



ANNUAL REPORT

FINANCE &
GOVERNANCE

2024/2025

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Contents

Foreword	01
Governance	02
Direct Representation	02
Representation Map	03
SWOT Analysis	04
Financial Summary	06
Premises	07
Equipment	07
Legal	07
insurance	07
Management & Staff	08
Risk	08
Closing Remarks	09



Foreword



DAVID REILLY
Vice Chair of Scottish Care

As Vice Chair of Scottish Care and a proud member of the Executive Board for the past eight years, it remains a real honour to represent our membership and the dedicated people working across the independent care sector.

The past year has brought significant challenges. Rising costs, workforce pressures, and uncertainty around future reform have made this an incredibly testing time. Yet, what continues to shine through is the strength, compassion, and resilience of our sector.

Scottish Care has worked hard to keep the voices of members front and centre – through direct dialogue with decision makers, contributing to the ongoing National Care Service discussions, and consistently standing up for providers during what has been another challenging year.

As part of the Finance Sub-Group, I have worked closely with our CEO and Finance Manager to ensure Scottish Care and Scottish Care Commercial remain financially sustainable. This stability allows us to focus on what matters most – supporting members and advocating for the people they care for.

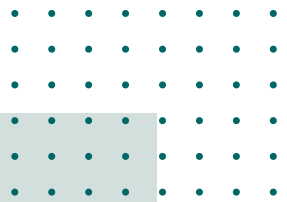
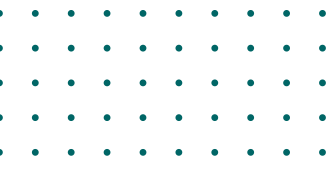
A highlight once again was our Care Awards, which remind us why we do what we do – celebrating individuals and teams who go above and beyond every day. In the midst of huge pressures, it is inspiring to see such commitment, innovation, and kindness recognised. Alongside this, our national conferences continue to be vital occasions for learning, networking, and showcasing the strength of our sector. We greatly appreciate the effort our members make to attend and contribute to these events. They are not only an important platform to raise the profile of care and highlight excellence but also generate essential income which helps Scottish Care keep membership fees at a sustainable level for providers.

Scottish Care has also undertaken extensive work with the COVID-19 Inquiry. This has required considerable time, resources, and financial commitment to ensure the experiences of the care sector in Scotland are properly represented. I want to thank Donald and Karen for their leadership on this vital work – it is not easy, but it is essential that the voices of providers, staff, and those we support are heard at the highest level.

Looking ahead, much remains to be done. Whether pushing for fairer funding, better recognition for our workforce, or influencing how reform takes shape, Scottish Care will continue to be a strong, thoughtful, and solutions-focused voice for the sector.

I am proud of what we have achieved together and hopeful about what lies ahead. Times are tough, but there is no doubt about the value of what our sector delivers to communities across Scotland every single day.

Thank you for your continued support, perseverance, and above all, for the care you give.



Governance

Governance is the responsibility of the Scottish Care Executive Committee. Reporting to the Executive Committee is a Finance and Staffing Committee, a National Committee and several strategic groups focused on thematic areas of interest. The Committee is responsible for ensuring Scottish Care meets its legal and regulatory obligations to make **'Social Care Work for Scotland'**. In September 2024, Scottish Care launched its inaugural 5-year strategy to achieve this by working focussing on activity to make social care valued, visible, viable, and visionary.

Direct Representation

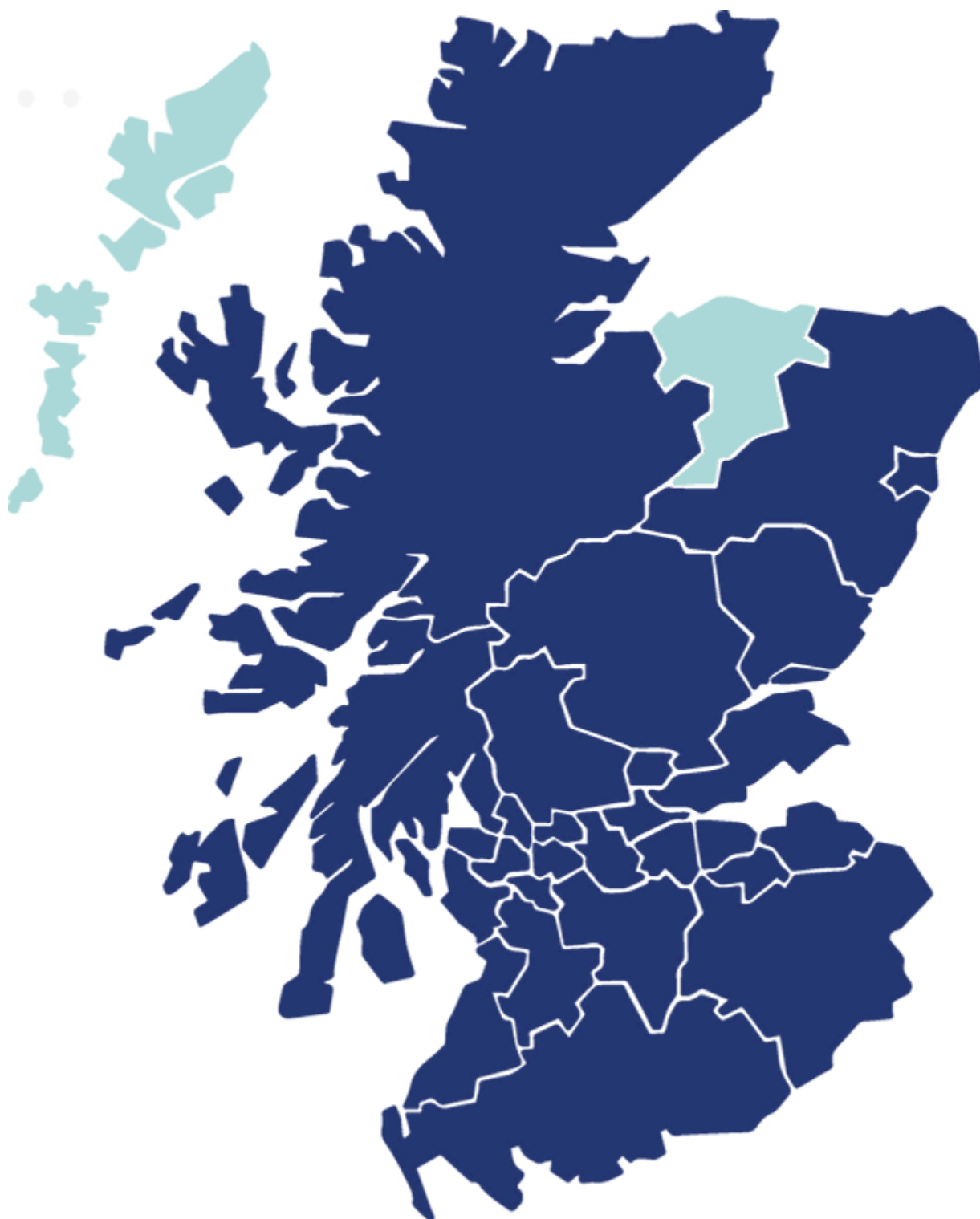


Scottish Care is the membership organisation representing Scotland's independent care sector, providing an informed perspective on the sector's operational landscape. Our commitment to direct representation not only fulfils our obligations to members but also supports the delivery of high-quality, rights-based care and support throughout Scotland. We have established robust systems and structures to ensure effective representation of this highly diverse and innovative sector. Our members adhere to a code of conduct.

The organisation operates a branch system that extends across Scotland, managed by volunteer Branch Chairs nominated by local providers and supported by our Membership Support Manager and sometimes attended by our Independent Sector leads and Integrated Joint Board Representatives within Health and Social Care Partnerships where they exist. These chairs collectively form our National Committee, which convenes quarterly under the leadership of the Chair of Scottish Care. Branch Chairs participate in a comprehensive induction and are further supported through informal 'drop-in' meetings, providing opportunities to address pressing challenges, capitalise on emerging opportunities, and receive peer support.

In addition, Scottish Care maintains Strategic Groups focused on key thematic areas. These groups enable in-depth exploration of sector issues and grant access to specialised expertise for real-time updates, as well as facilitating ongoing research and innovation. They also function as networks to support staff and members representing the sector in external engagements, such as influencing governmental and regulatory policy. As representatives of lived provider experience, these groups are fundamental in enabling us to capture a comprehensive national perspective and provide expert, innovative input to inform strategic thinking. Our reputation for making pragmatic recommendations is rooted in this unique structure.

Representation Map



Areas represented through either Branch Chairs, Integrated Joint Board Representatives or the Partners for Integration Team

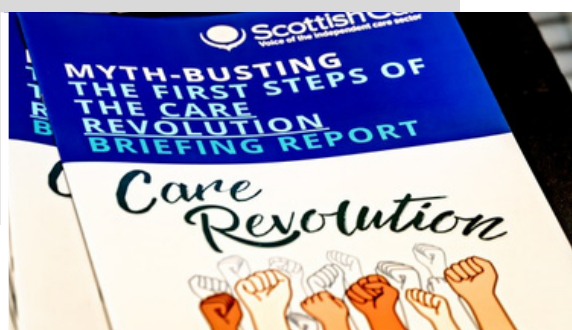
SWOT Analysis

Scottish Care is the only membership organisation set up to represent all providers in the adult independent care support sector and are recognised by key stakeholders across health and social care as being 'go-to' experts. This reach has found international footing as members of the Global Aging Network and European Aging Network.



Scottish Care sits on senior leadership groups with stakeholders and influencers across the sector and regularly contributes to parliamentary consultations and evidence sessions. For our members, sector workload is high because of workforce shortages, a complex and inefficient health and social system experiencing the impacts of resource shortages, changes to regulation and partnership arrangements, and planning for the implementation of the Care Reform Bill and other changes to legislation and guidance.

Increases to the size of the Scottish Government team focussing on social care alongside changes in political leadership, has meant that opportunities to engage with Government and non-departmental public bodies have also seen changes. There are currently more requests than we can fulfil and additionally, it can be difficult to determine where requests for involvement are meaningful until time has already been given to the group. This environment makes the Scottish Care strategy, governance structures and strategic groups more important in determining priorities for the organisation, true opportunities for influence, and maximising representation. Scottish Care will continue to use alternative methods for influence via e.g. collaboration with other organisations and active media engagement to maximise impact.



Our work is augmented by our research, adopting a new shorter briefing style to longer reports and these 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. More information on this can be found in our Activities and Achievements report.



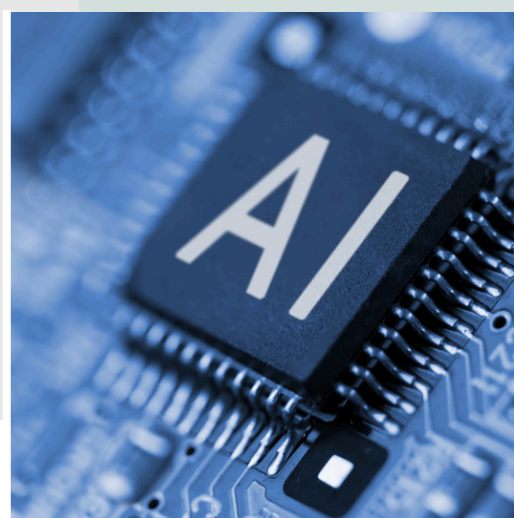
Scottish Care is a small organisation with great reach; however, it is limited by external forces affecting the ability to engage on the ground. The organisation relies on local presence through our network of Branch Chairs and Independent Sector Leads where they are funded. Systemic pressures have put additional pressure on this network. Scottish Care has introduced better support mechanisms for branches through regular contact with Membership Support to ensure that our branches can function effectively. The maintained fortnightly Surgery format augments this experience.

Scottish Care has been making more of its registration as a charity but would benefit from greater capacity to enable increased reach and gravitas and greater opportunity for collaboration e.g., with Higher Educational Institutions at a reduced cost and widening funding opportunities.

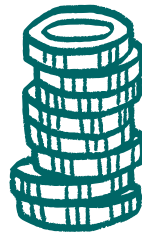


Fragmented funding from annual grants is a risk to the organisation as it has an impact on staff retention and morale. This year we adopted OutNav, a reporting system to support reporting and to act as a repository from which we can better tell our story and the difference that we make hoping to influence stability in grant funding through multi-year agreements, and to diversify income streams. This system will be reviewed in the coming year.

Scottish Care has been trialling artificial intelligence to support workload and with a view to improving membership relations with better digital systems and a new website. This work is underway and should be completed in the next financial year.



Financial Summary



Funding

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. Income is also received from commercial partnerships via advertising, exhibiting and sponsoring events. Bad debt is linked to one member totalling £594.75.

Costing / pricing strategy

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.

Turnover

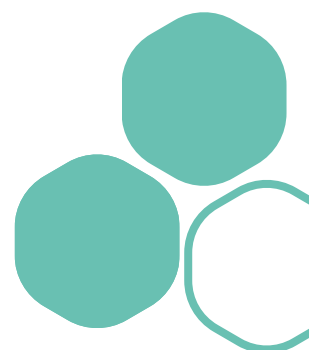
Scottish Care had a turnover of £2,506,249. Scottish Care has experienced exceptional costs because of the Scottish and UK Covid-19 inquiries albeit that the Scottish Inquiry provides some funding towards legal expenses, not all costs are covered. Scottish Care has been working to spend grant funding which was unable to be spent during times of pandemic response and has carried over funds allocated for digital transformation due to delays in implementation. In the event of an underspend without obligations, funding is used to meet charitable aims.

Payment

Membership fees are gathered annually via an invoicing system. Payment for events is collected in advance via invoicing and also using Stripe, an online payment platform via our website.

Grant funded projects run between 1-3 years, invoiced to their various funders. Funding for the

Scottish Covid-19 inquiry goes directly to our representative law firm.



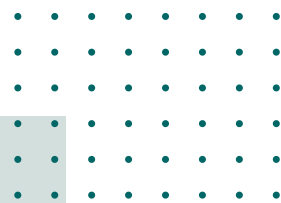
OFFICE



Premises

Scottish Care rents office space at:

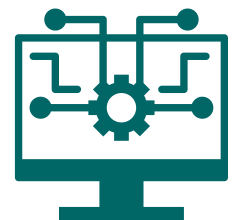
Bld 372, Ground Floor Offices,
22-27 Alpha Freight,
Glasgow Prestwick Airport,
KA9 2QA.



This is an economically viable solution which also recognises that with employees covering the whole of Scotland, most staff are home-based. Should larger premises be required on occasion, our first step is to seek out premises which offer good value but also incorporate the resources we need. Often, we will be able to access those of a partner or a member free of charge or at a reduced rate.

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.



Legal

Scottish Care is a registered charity, with OSCR, as well as a company limited by guarantee. This means that the organisation must comply with both OSCR and Companies House regulations.

Scottish Care is bound by employment and health and safety legislation and contracts with external experts Citation¹ 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) Act²; this is managed by the Company Secretary.

The Office Manager is the Data Controller for Scottish Care, managing GDPR.³ Our digital storage systems, are held and managed by external organisation and Solutions on Demand IT.⁴



Insurance

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



[1] www.citation.co.uk

[2] www.lobbying.scot

[3] www.ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/

[4] www.solutionsondemand.co.uk

Management and staff

Scottish Care has a hybrid working model, with most staff based from home. As an organisation, we came together at annual conferences. The national team came together for a team meeting and planning day. This included a session on 'How might we' to help Scottish Care futureproof the organisation and support staff. Scottish Care has been working with Matter of Focus to get better at evidencing our impact and went live with a new software system, Outnav, to record this next year. This will help us to tell the story of our organisation and the difference we make.

Scottish Care recognises that its staff are the heart of the organisation and has introduced a representative from the Executive Committee to champion wellbeing as well as act as a bridge between employees and the Executive. Staff can also access free, confidential advice through an independent Employee Support Service which enables them to access counselling via Bupa if required.



Risk

Membership: Scottish Care anticipates continued membership, but the fragility of the sector both because of the pandemic and changes to market conditions has caused changes to membership – we are seeing larger organisations buy-out smaller ones, and smaller and especially, remote 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: The number of staff employed through short-term contracts is proportionately very high due to grant-funding and this year we lost more staff than ever before. The adoption of OutNav will make it easier for grant funded staff to evidence their impact, with the aim of consolidating their funding. With most staff being home based, there is a risk of feeling isolated. The organisation should consider how to make the most of connections with the team including meetings in person.



Closing Remarks



KAREN HEDGE

Deputy CEO of Scottish Care

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In navigating the complexities and opportunities of the previous year, Scottish Care remains steadfast in our goal, to make social care work for Scotland.

Our collective efforts, driven by innovation, collaboration, and a deep sense of responsibility, have shaped our outputs, enabling us to manage a complex policy landscape and meet our charitable goals, at the starkest time of financial turmoil for the social care support sector. That being said, the financial realities of the sector will have ramifications for next year and beyond and we cannot forget that a financial impact to the organisation often has a personal one too.

I however am pleased to see opportunity ahead, working to our first ever strategy to prioritise our activities and our investment. The work we have undertaken to improve our reporting mechanisms and celebrate our impact will go a long way to evidencing our worth. We also have plans to make use of our stronger position as defined experts to seek additional funding opportunities which will augment the Scottish Care offer not just to members, but to staff, the wider system and others who we collaborate with, all with the purpose of meeting our charitable aims.

To close, I extend my heartfelt gratitude to the team at Scottish Care, and all our partners and stakeholders for their unwavering support and dedication. Together, we will continue to make a lasting impact on the lives of many.



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

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regulated by the Scottish Charity Regulator
(OSCR)

