



# 2022/2023 ANNUAL REPORT

Finance & Governance



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# FOREWORD

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**Mary Preston**

Scottish Care Chair of Executive Committee

It remains my privilege to be chair of the executive committee of Scottish Care and to serve our membership alongside our amazing executive colleagues, who are so generous with their time and expertise.

This has been an extremely difficult year for our membership as we return to normal standards, which sounds a lot simpler than the reality of all the challenges faced on a daily basis. The ongoing support and camaraderie that Scottish Care gives to us remains invaluable as we face our challenges in keeping social care at the forefront of our government's agenda – not an easy task when we constantly have to compete with the health sector rather than be recognised as equal partners. The inadequate funding of social care is our priority right now and whilst our Scottish Care team are actively taking this forward, the support of members remains vital in highlighting our concerns.

Your executive committee meets regularly throughout the year and the added benefits of being back in a room should not be underestimated. Our role is to support Donald and Karen as they lead the team and engage with many parties to represent the membership and to focus and address the challenges, and the opportunities, we have as well as sharing the many amazing examples of excellence across all areas of social care. We are also responsible for the governance of our organisation and you have read the breadth of work being undertaken by our colleagues and volunteers that helps us to be viewed as a much-needed sector in the role of health and social care in Scotland.

We continue to celebrate our excellence and the Scottish Care award ceremonies for care at home, housing support and care homes are the highlight of the year which showcase the amazing people we represent. In the coming year we also get to co-host the Global Ageing Network conference in Glasgow which is a great honour and I know the Scottish Care Team will make this event a great success.

Thank you to all involved in our amazing organisation and we look forward to securing the resources required to underpin our sector and enable our membership to flourish and continue to provide services that make us all proud.

*Governance is the responsibility of the Scottish Care Executive Committee, which is advised by a sub-group called the Finance and Staffing Group, formed of staff and members of the Exec.*



## DIRECT REPRESENTATION

Scottish Care is the Voice of the Independent Care Sector in Scotland. This is part of our obligation to our members, but also to ensure that high quality, rights-based care and support can be delivered across Scotland. We have systems and structures in place to enable us to be representative of what is a remarkably diverse sector. All of our members are bound by a code of conduct.

Scottish Care operates a branch system with reach across Scotland. It is run by volunteer branch chairs who are nominated by local providers and supported by our membership support managers. Together they form our National Committee. As the voice of lived provider experience, they are a critical part of our infrastructure in allowing us to hear a national picture of what is happening on the ground, but also to act as experts, innovators and a sounding board for our thinking. We have a reputation for making realistic recommendations and much of this stems from this unique structure - It is through our branch network that we can effectively be the Voice of the Independent care sector in Scotland.

Our branch chairs have an induction and this year we introduced regular meetings for them to meet up either to tackle and discuss pressing concerns or innovations or simply for peer support.



Scottish Care also hosts Integrated Joint Board Representatives within Health and Social Care Partnerships in the following areas:



- Angus
- Argyll & Bute
- Dumfries and Galloway
- East Ayrshire
- East Renfrewshire
- Fife
- Glasgow
- North Ayrshire
- Perth and Kinross
- South Ayrshire
- South Lanarkshire

Some of these reps are volunteer members and others are Scottish Care Employees (see [Partners for Integration](#)). They are supported via local branches, but also via an IJB Rep Group:



Acting as a formal mechanism to gather a national picture of local IJB activity, raising and addressing concerns and making recommendations for related future activities.



Connecting local and national perspectives on integration governance.



Acting as a governance mechanism to promote best practice.



Offering peer support.



Reporting to the Chief Officers Network and Scottish Government on integration.



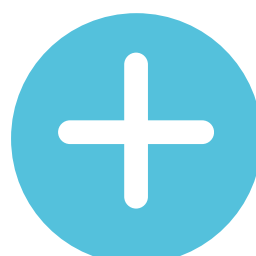
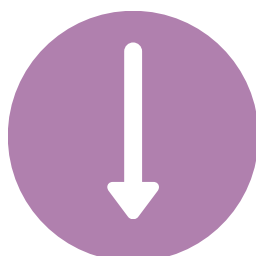
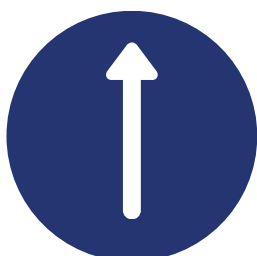
# STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Scottish Care is the only membership organisation set up to represent all providers in the independent care sector and are recognised by key stakeholders across health and social care as being the 'go-to' experts. This reach has found international footing as we have been selected to host the Global Aging Network in 2023.

Scottish Care sits on senior leadership groups with stakeholders and influencers across the sector however with new staffing and political leadership, many of these have been reconstructed, and relations are having to be rebuilt at a time when workload is high because of pandemic recovery, sectoral workforce shortages and planning for what may be a forthcoming National Care Service. Our reports are highly regarded as being both informative and realistic and are used to inform policy and practice. Whilst Scottish Care is an agile organisation, able to respond quickly to changes in social care policy and market, it also plays a significant role in setting the direction for the future of social care and support as can be seen from the implementation of the role and impact of the Care Technologist.

Scottish Care is a small organisation with great reach, however it is limited by external forces affecting the ability to engage on the ground. The organisation relies on local presence through our network of Branch Chairs. Pandemic response, recovery, and remobilisation has put additional pressure on this network. Scottish Care has introduced better support mechanisms for branches through regular contact with Membership support, they have in place to ensure that our branches can function effectively. The maintained surgery format augments this experience.

Scottish Care has potential to make more of its registration as a charity (in 2021). This will enable increased reach and gravitas as it opens greater opportunity for collaboration e.g., with Higher Educational Institutions at a reduced cost and widening funding opportunities. Fragmented funding from annual grants is a risk to the organisation as it has an impact on staff retention, so Scottish Care will look to increase the number of multi-year agreements, and to diversify income streams.







## 2. FINANCIAL SUMMARY

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## 2.1 FUNDING

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Scottish Care is financed via various sources. In the main, the Senior Management Team and office staff are funded via membership fees, with projects and workstreams from funders and partners including Health and Social Care Partnerships, Scottish Government, and partnerships with various universities. Bad debt is linked to two members totalling £1,038

## 2.2 COSTING & PRICING STRATEGY

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Scottish Care budgets by reviewing previous years spend against budget and reviewing activity against organisational aims and objectives to seek out opportunity and efficiency, or the potential for further funding bids or collaboration with other organisations. CPI increases are applied annually.

Most of the organisations spend is on staffing costs, but with some attached to events.



## 2.3 ANNUAL TURNOVER

Annual turnover 22/23 -  
**£2,298,114**



In the last few years, Scottish Care has been unable to spend funds because of the pandemic. Those pertaining to training to be delivered in care organisations could not be delivered due to restricted access, and those in the policy sphere could not be spent due to staffing shortages in care organisations. This funding will roll over into next year. In the event of an underspend, funding would be used to support innovation, improvement and stability in care and support for the people of Scotland.

## 2.4 PAYMENT

Membership fees are gathered annually via an invoicing system.



Grant funded projects run between

**1 - 3**

years, invoiced to their various funders.

Payment for events is collected in advance, using Stripe, a payment online platform through our website.



## 2.5 PREMISES

Scottish Care has moved to an office at Bld 372, Ground Floor Offices, 22-27 Alpha Freight, Glasgow Prestwick Airport, KA9 2QA . This is to make better use of our premises in light of changes to working practices post pandemic. It also offers a more economical solution. Where local staff are co-located with partner organisations, Scottish Care does not have responsibility for the upkeep of these locations.

## 2.6 EQUIPMENT

Scottish Care has limited equipment in the form of general office equipment and software, as well as some additional software to enable marketing and communications.



## 2.7 LEGAL REQUIREMENTS

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Scottish Care is now a registered charity, with OSCR<sup>1</sup>, as well as company limited by guarantee. This means that the organisation must comply with both OSCR and companies House regulations. The Executive Board have transitioned to non-executive directors. The CEO and Deputy CEO have stepped down as directors.



Scottish Care is bound by employment and health and safety legislation and contracts with external experts Citation<sup>2</sup> to support in ensuring appropriate policies and practice are in place and followed. The relationship is managed by the Office Manager.



There are times when Scottish Care's activity comes under the Lobbying (Scotland) Act,<sup>3</sup> this is managed by the Company Secretary.



The Office Manager is the Data Controller for Scottish Care, managing GDPR<sup>4</sup> and much has been done to improve digital storage systems, now up-to-date, and held and managed by external experts Solutions on Demand IT.<sup>5</sup>

## 2.8 INSURANCE

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Scottish Care has insurance both for tangibles, and directors and staff. This is reviewed annually.

1 [www.oscr.org.uk/guidance-and-forms/](http://www.oscr.org.uk/guidance-and-forms/)

2 [www.citation.co.uk](http://www.citation.co.uk)

3 [www.lobbying.scot](http://www.lobbying.scot)

4 [www.ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/](http://www.ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/)

5 <https://www.solutionsondemand.co.uk/>

## 2.9 MANAGEMENT & STAFF

Scottish Care employs:

24

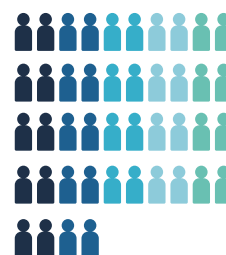
Full Time Staff  
(14 of whom are  
grant funded)

20

Part Time Staff  
(17 of whom are  
grant funded)

44

Staff in total



Post pandemic, Scottish Care has adopted a hybrid working model, with some staff based from home. Scottish Care commissions an external organisation to conduct an annual staff satisfaction survey in which Scottish Care ranked in the top 5% of organisations to work for in the world, with the highest scores from the survey going to the statement 'The work I do is meaningful to me'. As an organisation, we came together twice for full day sessions to undertake strategic planning and review, and importantly informal space to bring people together as a team. This included an externally facilitated session on wellbeing and mindfulness.

## 2.10 RISKS

Scottish Care anticipates continued membership, but the fragility of the sector both because of the pandemic and changes to market conditions which has caused changes to membership – we are seeing larger organisations buy-out smaller ones, and smaller providers closing completely. Whilst concerns about the sustainability of the care sector obviously has implications for the sustainability of the organisation it is likely that in the short-term there will be increased need for a cohesive and unified voice and support from an organisation such as Scottish Care.

**Staffing is another risk:**

The number of staff employed through short-term contracts is proportionately high. Matter of Focus has been commissioned to begin work with the team in the new year to support outcome measurement across the organisation, but specifically with a view to supporting grant applications.



## CLOSING STATEMENT

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**Karen Hedge**

Deputy CEO

This last year has been for many of our members, harder than those faced during Covid-19 pandemic response. The fragility of the social care sector as a result of staffing and financial sustainability pressures on top of an already exhausted workforce has made the role of Scottish Care all the more important. The sector is at the precipice of change . This needs a mechanism for cohesive voice, design for imagination and innovation, and drive to restore social care and support to its valued place in the community. A place of prevention, enablement and empowerment, and where social care staff have the resource and capability to support that. This report is evidence of how Scottish Care, with our members and partners, is lighting that way - #shinealight.

I would like to thank all of the Scottish Care staff, Executive, volunteers and partners for all they have done to support the organisation and its members in the last year.





If you have any questions relating to this report, please contact Scottish Care:

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(OSCR)

