



ANNUAL REPORT

ACTIVITIES &
ACHIEVEMENTS

2024/2025

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Foreword



MARY PRESTON
chair of Scottish Care

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This year has been one of the most testing in recent memory for our social care providers. Rising operational costs, workforce shortages compounded by home office changes to immigration policies and evolving regulatory demands have all placed immense pressure on frontline teams. Throughout these challenges, Scottish Care has remained steadfast in its commitment to supporting members wherever they are needed most.

Our organisation stepped up with targeted advocacy, practical guidance and peer-to-peer forums. We continue to seek critical dialogue with ministers, so they fully understand the complexities of the care and support sectors; negotiate, where we are able, funding settlements; delivered sector-specific workforce focus and training to bolster retention and hosted emergency roundtables to share solutions. These efforts ensure members do not feel alone in navigating turbulent times.

Central to our response has been our strategy, **“Social care work for Scotland”** anchored by the **4 V’s – valued, visible, viable and visionary**. This framework keeps member priorities front and centre, and you will read more about these areas in this report:

- **Valued** – Recognising and celebrating the dedication of staff and unpaid carers through awards, case studies and public campaigns.
- **Visible** – Elevating social care in policymaking and media channels with live data dashboards, thought leadership and member stories.
- **Viable** – Advocating for sustainable funding, proportionate regulation and clear career pathways to secure the sector’s future.
- **Visionary** – Piloting digital innovations and co-production models that will help define person-led support.

As we look ahead, our focus remains on translating these 4 Vs into tangible improvements for every provider and service user. By deepening our collaboration, amplifying your voice and anticipating future challenges, we will continue to strengthen social care across Scotland.

On behalf of the Board, I thank every member and colleague for your resilience, insight and partnership. Together, we will ensure that social care is not only sustained but celebrated, understood and ready to embrace the opportunities ahead.

What we do



Scottish Care is a membership body, thinktank and social care futures designer. We are an organisation driven by social values. We aim to ensure that social care in Scotland is not only sustainable but also exemplary, reflecting the high standards and compassionate care that our communities deserve. We operate with respect, transparency, and accountability. Our strength lies in partnership working and bringing together people from all over the health and social care system to collaborate effectively. We like to celebrate and share success, we understand political and policy environments, are good at research and design, and we are innovators. We use this knowledge and expertise to influence and create the conditions for change. We are a respected representative trade body and the voice of the independent social care and support sector. We provide support to independent sector care and support providers in Scotland. Scottish Care has been working with Matter of Focus to do a better job at telling our story and to focus on evidencing the impact we have. Our goal is social care that works for the people of Scotland.

As part of a strategic effort to strengthen local engagement, we held Branch Visits with our members directly in their regions throughout the year, ensuring that conversations addressed local priorities and challenges. These visits not only promoted and facilitated the selection of new Branch Chairs but also provided members with tailored updates on policy developments, funding changes, and opportunities to influence sector decisions. Through a more focused and personal approach, we consistently reinforced the value of membership at every touchpoint—whether by providing one-to-one guidance on operational issues, connecting members with relevant partners, or sharing resources to support compliance and quality improvement.

In 2025, we also launched the Year of Active Membership, creating more structured opportunities for members to shape the Scottish Care agenda through targeted consultations, themed branch meetings, and direct input into national campaigns. This initiative has already strengthened peer-to-peer networking, amplified member voices in our policy work, and ensured their experiences directly inform our advocacy. By encouraging greater involvement and actively showcasing the tangible benefits of participation, we have seen a noticeable rise in engagement and were delighted to welcome 26 new members during this period.

Scottish Care launched its inaugural strategy and new strapline in September 2024 which outlines the activity required to make 'Social care work for Scotland' by working towards '4 V's'; to make social care support valued, visible, viable and visionary.

Valued

At some point, everyone in Scotland is likely to experience social care and support whether directly themselves, or indirectly for loved ones. Scottish Care believes it is important to celebrate social care, a sector that makes a difference every day for the people of Scotland, whether you access, work in, or provide it. Scottish Care will make those who work in and provide social care feel valued by:



Putting human rights front and centre in our work

This year presented significant challenges for human rights in Scotland. Despite the Scottish Government's commitment to introducing a Human Rights Bill, its exclusion from the 2024–25 Programme for Government marked a disappointing setback. However, Scottish Care remained steadfast in our commitment to embed human rights across all aspects of our work. We actively contributed to the development of key policy and legislation, including the Equality and Human Rights Mainstreaming Strategy, where we advised on the structural changes needed to realise a human rights-based social care sector. Our engagement ensured that the voices of care providers were heard and that the strategy reflected the realities of frontline delivery. Furthermore, we published the 'Ethical Commissioning for the Independent Sector: Rights, Respect & Redistribution'¹ report. This work outlined our call for the necessary reform to the adult social care and support sector, to implement a robust model of ethical commissioning across Scotland.

Membership support

As part of a strategic effort to strengthen local engagement, we held Branch Visits with our members directly in their regions throughout the year. These visits supported the promotion and selection of new Branch Chairs. Also, with a more focused and personal approach, we were actively reinforcing the value of membership at every touchpoint. Additionally, we also began the 'Year of Active Membership'² to ensure that members shape the Scottish Care agenda with a longer-term view to increasing membership engagement, impact and reinforcing the value of provider contributions. By encouraging greater involvement and highlighting the many opportunities available, we've seen increased engagement and were pleased to welcome 26 new members during this period.

Stakeholder management

Scottish Care has positioned itself as the 'go-to' organisation for social care. This is a fantastic opportunity but at times led to demand overwhelm. Having a strategy enables the organisation to prioritise effectively, offering the best service to its members, stakeholders and the system.

[1]<https://scottishcare.org/wp-content/uploads/2024/11/FNL-Ethical-Commissioning-Report-November-2024-PDF-compressed.pdf>

[2]<https://scottishcare.org/active-membership/>

Promoting workforce matters

Scottish Care has made strong progress in supporting and representing the social care workforce through targeted research, policy influence, and strategic development initiatives.

We published the '[International Recruitment Survey Findings Briefing Report](#)',³ which collected data on staffing and international recruitment affected by Home Office policy changes. This evidence has highlighted risks to workforce stability and ensured care providers' experiences are considered nationally.

This year, the Joint Strategic Social Care and Health Training Group (JSST) approved a new workstream to create a National Induction Framework Passport. The framework will reduce duplicate training, allow staff to transfer learning between employers, and support workforce mobility and development.

The Workforce Matters project collaborates with the SSSC and NES Social Care Directorate to monitor workforce data and support qualification requirements for regulatory registration. This year, we published the report '[Overcoming Qualification Barriers in Scottish Social Care](#)'⁴ identifying key challenges in obtaining registration qualifications.

Supporting workforce regulation and registration

Scottish Care now holds regular meetings with the Care Inspectorate's senior leadership to support provider registration and regulation. Workforce Matters recently joined a Care Inspectorate podcast to discuss the Health and Care Staffing Act's impact on members and staffing challenges. We also organise workforce forums to give members direct access to regulators such as the Care Inspectorate, SSSC, and Disclosure Scotland.

Collating, sharing, and celebrating success

Scottish Care is committed to ensuring that the work of our members and the wider social care sector is recognised, celebrated and championed. Our award programmes have been central to this celebration, local and regional media has reported on award winners and finalists, allowing their achievements to be celebrated beyond the award ceremonies and shining a light on the skill and compassion that underpins social care in Scotland. Additionally, our proactive media engagement has ensured that key issues in the social care sector have received national attention. Appearances on BBC, STV, in The Scotsman, The Herald, and many more. We also celebrated initiatives that reflect the diversity and inclusivity of the sector, such as the East Ayrshire Silver Pride event, which honoured the LGBTQ+ community in social care.

Our Good News Stories showcase members' creativity and accomplishments, featuring events like Oakbridge Care Home's Afternoon Tea with Horses, Hawkhill House Nursing Home's Allotment Challenge, and a Highland Care Home's shortbread competition win. We also highlight milestones such as Janice Smith's retirement from Southpark Care Home, and recognise leadership and inclusivity through awards to Arlene Bunton for her work on the Silver Pride Event and Hillcrest Futures for supporting women in recovery.

[3]<https://scottishcare.org/wp-content/uploads/2024/04/International-Recruitment-Survey-Briefing-Paper-2024.pdf>

[4]<https://scottishcare.org/wp-content/uploads/2025/04/WFM-Qualifications-Report.pdf>

Member Networks & Representation

Scottish Care runs thematic groups and a branch system to support members who act as ambassadors and representatives for the sector.

Hosting awards ceremonies

Scottish Care hosts annual conferences and awards for Care Homes, Care at Home, and Housing Support, providing valuable recognition for the sector and attracting attention from policymakers and the media.



Visible

The social care sector is rich in diversity. Scottish Care has a role to play in collating that richness and all the expertise and insight it brings to have impact through influence. Scottish Care has been working towards this by:



Representing our members

Through representation we make the sector, our members and their needs visible. Scottish Care has representation at various strategic meetings with stakeholders and policy makers covering but not limited to the following themes: sustainability and viability, equipment, Fair work and sectoral bargaining, Social Care Nursing and Infection Prevention Control, Digital and data, integration, quality and improvement, human rights, Older People's Commissioner. In addition, Scottish Care has given evidence at both the UK and Scottish Inquiries into the COVID-19 Pandemic.

Providing sector data and intelligence

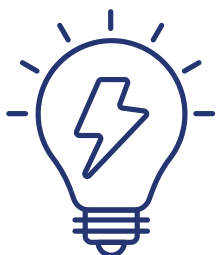
Scottish Care is in the unique position of having systems and mechanisms in place to be able to access sector data and intelligence. This is used to raise the profile of issues and opportunities, and to support evidence-based decision making.

A revised communications strategy

A new website for Scottish Care is to be launched in late 2025. Further work is ongoing.

Championing fair funding

Scottish Care continues to negotiate on behalf of the sector for the NCHC which includes undertaking work to update the cost of care model to include additional lines. Scottish Care also represents the sector in the Charging for Residential Guidance meetings and matters of viability in relation to Care home and care at home and housing support matters.



Collaborating with others to maximise potential and increase reach and expertise

We work with Health and Social Care Partnerships to advance integration. Our Independent Sector Leads across 21 partnerships held the *'Influencing Change – Inform, Collaborate, Innovate'* event, showcasing collaboration, innovation, and person-led care in Scotland's future. The event included Adult, Child, and Public Health Services, the Care Inspectorate, and NHS Dumfries & Galloway, and highlighted that progress relies on collective action rooted in equity, human rights, and community engagement.

Our partnerships, such as A Scotland That Cares and the Scottish Food Coalition, build stakeholder confidence and bring greater opportunities for influence by advocating for their concerns jointly. The former campaign's success, which resulted in a proposed National Outcome on care, confirms that social care workers and providers are recognised and prioritised by the government.

We continue to work with the Improving Adult Care together team, who are due to launch a theory of change for social care with a view to bridging the policy and guidance implementation gap.

Tailored policy and research

Through collaboration with our members, we collected data for our *'A Budget That Cares'*^[5] report, highlighting risks in the UK Budget to social care and urging urgent funding reforms and workforce support. We regularly engaged politicians to illustrate policy impacts, strengthening MSP and MP connections, gaining cross-party representation at conferences, and increasing the use of our briefings in legislation discussions.

Our evidence-based reports, such as *'The Financial Toll: National Insurance Increases and Social Care Providers in Scotland'*^[6] recognised providers' financial challenges and advocated for fairer policies, including exemptions for social care like those granted to NHS services. Scottish Care contributed to shaping the National Care Service Bill, submitting responses and advocating amendments to protect provider diversity and independent representation.

For independent care homes, our research, *'I worry about the Future'*^[7] revealed a drop in Local Authority or Health Board placements and called for ring-fenced funding to sustain sector viability.

Sector conferences and awards ceremonies

- Care at Home & Housing Support Conference & Exhibition 2024
- Care at Home & Housing Support Awards 2024
- Care Home Conference 2024
- Care Home Awards 2024
- Social Care Nursing Conference 2024
- Workforce event- 'Empowering Voice: Amplifying the Social Care Workforce'
- Partners for Integration event - Influencing Change: Inform, Collaborate, Innovate

[5] <https://scottishcare.org/wp-content/uploads/2024/11/A-Budget-That-Cares.pdf>

[6] <https://scottishcare.org/wp-content/uploads/2024/11/SC-Financial-Toll-NI-Report-Nov-24.pdf>

[7] <https://scottishcare.org/media-statement-i-worry-about-the-future-49-of-care-homes-report-a-decrease-in-placements/>

Engaging with the media and public campaigns to highlight the value of social care and sharing good-news stories and best practices

Scottish Care maintained a strong and consistent national media profile this year, with over 75 recorded appearances in print, broadcast, and online media. This sustained media engagement has positioned Scottish Care as a leading voice on the challenges, opportunities and achievements within Scotland's social care sector.

The key themes in media coverage include:



Policy and Advocacy

- Extensive engagement on the National Care Service (NCS).
- Responses to the UK and Scottish Budgets.
- Ongoing representation at the COVID-19 Inquiries.
- Commentary on immigration and workforce shortages, delayed discharges and local economic impact of social care providers.



Sector Challenges

- Media focus on declining vaccination uptake among health and social care staff, late payments to providers, racism towards care workers and the effect of housing shortages on recruitment in rural areas.
- Coverage on the reductions of health and social care visas.



Events and Awards

- Broad reporting of Scottish Care National Conferences and Awards.
- Community initiatives, including the East Ayrshire Silver Pride Event, which received positive multi-outlet coverage.



Research and Reports

- Publicised findings from the International Recruitment Survey, Delayed Payment Report and UK Budget Member Survey
- Collaboration with Sky News, the Homecare Association and Care Forum Wales, on reduced care packages and commissioned hours

Our work has also been featured in major national newspapers, specialist health and social care publications, local press, and broadcast outlets including:

National Media

Frequent coverage and interviews in The Herald, The Scotsman, The Times, Daily Record, The National, and broadcast features on BBC Scotland, STV, Clyde 1, Sky News.



Sector Publications

Regular features in HealthandCare.scot, Laing Buisson, Care Home Professional, Care Markets, Carer UK, Third Force News, Homecare Insight.



Regional Press

Media presence in local outlets including North Edinburgh News, Inverness Courier, Strathspey & Badenoch Herald, Falkirk Herald, John O'Groat Journal, Glasgow Times, Renfrewshire News, Grampian Online.



Additionally, our digital presence continues to grow, with X (Twitter) followers exceeding 15,100 and LinkedIn followers rising to over 3,300. As part of the Scottish Care rebrand in September 2024, we expanded our social media channels to include Facebook, Instagram, and Bluesky. These new platforms are still developing in audience size as we navigate this transition.



Brand Refresh & Strategic Narrative

In September 2024, Scottish Care completed a full brand refresh, unveiling a modernised logo featuring an abstract thistle design, a contemporary nod to our Scottish heritage. This update reinforces our new strategic narrative 'Social care that works for Scotland', enhances recognisability and strengthens our visibility.



Viability

People deserve person-led, high quality social care and support founded upon human rights. The provision of this is currently experiencing increased demand amongst increasingly finite public resources, with investment at odds with the sector's net contribution to the Scottish economy. It is time to think and act differently to achieve the ongoing viability of the sector. Scottish Care, through the insights of our Strategic Business Sustainability Group, have been working towards this through:



Ensuring financial viability responses from the Scottish Government have the independent sector in their heart

Following the UK Government's decision to increase employers National Insurance Contributions, Scottish Care met routinely with the Minister for Health and Social Care, and the Minister for Social Care, Mental Health and Wellbeing, and Sport. We published [research](#) showing the impact on social care employers and called for exemptions for social care and increased funding to mitigate these impacts.⁸ Working collaboratively within the multi-sector Financial Viability Response Group, we impressed the urgency of financial support to independent providers across a range of actions.

Supporting a robust and transparent approach to cost of care modelling.

We worked closely with members to identify necessary improvements and additions to the care home cost model, directing these insights routinely to the relevant funding bodies. For the care at home and housing support sector, we continue to advocate for the recognition of the [Homecare Association Minimum Price for Homecare across Scotland](#).⁹

Fair work

Fighting for Fair work terms and conditions for those who work in social care as members of the Fair Work in social care group, but also UK-wide in response to the Employee Rights Bill.

[8] <https://scottishcare.org/media-release-impact-of-uk-budget-on-social-care-employers-in-scotland/>

[9] <https://www.homecareassociation.org.uk/resource/minimum-price-for-homecare-scotland-2025-2026.html>

Highlighting the value of social care

Raising the profile of the social and economic value of social care through our latest Myth-Busting Briefing Report, '[Compassion in Crisis](#)'.¹⁰ Our research revealed the true state of the independent adult social care sector in Scotland: a sector that delivers the majority of social care, makes a substantial economic contribution, yet remains critically underfunded and faces a growing crisis of sustainability.

Shaping statutory guidance

Ensuring upcoming statutory guidance for ethical commissioning work reflects the needs of independent care and support providers. The past year has seen a continuation of Scottish Care's work the Scottish Government's Ethical Commissioning Steering Group. In partnership with other stakeholders, Scottish Care leads the analysis into the 'true cost of care and support'. We have advocated for a more open and flexible procurement process, sharing our members' insights with Scottish Government procurement experts through targeted workshops. Our efforts contributed to notable changes in the Care Reform (Scotland) Act 2025:

- Allowing adjustment of the monetary threshold for the light-touch regime.
- Removing exclusionary business model categories from the tender process.

Prevention first approach

Putting forward an enabling prevention first approach at all opportunities. This is now included in the narrative about the National Care Service (now Care Reform) Act.

Reducing duplication and improving data integration

Reducing duplication across an integrated health and social care system by advocating for the sector in the Care Home Data Review and as member of the health and social care data board.

One of our local staff has engaged in work focusing on reducing duplication and improving completion rates through engagement with Scottish Government webinars and local forums. Care home managers highlighted issues with duplicate requests, such as bed vacancy data being sought via both Turas and local social work teams. These are now being addressed in a strategic partnership.

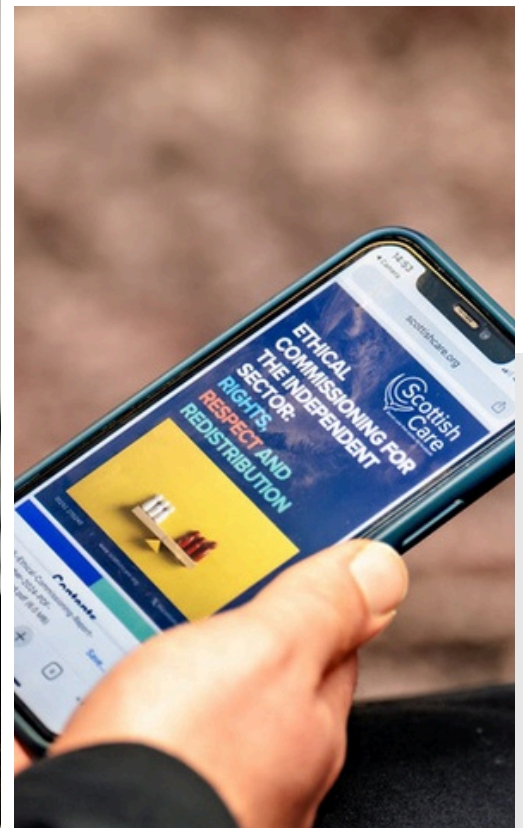
In conjunction, the National & Workforce Lead have also commenced regular meetings with Lewis Jack and his team, to allow us to share updates on TURAS developments and strengthen connections with local ISLs, enabling a more proactive engagement.



Building a resilient future

Revisiting what NetZero looks like for social care by contributing to analysis by [Adaptation Scotland](#).

Bridging the implementation gap, working with Improving Adult Care Together to test models for impact evaluation and on developing a model of change for social care.



Visionary

Social Care is rich in innovation; it is a thriving sector led by entrepreneurs who put people first. Scottish Care applies a human-rights based approach and explore what is required to futureproof the sector. We did this by:



Service design

Applying service design methodology to explore the future of social care.

Exploring collaboration and funding opportunities

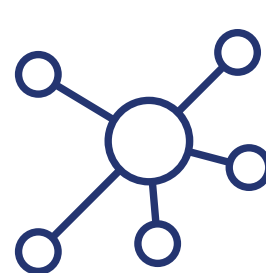
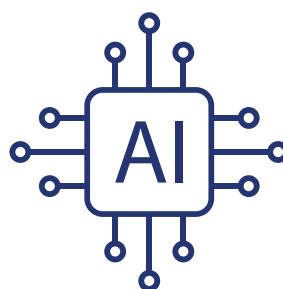
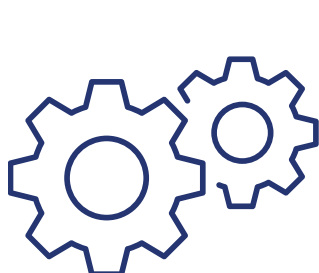
Exploring opportunities for collaboration and funding to explore and test new initiatives. Scottish Care intends to introduce an innovation hub called 'Social Care Works' in 2025. The hub will present design and research activities and offer opportunities for income generation to support sector and member-related initiatives.

Exploring digital and Ai in an ethical way

Scottish Care has contributed to UK and international efforts to frame AI use in social care from human rights and ethical perspectives, promoting autonomy and choice for service users and staff. We will keep advancing this work in partnership with the Oxford Institute of Ethics in Ai and the Digital Care Hub.

Using data to drive innovation

Over the past year, we established a Digital Data and Technology Strategic Group, supported robotics research with the National Robotarium, and contributed to national thought leadership. At the Catalyst 2024 conference, we showcased our efforts in enabling attendees to foster commercial and cultural transformation through leading innovation and design.



Workforce development

In workforce development, we published [HACT's Social Value Evaluation](https://hact.org.uk/wp-content/uploads/2024/07/ScottishCareCareTechnologistEvaluation.pdf)^[10], showing a return of £4.50 to £8 for every £1 invested in the Care Technologist role, with ongoing efforts to embed this position across Scotland. The National Care Forum in England funded by the Rayne Foundation, is now developing the [Care Technologist Training Programme](https://scottishcare.org/wp-content/uploads/2024/11/SC-Financial-Toll-NI-Report-Nov-24.pdf) to help those who are interested in becoming Care Technologists to gain the skills and confidence they need to support people who draw on care and support to find and use technology that will be beneficial to them. Scottish Care will hold an advisory role as originators of the care tech model.^[11]

Tailored policy and research

In partnership with the Impact research team and Oakminster's care homes - Florence House and Oakbridge - we've worked to strengthen the ties between care homes and their local communities. By highlighting and sharing inclusive, community-led initiatives that promote dignity, independence, and social connection, this collaboration has improved residents' quality of life and contributed to a more compassionate and resilient care system.

Strengthening regulation and improvement

Supporting regulation and improvement through member engagement at quarterly Scottish Care and SSSC Regulatory Forum meetings. Representatives from all social care regulatory bodies including SSSC, Care Inspectorate, Disclosure Scotland and NES Social Care Directorate are active members at these forum meetings. Over the last year the following wide range of topics and work streams have been discussed and influenced by member services.

- SSSC Future Proofing Programme
- Care Inspectorate yearly inspection plan and sector updates
- Health and Social Care Staffing (Scotland) Act 2019 Implementation
- New SSSC CPL Model
- NES Social Care Directorate National Induction Framework (NIF)
- National Occupational Standards Review
- Head Of Programme updates from NES Social Care Directorate
- Guidance for the employment of 16 and 17 years old in Social Care
- Disclosure Scotland fee increase discussion
- SSSC fee increase consultation
- NES and SSSC Social Care Career Options Tool (SCOT)



[10] <https://hact.org.uk/wp-content/uploads/2024/07/ScottishCareCareTechnologistEvaluation.pdf>

[11] <https://scottishcare.org/wp-content/uploads/2024/11/SC-Financial-Toll-NI-Report-Nov-24.pdf>

Shaping social care policy

Influencing the creation of policy and legislation and supporting its adoption. This year has seen more legislative work which will affect social care support than any other year.

We have engaged in:

- National Care Service (Scotland) Bill Stage 2 (now Care Reform) Bill. This has taken up the bulk of time, with reach across many areas including Anne's Law and ethical commissioning.
- Adults with Incapacity Amendment Act: consultation
- Ageing And Frailty – Draft Standards for The Care of Older People
- Assisted Dying Bill
- Climate change – draft Scottish National Adaptation Plan 3: consultation
- Employment Rights Bill (DCEO gave evidence in Parliament),
- Equality and Human Rights Mainstreaming Strategy
- Freedom of Information extension,
- Learning Disabilities, Autism and Neurodivergence Bill: consultation
- National Good Food Nation Plan: consultation
- Palliative Care Matters for All: strategy consultation
- Proposed Right to Palliative Care (Scotland) Bill
- Disclosure Scotland – Stakeholder Engagement Group
- ASC Workforce Strategy and Rural and Islands Workforce
- Dementia Strategy Delivery Group
- Scottish Government Fair Work Effective Voice Project

International learning and influence

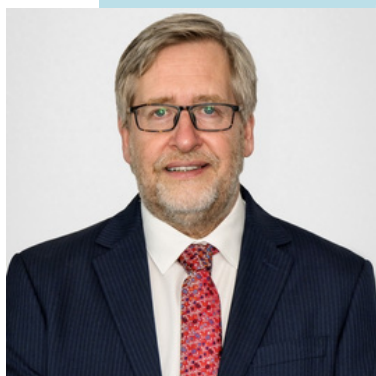
Maximising opportunities for international learning and influence through membership of the Global Aging Network and European Aging Network and the Integrated Federation for integrated Care. This enables Scottish Care to drive global industry standards for improvement and innovation.

Building the future social care workforce

In contributing to the development of workforce planning and skills development, work has included the formation of a Strategic Workforce Group (SWG) to monitor, evaluate and respond to the Care Reform Bill. This is also connected to the Fair Work work streams, with Sectoral Bargaining being another focus of the group. The SWG will act as part of the formal process for Scottish Care members to vote on proposals agreed by the Council. Work has also been undertaken with colleagues from the NES Centre for Workforce Supply into Social Care on International Recruitment. Scottish Care members participated in the NES pilot developing the Social Care National Induction Framework where feedback has been very positive with the sector seeing how this standardised training could positively impact their services and staff teams. In addition to work on the NIF, over the last year there has been lots of engagement and facilitation of workforce engagement with the development of the Social Care Career Options Tool (SCOT).

Whilst further work is to be done to achieve the aims of the 5-year strategy, much work is already underway in these first six months since implementation.

Closing Remarks



DR DONALD MACASKILL
CEO of Scottish Care

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I hope you can see from the previous pages the astonishing range of activity and work which Scottish Care staff and colleagues have been undertaking in the last year. It is a testament to their professionalism and dedication, that despite the obvious challenges facing social care delivery in Scotland, that they continue to deliver work and support which enables providers to continue to deliver quality care and support.

In seeking to be true to our vision and values, Scottish Care seeks to be at the heart of social care delivery in Scotland which works for all those involved.

In the last year we have seen some very real challenges, not least as a result of changes to Employers' National Insurance, the changes to the ability to recruit colleagues from international communities, and a sharp decrease in the purchase of care home placements and care at home packages. Faced with so many challenges it would be all too easy for those delivering social care in Scotland, and Scottish Care as an organisation that supports them, to seek to cut corners, limit advocacy and draw into ourselves.

We have sought to do the opposite and have attempted instead to support members in many more direct ways. We have held two of our most successful and well-attended care conferences, have published many more briefing papers and reports to support the sector with key data and research, have contributed to so many more consultations, and in our work throughout the country our local Independent Sector Leads continue to make a real difference to local provision. So too at a national level whether in dealing with the many workforce and regulatory challenges, or in being at the cutting edge of digital and technological innovation, Scottish Care has sought not just to respond but to lead, not simply to react but to shape the future of social care and support across our country. And at all times we have sought to address myths, challenge stereotypes and ensure that politically and in the media, there is a greater appreciation and valuing of the role of social care and support.

Thank you for your continued support in the year that has passed, thank you to all colleagues and Directors and allies. The work of transforming social care in Scotland is one we commit to afresh now and in the year to come. I hope you can continue to share this task with us.





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