities, taking every opportunity to promote even higher quality, personalised services.

It will be doing so with a new Convener: I retired from Alzheimer Scotland this year and will therefore be stepping down. My thanks go to all my colleagues on the CCPS Board of Directors and Executive Committees; to those members who serve on the many advisory groups and committees on which CCPS is represented; to all the members whose subscriptions make our work possible; and of course to the Director and her staff for their unstinting support and hard work.



Jim Jackson
Convener, CCPS and former Chief Executive, Alzheimer Scotland

New National Realities

The arrival of a new Scottish Government in Edinburgh in May 2007 brought about a series of major changes to the policy and funding environment in which care and support providers operate.

Of particular significance was the publication in November 2007 of the Scottish Budget Spending Review and the Concordat with local government. These documents set out plans for a number of radical measures including the removal of the ring-fence from several care-related funding streams - including Supporting People grant, Mental Health Specific Grant and the Changing Children's Services Fund - of major importance to CCPS members, and the introduction of Single Outcome Agreements as the key policy and planning documents guiding future local government spending decisions.

During the year, CCPS was active in informing its members about developments, and in commenting on and influencing the new national realities.

- After the election, CCPS contacted the entire new 'intake' of MSPs at Holyrood, introducing them to the association and providing them with briefing material about the issues facing care and support service providers. This initial contact was followed up by a series of meetings with individual MSPs.
- All 1222 newly-elected local councillors were also contacted with personalised letters and briefing material. Further contact was maintained with a number of committee members in local authority areas where CCPS members had particular concerns, for example in relation to re-tendering exercises.
- CCPS published the findings of its Funding Survey 2007 in May 2007, and sent copies to new Ministers, key government officials and a wide range of other stakeholders. The findings attracted front-page press coverage and invitations to meet and discuss the report were subsequently received from the Deputy First Minister, Nicola Sturgeon MSP; Adam Ingram MSP, Minister for Children and Early Years; and from the office of John Swinney MSP, Cabinet Secretary for Finance and Sustainable Growth.
- Within four working days of the publication of the Scottish Budget Spending Review and Concordat, CCPS issued a comprehensive briefing for members on the key proposals, with commentary. This was followed up by further briefings in December and March, as parliamentary votes on the proposals took place, and policy was developed.
- CCPS's strategy in relation to the budget and concordat was to stay informed; to influence policy as it developed; to promote funding stability in our sector; and to monitor the impact of changes to funding arrangements. This strategy was pursued in a variety of ways, including contact with ministers and key officials, attendance and representation at key events

including the Scottish Government Forum 2007.

- A series of briefing sessions was arranged for members throughout the year, including sessions led by the Director of the Scottish Government Third Sector Unit, the COSLA Corporate Policy Manager and the Head of CIPFA in Scotland.
- Plans were made for the 2008-09 period to
 - survey members about the impact of the ring-fence removal
 - analyse Single Outcome Agreements
 - identify opportunities for providers to influence the community planning process.

A number of other key national policy areas were also addressed by CCPS during the year, including

- Input and commentary on the independent review of regulation, inspection and scrutiny (the “Crerar” review), with a view to ensuring that the concerns of service providers were taken account of both in the review itself and in the subsequent government response. The issue of duplication of processes between regulatory bodies and commissioning authorities is still being pursued.
- Input, commentary, briefing and piloting by members of the Care Commission’s Regulation for Improvement project, in particular the proposals to introduce a new grading scheme for services. Plans are now being made to survey all members during 2008/09 about their experiences of the new system.



66 Scottish Women’s Aid joined CCPS this year in response to the rapidly changing political landscape at national and local levels.

The introduction of the Concordat and Single Outcome Agreements plus the removal of ring fencing from Supporting People funding created new challenges for SWA as a national organization and for our members locally. 99

Jo Ozga
Housing Development Worker,
Scottish Women’s Aid

New Local Realities

The new Concordat set out the terms of a new - and very different - relationship between central and local government. Relationships between councils and service providers also moved into new territory during the year, partly as a result of the new freedoms and responsibilities conferred on local authorities and the move to more 'localism' in policy and planning; however the chief areas of concern for providers during the year were developments in commissioning and procurement.

Procurement has been an area of specific interest and concern, as a series of major service contracts were re-tendered

and significant concerns were raised about the way in which these exercises were taken forward.

- CCPS published a position statement on competitive tendering in social care and support services, setting out the benefits and risks of re-tendering existing services and proposing that commissioning authorities, providers and people using services come to an agreement on when re-tendering is and is not appropriate.
- The document was widely distributed and served as a vehicle for a series of meetings with key stakeholders, including the Association of Directors of Social Work, COSLA, the Scottish Government Procurement Directorate and the regulatory bodies, with a view to identifying good practice and clarifying the options available to authorities.
- A series of briefings on procurement law was arranged for members; meanwhile CCPS was invited to serve on the Scottish Government's Public Procurement Advisory Group and worked closely with the Procurement Directorate on related issues.
- CCPS made representations to a number of local

authorities where major service re-tendering was taking place and providers had significant concerns about the impact on their own organisations, the sector as a whole and, most importantly, on the people whose support services were the subject of the procurement exercise. Presentations about competitive tendering in social care were also made by CCPS staff and members at a range of conferences, including those organised by the Scottish Government Joint Improvement Team, the Social Enterprise Institute, COSLA and CIPFA.

- The Joint Improvement Team and the Social Work Inspection Agency agreed to work with CCPS on commissioning and procurement, and a working group of members was set up to take this forward.

Commissioning and procurement are key areas to take forward in the coming year. Other new local realities to which CCPS will be responding include:

- The publication of a Single Outcome Agreement for each local authority area, setting out its priorities in line with the new National Performance Framework.
- The re-emphasis on local Community Planning as the key policy and planning process, and the importance of



66 CCPS set the agenda with its excellent position paper on competitive tendering, which galvanised the sector and gained the respect of local authorities, and it continues to lead the way towards a personalised approach to commissioning. There is no more important issue facing the sector, and with its concise and powerful analytical approach, and its reputation and influence, no better champion than CCPS. 99

Malcolm Matheson
Director, Key Housing Association

the voluntary sector, and more specifically service providers, being able to influence that process.

New Individual Realities

This Annual Review has already reported on the big changes for social care that are taking place nationally and locally, and how CCPS is responding. At the level of individual care and support services, equally significant changes are starting to happen and CCPS has worked to support and inform service providers in changing their organisational, governance and practice arrangements accordingly.

- The debate on personalisation, initiated as part of the public service reform agenda and made specific to social care in the Changing Lives report of 2005, continues to identify what a 'personalised' service looks like, and how to commission and deliver it. During the year, CCPS has organised a number of briefing sessions and discussion opportunities for members about personalisation, including sessions on the Changing Lives service development group's publication on personalisation, and the Scottish Government guidance on self-directed support published in July 2007.
- CCPS revised its members' Statement of Values to reflect the agenda for personalised services, and reissued it to all members with a request to formally endorse it. Members were also asked to indicate which elements of the statement represented their strengths as an organisation, and which were areas for further development. The CCPS working group on quality has overseen this process and helped to plan a programme of work to support members in meeting the aspirations set out in the Statement.
- In collaboration with the Social Work Inspection Agency (SWIA), CCPS organised a major conference in February 2007 to examine good governance for voluntary sector service providers aiming to provide personalised social care and support services for individuals and families. The conference was addressed by Adam Ingram MSP, Minister for Children and Early Years, and represented an opportunity for SWIA to consult on a draft governance self-evaluation framework for providers.
- Many local authorities in Scotland are looking to implement and develop self-directed support, the 'In Control' programme, individualised budgeting and a range of other schemes that aim to create a more personalised approach to services. CCPS plans to provide members with opportunities to examine these new arrangements in the coming months and look at how their organisations can adapt to these new ways of working. The CCPS Conference 2008 will be a key opportunity for this.



66 Over the last year, I and several of my senior management team have attended sessions facilitated by CCPS for providers to engage with purchasers, legislators, regulators and other stakeholders. These have, without exception, engendered discussion, debate and engagement from members on a variety of topics, not least the sessions which have opened a dialogue on the area of personalisation. I personally thrive on the peer support and engagement facilitated by CCPS: I find it invaluable in my own role, and the whole organisation benefits from the free flow of consultation, information and participation. 99

Ruth Dorman,
Head of Community Health and Care, Momentum Scotland

CCPS-hosted Units

CCPS hosts two Scottish Government-funded Units, providing support, information and expertise on workforce issues and housing support to all voluntary sector providers in Scotland, as well as to CCPS members. The Units also take on a key role in ensuring that the views of the sector are taken into account at national level in relation to relevant policy and practice initiatives. [Separate annual reports are available for each unit: for contact details see page 17.](#)



10

Voluntary Sector Social Services Workforce Unit

The Workforce Unit is hosted by CCPS and was established in collaboration with the Scottish Social Services Council in 2005. The core aim of the unit is to support and promote the development of the voluntary sector social services workforce by working with and for service provider employers in the sector.

In 2007/08 the Unit continued to provide a key workforce development information service to the sector, with a website and regular newsflashes, e-bulletins and newsletters to around 1,000 subscribers. This included summaries and briefings on safer recruitment, CMDS (core minimum data set) e-learning and Skills for Scotland. The Unit commissioned research projects on the adult

residential care workforce, staff turnover and sector support networks, and carried out an analysis of the 2007 voluntary sector development fund. The Unit also contributed to research studies on the care at home and adult residential care workforces.

Seventeen 'Funding for Training' road shows and events were held by the Unit across Scotland, as well as quarterly network meetings and a 'small organisations' month in May 2007. In November 2007 the Unit successfully hosted its first national conference: 'Workforce Development Matters'.

The Unit continued to influence national policy, including signing a Memorandum of Understanding with the SSSC, representing the voluntary sector on national working groups and on the Learning Networks.

[For contact details please see page 17](#)



Housing Support Enabling Unit

The Supporting People Enabling Unit - now renamed as above - was set up in 2004 as a joint initiative between CCPS and the Scottish Federation of Housing Associations. It is funded primarily through the Scottish Government on a 2 yearly basis.

In 2007/08 the Unit delivered a series of training courses providing an overview of the development of the Supporting People funding stream and its implementation in Scotland. In the run up to the Comprehensive Spending Review the Unit undertook research into the impact on providers of the funding restrictions associated with Supporting People. It also served on various national research advisory groups concerned with cost benefits, outcomes and SP service reviews.

In addition to this the Unit coordinated various regional events. These were particularly well supported in the aftermath of the Comprehensive Spending Review and the signing of the Concordat, as services and their stakeholders tried to grasp the implications of the removal of the ring-fence on Supporting People grant.

Already in its 4th year of operations, the Unit successfully bid for funding for a further 2 years to assist housing support providers deal with the further development of housing support services following the removal of the ring-fence from 2008 onwards.

[For contact details please see page 17.](#)

Financial Information 2007 - 08

The core costs of CCPS are funded solely through membership subscriptions. This pays for three full-time and one part-time CCPS staff, office premises and running costs.

It is the policy of CCPS to fund its core costs from membership fees as it believes that this arrangement most effectively allows it to carry out its role as an independent organisation representing the best interests of its members.

CCPS seeks supplementary funding from other sources from time to time, in relation to specific pieces of work. These funds are restricted entirely to the purposes for which they are provided and do not affect or influence CCPS's core activities or representative role.

CCPS gratefully acknowledges funding from the Scottish Government Housing and Regeneration Directorate and Children Young People and Social Care Directorate for the operating costs of the Housing Support Enabling Unit and the Voluntary Sector Social Services Workforce Unit respectively.

Detailed financial information is set out in the audited CCPS annual report and accounts document for 2007-2008, available on request from the CCPS office.

Total income = £552,493

of which

Restricted Voluntary Sector Social Services Workforce Unit
(Scottish Government grant and income generated from events)

= £203,778

Restricted Housing Support Enabling Unit (Scottish Government grant and income generated from events)

= £145,191

Unrestricted CCPS funds

= £203,524

CCPS Membership Profile

CCPS includes as members virtually all the major providers from right across the spectrum of social care (see list on page 14). The combined membership of CCPS:

- supports approximately 160,000 people and their families
- managed a total annual income in 2007-2008 of just over £1 billion, of which about 72% relates to publicly funded services
- was responsible in 2007/08 for approximately £168M in Supporting People funds, representing more than a third of the national budget
- employs approximately 36,500 staff
- mobilises the support of over 5,800 volunteers in providing services
- works in all 32 of Scotland's council areas, with many members also providing services elsewhere in the UK and internationally.

CCPS members provide services for a wide range of people with care and support needs, including older people, children, young people and families, people with learning disabilities, mental health problems, physical disabilities, dementia, sensory impairment, complex disabilities, acquired brain or spinal injury, epilepsy, drug and alcohol problems, offenders and ex-offenders, and victims of domestic violence.

CCPS members provide a variety of high quality services to people with care and support needs, including supported accommodation, supported living, residential care, day care, care at home, housing support, supported training and employment, short breaks, outreach, information and advice, leisure activities, advocacy, counselling, befriending, support groups, nursing home care, therapeutic services, and carer support.

All the members of CCPS support and benefit from voluntary action through the participation of volunteers as trustees or members of the board of management. In addition, the majority of members recruit volunteers to assist in administration or service delivery, with some organisations supporting as many as 700 volunteers across Scotland. Many members are actively involved in policy development and campaigning, with more than a third employing policy staff at a senior level.

CCPS Membership (as at 31 March 2007)

CCPS Members

Abbeyfield Society for Scotland
 Aberlour Child Care Trust
 The Action Group
 Addaction Scotland
 Alzheimer Scotland
 Ark Housing Association Ltd
 Barnardos' Scotland
 Barony Housing Association
 Bield Housing Association
 Brothers of Charity Services (Scotland)
 Cairn Housing Association Ltd
 Camphill Scotland
 Capability Scotland
 Carr-Gomm Scotland
 CHILDREN 1st
 Cornerstone Community Care
 Crossreach
 Crossroads Caring Scotland
 Cube Housing Association Ltd
 Edinburgh Home-Link Partnership
 ELCAP
 ENABLE
 Garvald Centre Edinburgh
 Glasgow Housing Association

Glasgow Simon Community
 Gowrie Care Ltd
 Hanover(Scotland) Housing Association
 Health in Mind
 Includem
 Inspire
 Key Housing Association
 Kibble Education & Care Centre
 Kingdom Housing Association
 Lanarkshire Association for Mental Health
 Leonard Cheshire Disability
 LinkLiving Ltd
 Loretto Housing Association
 Mainstay Trust
 Margaret Blackwood Housing Association
 Momentum Care Services
 Multiple Sclerosis Society Scotland
 The Mungo Foundation
 National Schizophrenia Fellowship
 NCH Scotland
 Options for Independence - BRCS
 Penumbra

Places for People Scotland Care & Support
 PSS Scotland
 Quarriers
 Queens Cross Housing Association
 The Richmond Fellowship Scotland
 SACRO
 Scottish Association for Mental Health
 Scottish Society for Autism
 Sense Scotland
 SHARE Scotland
 Stepping Stones for Families
 Thistle Foundation
 Trust Housing Association
 Turning Point Scotland
 Unity Enterprise Ltd
 Visualise
 VSA

Joining us in 2008/09

Hansel Alliance
 Scottish Women's Aid
 YMCA Glasgow
 National Autistic Society

Partner Provider Forums

Aberdeen Residential Providers Forum
East Lothian Community Care Providers Forum
Edinburgh Community Care Alliance
Glasgow Children's Services Providers Forum
Glasgow Community Care Providers Forum
Midlothian Community Care Providers Forum
South Ayrshire Children's Services Voluntary Forum

Subscribers to our information service

The Alpha Project
ARC Scotland
Aspire Housing and Personal Development Services Ltd
Disability West Lothian
F.I.R.S.T.
Good Morning Project
Jewish Care Scotland
Macmillan Cancer Relief
Perth Association for Mental Health
Queensferry Churches Care in the Community
RNID Scotland
UK Centre for Continuing Professional Development
Visibility

Working with CCPS

Membership

Are you interested in contributing your expertise and voice to CCPS? In return, you will become a member of a strong national representative body, committed to providing you with up to the minute information and pursuing your interests at national level.

CCPS membership is open to all social care service providers in the voluntary sector. Small organisations also have the option to become subscribers, rather than full members. For details of membership benefits and subscription rates, please contact the CCPS office (contact details on page 17).

Partnership

CCPS welcomes opportunities to work with other organisations and agencies in pursuit of better social care services in Scotland. Please contact the CCPS office if you would like to discuss a partnership opportunity.

CCPS is a member of SCVO, the Scottish Council for Voluntary Organisations, EASPD, the European Association of Service Providers for Persons with a Disability, SCDI, the Scottish Council for Development and Industry and SSEC, the Scottish Social Enterprise Coalition.

Board and Committee Members

(as at 31 March 2008)

CCPS Board

Jim Jackson, *Alzheimers Scotland*
(Convener)

Linda Headland, *ELCAP* (Vice-Convener)

Kenneth Simpson, *VSA* (Treasurer)

Norman Dunning, *ENABLE*

Steve Ebbitt, *Glasgow Simon*

Community

Cathy Fallon, *Loretto Housing*

Association (co-opted)

John Grant, *Cornerstone Community*

Care

John McDonald, *Scottish Society for Autism*

Malcolm Matheson, *Key Housing Association*

Maggie Mellon, *Children 1st*

Dana O'Dwyer, *The Mungo Foundation*

Sam Sinclair, *Camphill Scotland*

Addie Stevenson, *Aberlour Child Care Trust*

Austen Smyth, *Richmond Fellowship Scotland*

Chris Taylor, *Carr Gomm Scotland*

Housing Support Enabling Unit Executive Committee

Malcolm Matheson, *Key Housing Association* (Chair)

Garry Brown, *Aberdeen City Council*

Jillian Dougall, *Queens Cross Housing Association*

Annie Gunner, *CCPS*

Simon Laidlaw, *Dundee Cyrenians/ Scottish Council for Single Homeless*

Stephen McCullough, *Hanover Scotland Housing Association*

Alister McDonald, *Bield Housing Association*

Peter Millar, *Aspire Housing & Personal Development Services*

David Ogilvie, *Scottish Federation of Housing Associations*

Stephen Sandham, *Scottish Government*

Austen Smyth, *The Richmond Fellowship*

Dennis Trueland, *Barony Housing Association*

Voluntary Sector Social Services Workforce Unit Executive Committee

Cathy Fallon, *Loretto Housing Association* (Chair)

Celia Carson, *SCVO*

Annie Gunner, *CCPS*

Nigel Henderson, *Penumbra*

Donald MacKinnon, *Key Housing Association*

Sandy Mathers, *Aberdeen Voluntary Sector Providers' Forum*

Christine McGarvey, *ARC Scotland*

Billy Renfrew, *The Scottish Executive*

Niall Smith, *Caithness Voluntary Group*

Addie Stevenson, *Aberlour Child Care Trust*

Edith Wellwood, *SSSC*

Contact Details and Staff Information

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Administrator/PA to the Director • Dorothy Robertson
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CCPS is a Company limited by guarantee registered in Scotland No. 279913, and a Scottish Charity registered with the Office of the Scottish Charity Regulator as Charity No. SC029199.

Voluntary Sector Social Services Workforce Unit

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CCPS: A National Voice For Service Providers

CCPS exists to identify, represent, promote and safeguard the interests of voluntary sector and not-for-profit social care providers in Scotland, so that they can maximise the support they offer to the people who use their services.

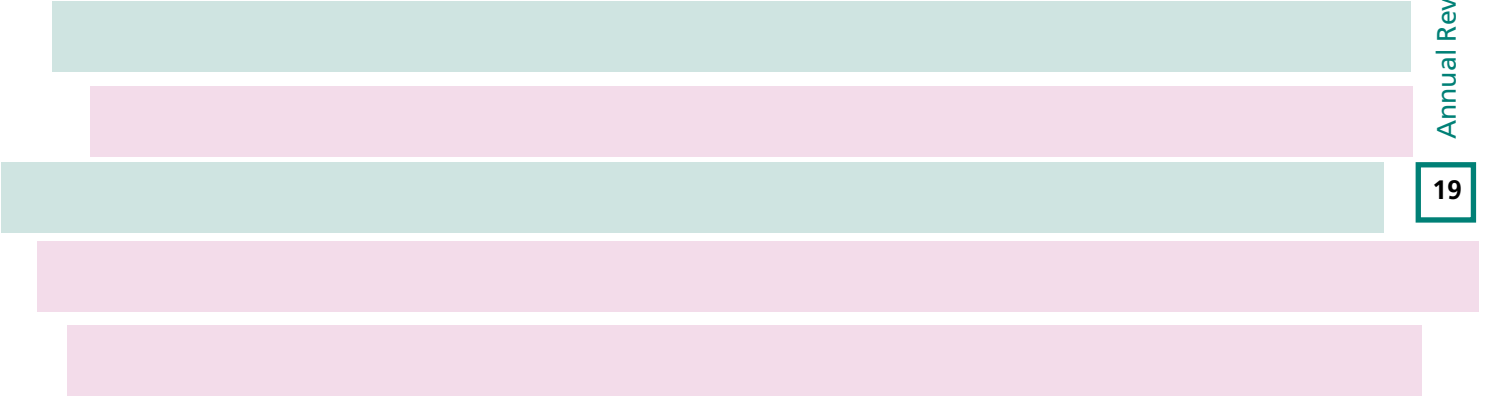
CCPS aims

- to be a recognised and respected source of expertise, information and advice on issues affecting service providers
- to be an influential body able to use the collective experience of members to effect change
- to be a champion for service quality and for the central role of providers in quality improvement
- to be a focus for promotion of the role of voluntary organisations as service providers, ensuring diversity and choice.

CCPS objectives

- to gather information and intelligence on policy, strategy, legislation and research relevant to service providers; to analyse it; and to supply high quality briefing and information about it to members
- to ensure that the impact of policy and strategy on service providers, their services and the people who use them, is understood by policy makers; to influence their actions accordingly and to challenge them where necessary
- to ensure in particular that the funding implications of policy and strategy are recognised by policy makers; and to press for adequate funding of voluntary sector services in the interests of the people who use them
- to promote more positive, equal and reciprocal relationships between service providers and the statutory bodies that commission and fund their services, in the interests of the people who use them
- to support providers in improving the experience and quality of life of the people who use their services
- to facilitate networking and information exchange among members on a range of relevant policy and practice issues
- to develop and manage specialist services to support voluntary sector service providers in relation to particular areas of their operations.

CCPS is clear that in all its work, its primary purpose is to improve and enhance the quality of the service that members are able to offer to people with care and support needs.





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