It may not be exactly to the day, but it’s definitely twenty years since a group of senior sector leaders formally constituted CCPS as the national representative membership association for voluntary organisations providing care and support in Scotland.

Our first annual review listed 25 member organisations managing a combined annual income of £120M and employing 7000 staff. Today, those figures are 80 organisations, over £1bn income and 45,000 staff. But the growth in our own membership, whilst an important indicator of the support we enjoy from and within our sector, isn’t the focus of our anniversary celebrations.

During the last twenty years we have played a key role in the development of an extensive range of legislation, policy and guidance with one purpose in mind: to support and enable third sector care and support organisations to maximise the impact they have on meeting social need.

And in those twenty years, we have contributed to an extraordinary amount of development in the sector. When CCPS first came into being, there were no national care standards, nor any regulatory bodies to inspect against them; there was no legislative imperative to extend choice and control to the people we support; there were no professional registration or qualification requirements for care and support workers; there was nothing to stop care and support being ‘purchased’ in much the same way as office equipment.

We are proud to have played our part in developing responses to all these issues, and in 2017 we have reached a point where, in our view, much of the policy and legislation we need to deliver excellent care and support is firmly in place. We now need to turn our attention to implementation. We want to influence the systems, the practice and the behaviours that will enable us to do what we do best: provide excellent, personalised support to the hundreds of thousands of people in Scotland who rely on voluntary sector organisations.

Our approach is the same today as it was twenty years ago. Our ambition is to act as a strategic partner – and sometimes, as a critical friend – working alongside our colleagues in government, in statutory authorities, in regulatory bodies, fellow sector and provider organisations and, critically, those organisations representing the interests of the people we support.
This Annual Review provides a flavour of the topics and issues we’ve tackled this year. From implementation of the widely welcomed Living Wage in Adult Care initiative to our innovative social media campaign #plan4children, our focus has remained on the value of our sector and its workforce, and its capacity to deliver high quality care and support.

During the year, we conducted a comprehensive survey of our membership seeking feedback on our purpose, activities and outcomes. The responses were overwhelmingly positive and provide a tremendous endorsement of our priorities, our services and our approach.

Over 90% of respondents reported that their organisation had increased their knowledge and/or skills as a result of engaging with CCPS; 100% said that CCPS fulfils its purpose satisfactorily, with particular respect to its role in representing providers’ views at a strategic level; and 100% felt that CCPS communicates its messages successfully.

The detailed comments in the survey provided a wealth of further positive commentary as well as some valuable suggestions about how we might take our work forward in the future. Some of this feedback is reproduced as quotes throughout this review, along with messages of support from a range of our partners in the sector.

It has been a great privilege to serve as CCPS Convener in the lead-up to this anniversary year. I have certainly followed in some impressive footsteps, mostly recently those of Martin Cawley, who stepped down as Convener during the year to lead the Big Lottery Fund in Scotland. Thanks are due to him and to all my fellow board members; to all those who serve on our executive committees; and to our staff team, whose skill, expertise and dedication are our greatest asset.

A great many people deserve recognition for their contribution to our success over the lifetime of CCPS but it would definitely be remiss to not make special mention of the outstanding contribution made by our Director, Annie Gunner Logan, who has led our team and direction so skilfully for nineteen of the twenty years delivery we are about to celebrate.

I would also like to thank all those organisations and individuals who have worked with us during the year. We realise that the messages we convey, especially around critical issues of funding and sustainability, are not always easy to hear, or to act upon. We have tried, this year and throughout our twenty-year history, to approach these issues in the spirit of partnership and problem-solving.

At the same time, we are here to stand up for our members, and I hope readers of this review will learn more about the variety of ways in which we have done just that in 2016-17.

Lorraine McGrath
Chief Executive, Simon Community Scotland and Streetwork
Congratulations to the Coalition of Care and Support Providers in Scotland on their 20th anniversary.

The Scottish Government has always had a positive and constructive working relationship with CCPS and its membership, and recognise the vital role the voluntary sector providers play in delivering high quality, personalised care to individuals in Scotland. I look forward to continuing our partnership and collaborative working relationship moving forward.

Shona Robison MSP, Cabinet Secretary for Health and Sport
CCPS – Working for a sustainable future for care and support

The financial sustainability of care and support in our sector continued to be a major priority area for us throughout 2016-17.

Questions of sustainability are at the heart of the Scottish Government’s commitment to the Living Wage in social care. This important initiative ‘went live’ on 1st October 2016, and CCPS worked hard throughout the year to support providers to deliver on the commitment, collecting and relaying critical information and ensuring that providers’ experience of implementation, particularly with reference to the impact of commissioning and procurement behaviours, was relayed to decision makers and properly addressed as the process went forward.

Seventy per cent of our members indicated through our survey that the work we did to support providers with Living Wage implementation was the single most valuable thing that CCPS did for their organisation in 2016.

“The negotiations on Scottish Living Wage were invaluable - I have no doubt the approach of CCPS to directly represent the sector at scale impacted local authority decision making in many areas.” 2016 membership survey respondent
Announcing a second year of funding to support the increase to the Living Wage in 2017-18, Scottish Government and COSLA wrote to CCPS in December 2016 to say that whilst implementation this year “wasn’t always an easy process, the partnership approach has been highly valued and the contributions of CCPS ...have been critical in determining our approach going forward.” In particular, the strong representations made by CCPS against any further expectation of a financial contribution by providers were heard and acted upon for the next phase of the commitment.

Despite the range of positive work ongoing in this area, the findings from our annual CCPS Business Resilience Survey showed that providers continue to operate under considerable financial pressure. Feedback about the proportion of services now operating at a deficit, and the number of providers that have withdrawn from contracts because of challenges around viability, is of particular concern.

We will continue to raise awareness of these issues as we move into 2017-18. We are contributing to – and in some cases, leading – a range of initiatives focusing on resourcing and sustainability, including further development of the care cost component template developed for us by the University of Stirling; further reform of the National Care Home Contract; and an timely examination of Fair Work in social care, led by the Fair Work Convention.

In November 2016, we organised and hosted a major national conference, Sustainability and Social Care: Mission, Innovation, Disruption? This two-day event, attended by organisations from right across the spectrum of care and support, featured an impressive line-up of high-profile speakers as well as ample opportunity for peer-to-peer discussion.

CCPS has developed an enviable reputation for organising and hosting conferences that are stimulating, thought-provoking and good-humoured. We aim to offer a platform to speakers with fresh ideas who can both inform and challenge their audience, and a forum for providers to come together with their partner agencies to debate, sometimes to disagree, but at the very least to reach a clearer understanding of one another’s positions.

Ninety-five percent of completed conference evaluation forms rated this year’s event as either ‘good’ or ‘very good’. Many of the themes and debates from the event are now being taken forward by the CCPS team.
Sustainability and Social Care: Mission, Innovation, Disruption?
24-25 November 2016

“Excellent altogether! Relevant, professional, collegiate and good to know so many good people work in our sector.”

“Fantastic 2 days. Leaving with a lot of food for thought!”

“Fab! Usual sparking of ideas from the speakers, panel members and discussion - most useful.”

“Great inputs and presentations. Good balance of information, insight and fun.”
Social Work Scotland has always enjoyed a very close and productive relationship with CCPS. Our joint work this year on care at home and support has benefitted hugely from their unrivalled knowledge and understanding of the third sector. CCPS represents their members’ interests with great integrity and we look forward to continuing this vital partnership.

Jane Devine, Director of Social Work Scotland

“Communication with members is one of the great strengths of CCPS… very comprehensive and relevant information that is timely and consultative in nature.”

2016 membership survey respondent
CCPS – Promoting collaborative commissioning

Quality care and support doesn’t exist in a vacuum. The way that social care is planned, purchased and contracted shapes our sector’s ability to deliver personalised, innovative support to individuals, families and communities.

In 2016-17 we secured a second year of Scottish Government funding to continue our work exploring and promoting collaborative commissioning and procurement in social care.

This year saw the conclusion of our successful Coping with Cuts workshop series which brought together providers and commissioners for honest conversations and problem-solving on austerity, and budget cuts and their impact on supported people and the wider system. Our companion series, Coping with Complexity, will run throughout 2017-18 and will explore how providers can lead change in the complex system that surrounds commissioning, procurement and funding.

Continuing our focus on cross-sector working, CCPS worked closely with the iHub improvement agency on its redesigning overnight support project. A successful Agile session with providers produced popular tools and criteria for determining alternatives to sleepovers, which was then showcased at a large scale cross-sector event facilitated by iHub.

Working with the Scottish Government Doran project board, we designed and delivered a major multi-sector conference Commissioning for Complexity to explore how best to commission support for children and young people with complex needs.

Our small scale, longer-term action learning set Doing Things Differently came to a close this year. The provider/commissioner co-produced toolkit for collaborative commissioning in children’s services was published and launched at the 2016 CCPS conference.

The development and delivery of local collaborative commissioning options workshop was another key activity this year. Designed to promote cross-sector exploration of the flexibilities available to contracting authorities, these events drew together providers and commissioners to explore how new approaches would work locally. In Glasgow, this led to the development of the Glasgow Alliance to End Homelessness (GAEH) for which CCPS continues to provide representation and support.
I would personally like to congratulate CCPS on two decades of service in which they have been a strong and leading voice for the Third Sector in Scotland. You should be very proud of that achievement. CCPS has been a key partner working with COSLA and I look forward to our continued collaboration into the future.

Sally Loudon, Chief Executive, COSLA

“We had not previously been a member, and had little opportunity to network outwith our local area. We are now part of a community of interest, connected and visible. We’ve used CCPS data to advise and support Board decisions and provide evidence.”

2016 membership survey respondent
CCPS – Supporting public service reform

New approaches to funding, commissioning and procurement are all part of the broader reform agenda for public services and for care and support in particular. CCPS is involved in a number of areas of work linked to the reform agenda.

We have been invited to serve on the Scottish Government’s new Programme Board for Adult Social Care Reform, approved by the Ministerial Strategic Group for Health and Social Care in March 2017. The programme will bring together a range of existing initiatives relating to the reform agenda, including the National Care Home Contract process referred to earlier in this report; a project looking at new models for care at home and housing support that we have co-funded with Social Work Scotland and others; a substantial investment, through Scotland Excel, in delivering reforms to social care procurement; and a number of further work strands yet to be developed.

Our 2016 CCPS Conference offered a number of opportunities for delegates to consider new models for the delivery of care being developed by CCPS members, including an innovative organisational approach by Cornerstone inspired by the Buurtzorg model from the Netherlands, as well as the community development approach being taken forward by Key Community Supports. We are planning to highlight further emerging models in the coming year, such as social care micro-provision and Care Co-ops.

Members of our CCPS Committee on Care and Support for Children and Young People also engaged actively with the reform agenda, making plans for a piece of joint research into family support services alongside a number of other partners and with support from Stirling University, and putting in place arrangements to support provider input to the Independent Care Review which will consider reforms in support for looked after children and young people.

In addition, community justice reform continued to be a major priority area for the CCPS-hosted Criminal Justice Voluntary Sector Forum. Further details are set out on page 17.

“CCPS’s greatest strength is that it is genuinely driven by members’ views, with a skillful strategic and tactical approach to influencing on that basis.”

2016 membership survey respondent
“On behalf of the ALLIANCE, I’d like to congratulate CCPS on reaching the milestone of their 20th anniversary. CCPS has been at the cutting edge of supporting and promoting policy and practice in social care over that time. Its member organisations have changed the landscape for people who have additional support needs; advocating, empowering, enabling and making a reality of person-centred care. CCPS has put the third sector at the heart of compassionate social care provision in Scotland. We look forward to continuing to work with CCPS over the years ahead.”

Ian Welsh OBE, Chief Executive, Health and Social Care Alliance Scotland (the ALLIANCE)

“Briefings and conversations with CCPS have been invaluable, and informal contacts with peers through CCPS have been really supportive.”

2016 membership survey respondent
CCPS – Promoting positive partnerships

As an organisation, we continue to work to influence policy, legislation and guidance. We are nevertheless increasingly aware that whilst it is crucial for the right policies to be in place, it is often practice – systems and behaviours – that need to shift and reform if providers are to be enabled to do their best work.

We have therefore put significant effort in 2016-17 into supporting collaborative approaches to problem-solving and new ways of working. As noted earlier in this report, we have worked hard to bring commissioners and providers together to identify and develop new opportunities for collaborative commissioning and alternatives to competitive tendering; to focus jointly on the impact of financial constraints; and to explore routes to give full expression to self-directed support in local areas.

We continued to work alongside other third sector interests on the reconfigured Third Sector Collaborative on Health and Social Care Integration. In particular, we have kept in close touch with the dedicated support team hosted by the Health and Social Care Alliance, with a view to ensuring that they address provider issues in their work programme.

We continued to serve on the governance committee of the new Improvement Hub (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 and Support for Children and Young People continued during 2016-17 to oversee our work promoting greater involvement and engagement of third sector providers in children’s services planning. We co-ordinated a collaborative social media campaign ahead of the local elections in May 2017, #plan4children, designed to raise awareness of incoming councillors’ responsibilities; and we continued to support the National Third Sector GIRFEC project.
CCPS – Informing, supporting and representing providers

CCPS membership meetings regularly feature guest speakers and presenters from a range of key national agencies. This year, we welcomed senior figures from several Scottish Government Directorates, the Care Inspectorate, and Healthcare Improvement Scotland.

Meanwhile our Committee on Care and Support for Children and Young People welcomed a series of influential guest speakers including the Minister for Children and Young People; senior figures from the Social Justice and Regeneration Division of Scottish Government; and from CELCIS. The committee also organised a session with key independent funders including Inspiring Scotland, Lloyds TSB Foundation for Scotland, Robertson Trust, Life Changes Trust, The R S Macdonald Charitable Trust and the Big Lottery Fund.

We issued regular bi-monthly Information Digest e-bulletins to members as well as e-bulletins and briefings on a range of topics of immediate relevance to providers. We also continued to operate our popular information exchange service enabling providers to share intelligence and expertise.

Feedback from CCPS membership surveys has consistently shown that representation on key government working groups is of considerable importance to providers. During the year, CCPS was invited to serve on a range of new groups: in addition to those already mentioned in this report these included the Community Justice Self Reference Group to look at quality improvement frameworks for the new model of community justice; Duty of Candour subgroups on monitoring and education; the SSSC Induction Passport Steering Group to develop shared common induction resources; the Scottish Public Services Ombudsman steering group on the new social work complaints process; the Carers Act Implementation Steering Group; the “Good Life Group” set up by housing associations to look at more community based care for people with complex needs; the Scottish Government pregnancy and maternity discrimination working group; and the Care Inspectorate CAPA Stakeholder Group (Care about physical activity improvement programme).
I would like to congratulate CCPS on 20 years of excellence in its work to represent and promote the interests of the third sector and not-for-profit social care and support providers in Scotland. The work you and your members do has a profound and positive impact for many thousands of people. I wish you every success for the next 20 years and look forward to continuing to work together in areas of common interest and of importance to CCPS and its members, including our partnership working on the implementation of the new Health and Social Care Standards.

Karen Reid, Chief Executive, Care Inspectorate

“The work of and information received from CCPS was invaluable in helping us to face the many challenges throughout 2106. It allowed us to deal with issues in a confident and informed manner, armed with the most up to date and live info available.”

2016 membership survey respondent
Congratulation to CCPS on your 20th anniversary. For most of that 20 years I have worked closely with the staff at CCPS and I’ve valued the knowledge, insights and influence that CCPS are always able to provide.

Here at the SSSC we look forward to our continued partnership to ensure a high quality and confident social service workforce in Scotland.

Anna Fowlie, Chief Executive, SSSC

“CCPS is active, consistent and clear in communication and keeps communication open and clear with the sector. It plays a role in encouraging active dialogue across sectors.”

2016 membership survey respondent
In addition to its core programme, CCPS hosts a series of focused work programmes designed to support providers in specific areas of interest.

CCPS was delighted to secure further funding from The Robertson Trust and The Monument Trust to enable us to provide dedicated support to **Criminal Justice Voluntary Sector Forum (CJVSF)** throughout the year.

Following the entry into law of the **Community Justice (Scotland) Act** in February 2016, CJVSF was heavily involved at a national level in the “transition” year as arrangements were finalised for the new model of community justice. Staff and members contributed to the development of the National Strategy for Community Justice, the Guidance for Local Partners and the Outcomes, Performance and Improvement Framework, all of which were launched 24th November 2016.

CJVSF continued to provide briefings for members (included updates on the Transition Plans published by local authority areas and on the need for the strategic commissioning of justice services) and consultation responses on behalf of members to a number of committees and institutions (including the Minimum Age of Criminal Responsibility; The Role and Purpose of the Crown Office and Procurator Fiscal Service; Health Care in Prisons; and the Scottish Prison Services review of Data Collection).

We continued to develop relationships with senior colleagues from the Scottish Prison Service, Scottish Government Community Justice Division, and the Serious Organised Crime Strategy Team. 2016/17 also saw the publication of a Third Sector Engagement Strategy agreed by the Scottish Prison Service and CJVSF, which sets out the commitment of both towards strategic inclusion of the third sector as well as the steps each organisation will take to ensure this.

CJVSF also continued to carry out its core work of supporting the third sector in justice and its members including: supporting the development and sharing of good practice developments; holding regular meetings of the training and development working group; and the continuation of programmes for shared learning and collaborative induction for members.

The Strengthening Engagement Transition Project continued working to support and improve the inclusion of the third sector at a local level under the new model for community justice. We developed and hosted a range of collaborative events across a total of 7 local authority areas which brought together local statutory and third sector partners to explore the challenges uncovered during the first phase of the project’s work. These workshops were highly rated and funding has been secured to continue the project in 2017/18.

**These are just some highlights of CJVSF work this year: for copies of our more detailed report, please contact: cjvsf@ccpscotland.org**
"The CCPS Children’s Services Committee is really gaining ground and focus in terms of what needs to be done and what needs to be changed, as well as giving access to influencers and new information."

2016 membership survey respondent
The CCPS Providers & Personalisation (P&P) Programme has been running since 2011, funded by the Scottish Government to deliver practice and policy change by supporting voluntary sector providers to prepare for self-directed support (SDS) and to showcase good practice.

The 10 year Strategy for SDS was published in 2010 and we are now 7 years into the strategy. The Social Care (Self-directed Support) (Scotland) Act was passed in 2013 and the statutory guidance to accompany the Act was published in 2014.

This year, the P&P Programme focussed on the following areas for supporting SDS change:

- Supporting providers working out with mainstream adult care and support to have the systems, skills and information to deliver more personalised services by running a variety of practice change workshops and events (including for criminal justice providers, housing support and homelessness services, and children’s providers).
- Supporting voluntary sector providers and local authorities with SDS implementation in different local areas by running a series of local area events and workshops in Glasgow, Borders, Dundee, Arbroath, Perth, Elgin and Dumfries and Galloway.
- Supporting voluntary sector providers with defining their offer for SDS and ensuring sustainability of services within the social care market by running a series of practical workshops (6 workshops attended by 150 participants) aimed at supporting providers with developing a marketing strategy for SDS and a plan for sustainability.

P&P has identified and worked to address the multiple barriers to successful implementation of SDS and to highlight good practice and innovation where possible. This year we commissioned the University of Strathclyde to carry out research into the enablers and barriers for providers in delivering SDS. A report of the findings was published in December 2016 and highlighted that the continuing barriers for providers are the budget cuts by local authorities when allocating Individual Budgets, the downward pressure on hourly rates (contributed to by the implementation of the Living Wage), the continuing focus of Option 2 contracts on ‘time and task provision’ rather than outcomes and also a number of challenges for the workforce as a result of delivering more personalised and flexible support.

These are just some highlights of P&P work this year: for copies of our more detailed report, please contact: Catherine.Garrod@ccpscotland.org
The **CCPS Workforce Development Network (WDN)**, funded by Scottish Government, continues to support providers to progress their key priorities on a range workforce issues and influence the development of social services workforce policy.

The WDN represented providers on several national working and steering groups ensuring issues and priorities of the sector were considered. Areas of representation included the **Leadership Strategy Group**, which saw the sector influence the refreshed leadership strategy, and the **Duty of Candour Education Group**; contributing to the resources developed to support the implementation of the legislation.

To support providers to prepare for the opening of the **Register for Care at Home and Housing Support** staff in October 2017 the WDN and Housing Support Enabling Unit (HSEU) ran a series of workshops collaborating with the Scottish Social Services Council (SSSC). Members also contributed to the content of the Registration App under development by SSSC.

Recruitment and retention remain key concerns for the sector and the annual HR Voluntary Sector Forum **Benchmarking Survey**, in partnership with the University of Strathclyde, evidences the challenges. Thirty two organisations took part in 2016 covering forty percent of the voluntary care sector workforce. This work contributes to the growing body of evidence on the social services workforce, supports workforce planning and enabled the HR Voluntary Sector Forum, chaired by our WDN Associate, to develop a standardised exit interview template and commence a retention pilot study, which will be evaluated by the University of Strathclyde.

The WDN facilitates two groups; **CCPS/SSSC Liaison Group** and the **Leadership Reference Group**. Both groups work in collaboration with partners including SSSC, Iriss and Scottish Care and provide a forum for collaboration, informing and influencing. Membership on the groups, which meet quarterly, grew throughout the year and members value the opportunities to influence national policy and developments such as **Induction and Enhancing leadership capability: The strategy for enhancing the leadership of Scotland’s social services**.

The WDN also worked with partners to engage providers in workforce issues including SDS, Personalisation, Fair Work and the PVG Scheme review ensuring provider’s views inform workforce development.

**These are just some highlights of WDN work this year:** for copies of our more detailed report, please contact: Alison.Christie@ccpscotland.org
The Housing Support Enabling Unit (HSEU) is a joint initiative with the Scottish Federation of Housing Associations (SFHA) and is funded primarily through a grant from the Scottish Government.

The Unit assists providers of housing support to understand key issues within the sector, demonstrate the impact of their work and raise the profile of housing support and the contribution it makes.

This year the HSEU focused on aspects of Welfare Reform which will particularly impact on supported accommodation providers and tenants. The LHA Cap (a limit on the housing benefit that can be paid for social tenancies) has caused great concern about the future sustainability of supported accommodation. The HSEU ran 6 events and round-table meetings focusing on Welfare Reform, with particular focus on the potential impact of the LHA Cap and the possibility of devolved funding for supported accommodation coming to Scotland.

The Unit’s Better Futures outcomes system has continued to offer housing support providers a way of measuring individual progress and demonstrating outcomes of services. At the end of 2016/17, there were 25 providers, including Local Authorities, providers from the voluntary and independent sector and Housing Associations, using Better Futures to help measure outcomes for individuals using their services. This year, the Unit commissioned an independent evaluation of Better Futures which demonstrated a very positive response from staff using the system and evidence that the framework helps to underpin a personalised approach to delivering housing support. Recommendations flowing from the findings will be considered and acted upon in 2017/18.

The HSEU has continued to contribute to the work of the Housing Partners for Health and Wellbeing group over the last year which has extended its membership to include health representatives and a significant focus of the work of the group has been on promoting a better understanding of the relationship between housing, homelessness and health.

The Unit is also a member of the Personal Outcomes Network, organised by HIS and SSSC, which focuses on promoting and encouraging the use of a personal outcomes approach in health and social care services.

In July and August, 2016 the Unit conducted the seventh annual ‘No Place like Home’ Photography Competition. Winners of competition are invited to receive their award at the annual Scottish Housing and Support Conference (SHASC) in October. The photos and accompanying stories from the No Place like Home competition are used in Unit publications throughout the year including the HSEU website and the bi-monthly eForum newsletter, which goes out to over 750 subscribers.

These are just some of the highlights of the HSEU’s work in 2016/17. For further information please contact heather.mccluskey@ccpscotland.org
CCPS – a strong coalition for care and support

CCPS includes as members virtually all the major providers from right across the spectrum of care and support (for a full list see page 23). The combined membership of CCPS:

- Supports around 206,000 people and their families
- Managed a total annual income in 2016-2017 of £1 billion, of which an average of 77% per organisation relates to publicly funded service provision
- Employs approximately 43,000 staff
- Mobilises the support of nearly 5000 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 support for a wide range of people with diverse needs, including older people; children, young people and families; disabled people; people with learning disabilities, mental health problems, physical dementia, sensory impairment, complex disabilities, acquired brain or spinal injury, epilepsy, and drug and alcohol problems; people with convictions; and survivors of domestic violence.

CCPS members provide a variety of high quality, personalised models of support, including supported living, care at home, housing support, supported accommodation, care home services, day opportunities, supported training and employment, short breaks, outreach, information and advice, leisure activities, advocacy, counselling, befriending, support groups, therapeutic services and support for family carers.

All the members of CCPS are non-profit distributing organisations, accountable to independent boards of trustees who offer their individual time and expertise purely on a voluntary basis. In addition, the majority of members recruit volunteers to assist in administration or service delivery. Many members are actively involved in policy development and campaigning, with more than a third employing policy staff at a senior level.

CCPS membership numbers grew during 2016-2017. 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 to work on their behalf.
### CCPS Members
*(at 31 March 2017)*

Aberlour Child Care Trust  
Action for Children Scotland  
The Action Group  
Addaction Scotland  
Affinity Trust  
Alzheimer Scotland  
Archway  
Ark Housing Association  
Barnardo’s Scotland  
Barony Housing Association  
Bield Housing and Care  
Blackwood  
The Calman Trust  
Capability Scotland  
Camphill Scotland  
Carr Gomm  
C-Change Scotland  
Children 1st  
Community Integrated Care  
Cornerstone  
Cosgrove Care  
Crossreach  
Crossroads Caring Scotland  
Cyrenians  
Deafblind Scotland  
Down’s Syndrome Scotland  
ELCAP  
ENABLE Scotland  
Fair Deal  
Glasgow Housing Association  
Gowrie Care  
Hanover (Scotland) Housing Association  
Hansel Foundation/Alliance  
Health in Mind  
Includem  
Inclusion  
Inspire (Partnership Through Life)  

### Key

- Kibble Education and Care  
- Kingdom Housing Association  
- Lanarkshire Association for Mental Health  
- L’Arche  
- Leonard Cheshire Disability  
- LinkLiving  
- Loretto Care  
- Mainstay Trust  
- The Mungo Foundation  
- National Autistic Society, Scotland  
- NDCS  
- NSPCC Scotland  
- Options for Independence (BRCS)  
- Partners for Inclusion  
- Penumbra  
- Phoenix Futures  
- Places for People Scotland Care and Support  
- Quarrriers  
- Queens Cross Housing Association  
- RAMH  
- Real Life Options  
- The Richmond Fellowship Scotland  
- Royal Blind  
- Sacro  
- Scottish Association for Mental Health (SAMH)  
- Scottish Autism  
- Seamab  
- Sense Scotland  
- SHARE Scotland  
- Simon Community Scotland  
- SOL  
- Speyside Trust  
- Streetwork  
- Sue Ryder Care  

### Support in Mind Scotland  
- Thistle Foundation  
- Trust Housing Association  
- Turning Point Scotland  
- Viewpoint Housing Association  
- Visualise Scotland  
- VSA  
- Who Cares? Scotland  
- Ypeople  

### Board, Committees and Staff
*(at 31 March 2017)*

#### CCPS Board

Convener: Lorraine McGrath, Simon Community Scotland  
Vice Convener: Sally Ann Kelly, Aberlour Child Care Trust  
Treasurer: Angela Morgan, Includem  
Karen Arthur, Inspire  
Martin Cawley, Turning Point Scotland  
Martin Crewe, Barnardo’s Scotland  
Angela Currie, Blackwood  
Charlie Dickson, Bield Housing and Care  
John Grant, Cornerstone  
Jane Gray, Ark Housing Association  
Tom Halpin, Sacro  
Kirsten Hogg, Camphill Scotland  
Andy Kerr, Sense Scotland  
Malcolm Matheson, Key  
Margaret McCarthy, Crossroads Caring Scotland  
Damian McGowan, Gowrie Care Ltd.  
Marcia Ramsay, Alzheimer Scotland  

Sam Smith, C-Change
Austen Smyth, The Richmond Fellowship Scotland
Alison Todd, Children 1st
Rebecca Wilson, Barony Housing Association

CCPS Staff
Director: Annie Gunner Logan
Policy and Development Officer: Nancy Fancott
Resources Manager: Caroline Scott
Administrative and Events Assistant: Daiva Kriauzaite (left September 2016)
Administrative and Events Assistant: Sarah Fleming
Development Manager Commissioning and Procurement: Dee Fraser
P&P Programme Officer: Catherine Garrod
HSEU Director: Yvette Burgess
HSEU Policy and Information Officer: Heather McCluskey
CJVSF Development Coordinator: Laura Mulcahy/Rose McConnachie
Criminal Justice Project Officer: Yvonne Hastie (left July 2016)
Criminal Justice Project Officer: Chris McCully
Policy and Development Officer, Workforce: Alison Christie
Workforce Associate: Michelle Nairn

Housing Support Enabling Unit (HSEU) Executive Committee
Chair: Malcolm Matheson, Key
Angela Currie, Blackwood
Annie Gunner Logan, CCPS
Margaret Irving, Scottish Government
Simon Laidlaw, Transform Community Development
Gwenn McCreath, Health in Mind
Stephen McCullough, Hanover (Scotland) Housing Association
Zhan McIntyre, SFHA
Pete Millar, Aspire
Jo Ozga, Scottish Women’s Aid
Fiona Stringfellow, Blue Triangle (Glasgow) Housing Association
John Urquhart, COSLA
Rebecca Wilson, Barony Housing Association

Criminal Justice Voluntary Sector Forum (CJVSF) Executive Committee
Chair: Tom Halpin, Sacro
Dee Fraser, CCPS
Annie Gunner Logan, CCPS
Alan Howard, Turning Point Scotland
Lynn Jolly, Cornerstone
Nancy Loucks, Families Outside
Alan Staff, Apex Scotland
Pete White, Positive Prisons?
Positive Futures

Committee on Care and Support for Children and Young People
Chair: Sally Ann Kelly, Aberlour Child Care Trust
Includes representatives from:
Action for Children
Barnardo’s Scotland
Camphill Scotland
Capability Scotland
Children 1st
Cosgrove Care
Cornerstone
Crossreach
Down’s Syndrome Scotland
Includem
Kibble
NDCS
NSPCC Scotland
Penumbra
Quarriers
Royal Blind
Seamab
Sense Scotland
The Mungo Foundation
VSA
Who Cares? Scotland
Financial information 2016-2017

The core costs of CCPS are funded solely through membership subscriptions. This pays for relevant staff salaries, office premises and running costs.

It is the policy of CCPS to underwrite these core costs from membership fees as we believe that this arrangement most effectively allows us to carry out our role as an independent organisation representing the interests of our members.

CCPS seeks supplementary funding from other sources from time to time, in relation to specific pieces of work designed to support providers in specific areas of interest. These funds are restricted entirely to the purposes for which they are provided and do not compromise CCPS’ core activities or representative role.

CCPS gratefully acknowledges funding received in 2016-2017 from the following sources:

• Scottish Government Housing Voluntary Grant Scheme 2016-17 for the Housing Support Enabling Unit (HSEU).
• Scottish Government Care, Support and Rights Division for the operating costs of the Providers & Personalisation (P&P) Programme; and a contribution towards the costs of the Commissioning and Procurement Project
• Lloyds TSB Young People and Families Early Intervention Fund to develop CCPS’ capacity to engage members in influencing national children’s policy development and local children’s services planning through the National Third Sector GIRFEC project.
• The Robertson Trust and The Monument Trust for the operating costs of the Criminal Justice Voluntary Sector Forum (CJVSF).
• Scottish Government Community Justice Division for the CJVSF’s Strengthening Engagement Project

Funding for all these areas of work is treated in the accounts as restricted income*. 
Total income 2016-2017
£ 780,774

Detailed financial information is set out in the audited CCPS annual report and accounts document for 2016-2017, available on request from the CCPS office.

* NB. These figures represent the sums deemed to be restricted income for the financial year 2016-17. Total grant funding received for these projects may exceed these amounts where it related to a period including, but not exclusive to, this financial year, and/or the funding package included a contribution to CCPS management costs.
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 is a company limited by guarantee registered in Scotland No. 279913, and a Scottish Charity registered with the Office of the Scottish Charity Regulator (OSCR) Charity No. SC029199.

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