

REGISTERED COMPANY NUMBER: SC 307731 (Scotland)
REGISTERED CHARITY NUMBER: SC037475

**Report of the Trustees and
Financial Statements for the Year Ended 30 June 2016
for**

**The Health and Social Care Alliance
Scotland**

Campbell Dallas LLP
Chartered Accountants
Statutory Auditors
Titanium 1
King's Inch Place
Renfrew
PA4 8WF

**The Health and Social Care Alliance
Scotland**

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for the Year Ended 30 June 2016**

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**The Health and Social Care Alliance
Scotland**

**Report of the Trustees
for the Year Ended 30 June 2016**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 30 June 2016. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Health and Social Care Alliance Scotland's vision is for a Scotland where people of all ages who are disabled or living with long term conditions, and unpaid carers, have a strong voice and enjoy their right to live well, as equal and active citizens, free from discrimination, with support and services that put them at the centre.

The ALLIANCE is the national third sector health and social care intermediary; with over 1,500 members, it ensures the voice of people who are disabled or living with long term conditions and their unpaid carers, and the expertise of the third sector, are influential in shaping policy and practice. Members include large, national support providers as well as small, local volunteer-led groups. Many NHS Boards, Health and Social Care Partnerships, Third Sector Interfaces and Access Panels have joined the ALLIANCE.

The ALLIANCE is a strategic partner of the Scottish Government and recently agreed a refreshed Strategic Partnership Agreement. The ALLIANCE also has close working relationships, several of which are underpinned by MOUs (Memorandum of Understanding), with many national NHS Boards, academic institutions and key organisations spanning health, social care, housing and digital technology. The organisation has continued to develop its activities at a European level and through the Health and Social Care Academy has engaged with several international partners. The ALLIANCE is represented on a range of key groups, including the Scottish Government Transformational Change Programme Board.

The Health and Social Care Alliance Scotland

Report of the Trustees for the Year Ended 30 June 2016

OBJECTIVES AND ACTIVITIES

Significant activities

Core Activities

Self Management Fund

The Self Management Fund is available as grants to voluntary organisations and community groups throughout Scotland. Key outcomes include:

- A grant of £2m was received in 2015/2016 from Scottish Government with a commitment to additional funding at same level for 2016/2017 and 2017/2018.
- Transforming Self Management Fund Phase 1 committed £3.4m of grants to voluntary organisations and community groups throughout Scotland.
- Self Management Week 2016 is currently in planning stage. This will showcase projects that have been funded by the grant. An awards ceremony will take place during self management week.
- Phase 2 of the Transforming Self Management Fund, which took place in September 2016, committed £2m of grants to voluntary organisations and community groups throughout Scotland.

My Conditions, My Terms, My Life

The project continues to raise awareness of self management. Key outcomes include:

- The demand for MCMTML resources increased after two learning sessions for self management week 2015; 300 packs were required for the events taking place during the week.
- Case studies and materials were shared with health and social care professionals.
- Supported a self management event hosted by Let's Get On With It Together (LGOWIT) promoting self management throughout NHS Highland.
- Provided information packs for over 70 people at Stobhill Hospital NHS GPMP Conference.
- Supported the publication 'A Guide to Self-Advocacy for those with long term neurological conditions.

Policy and Campaigns

The ALLIANCE's policy and campaigns work is fundamental to the organisation's purpose of providing a strong voice to ensure the interests and needs of disabled people, people with long term conditions and unpaid carers are addressed. The ALLIANCE has continued to build strategic relationships with decision makers, key partners and members. The strength of its influence is evidenced in the extent to which its agenda is at the heart of health and social care policy, as well as the central role of the organisation at strategic level. The strength of the organisation in enabling people's voices to be heard, and the quality of its policy information were both highlighted in the review of the ALLIANCE undertaken by ODS and published in 2015 (<http://www.gov.scot/Resource/0047/00474459.pdf>).

Key policy areas during 2015-2016 were as follows:

Manifesto: 2 Million Expert Voices

- Circulated to key contacts and Scottish Parliament election candidates in advance of May 2016 elections.
- Included key asks on topics related to the creation of a healthier and fairer Scotland and amplifying the voice of lived experience in health and social care.
- Ahead of the Scottish Parliament elections, the ALLIANCE hosted hustings bringing together representatives from the main political parties to discuss the issues that matter to people who are disabled, or living with long term conditions and unpaid carers.

The Health and Social Care Alliance Scotland

Report of the Trustees for the Year Ended 30 June 2016

OBJECTIVES AND ACTIVITIES

Significant activities

- Promoted through a website which allowed for candidates, third sector representatives and disabled people and people who live with long term conditions, to have their say on the key asks of the manifesto.

Human Rights

- The SNAP (Scottish National Action Plan for Human Rights) Health and Social Care Action Group (Co-convened by the ALLIANCE) has undertaken a range of work, including:
 - Supporting a strategic seminar for leaders in health and social care in Scotland resulting in a number of developments being taken forward by the group.
 - Contributing to the Scottish Government's Healthier Scotland Conversation.
 - Producing a series of films showcasing human rights based approaches to health and social care.
- Led development of a strategic partnership with NHS Health Scotland and the University of Strathclyde Centre for Health Policy resulting in a range of key, high-profile pieces of work, including:
 - Declaration Health and Human Rights arts festival.
 - Participatory, community-led research - the partnership undertook a research project, exploring what the right to health means for two groups of people; homeless people and asylum seekers.

Parliamentary Engagement

- Hosted a consultation session with Siobhan McMahon MSP on the proposed members bill abolishing non-residential care charging.
- Supported the implementation of the Mental Health (Scotland) Act offering views from our membership into the Health and Sport Committee's consideration and through membership of the Scottish Government's implementation group.
- Gave evidence to a range of Parliamentary Committees of issues such as the future delivery of social security in Scotland, the new Carers Act and prevention.

Health and Social Care Academy

- First Minister delivered the Inaugural Academy Lecture on 27 October 2015 to over 400 people.
- Scottish Government's Integration Unit agreed to support and publicise the Academy's integration series to ensure engagement from sectors/regional areas.
- Citizens Wellbeing Assembly helped to contribute to the National Conversation and provide a cross-sectoral platform for debate; it was attended by over 250 people.
- A creative competition encouraging people to share their views on the future of health and wellbeing was held; 119 entries were received. There were 6 winners over 6 different categories.
- The Academy launched its latest publication; Five Provocations for the Future of Health and Social Care.

Events, Communication and Media

- The Annual Conference was held on 23 May 2016. The topic was 2 Million Expert Voices Listening, Learning and Leading Change.
- Hosted, on behalf of the Scottish Government, a series of 37 "national conversations" with the people of Scotland about how to create a healthier Scotland. The report was submitted to the Scottish Government.
- Continues to maintain a profile in the press being mentioned in over 100 articles during the period and published 6 Friends of the Scotsman articles.
- Continues to hold regular networking events for members focussing on areas including digital health, health and social care integration and self management.
- Over 7,000 twitter followers and 886 facebook likes.

**The Health and Social Care Alliance
Scotland**

**Report of the Trustees
for the Year Ended 30 June 2016**

OBJECTIVES AND ACTIVITIES

Significant activities

ALLIANCE Hub

Meeting room hire rates and hot-desks remain at very low cost, providing an invaluable resource to our members, particularly smaller voluntary organisations with little or no resource.

Organisational

Funding

The Strategic Partnership Agreement has resulted in the consolidation of current revenue for a number of work streams into a new consolidated financial arrangement based on a three year outcome agreement funded until 2018. The agreement recognises the ALLIANCE is an independent membership charity that retains the right to set its own priorities in response to its members and acknowledges the role of the ALLIANCE as 'critical friend' of the Scottish Government.

Membership

The ALLIANCE brings together over 1,500 members.

Staffing

Staff has decreased from 60 staff to 54 staff at June 2016.

Volunteers

Our volunteers include our Board of Directors, Involvement Network and volunteer support workers.

The ALLIANCE achieved the Volunteer Friendly Award in September 2015 and will continue to develop good practice.

The ALLIANCE would like to thank all of its volunteers for the generous donation of their time and effort, which is much appreciated.

OBJECTIVES AND ACTIVITIES

ONGOING PROJECTS FOR 2015-2016

The undernoted provide information on the key outcomes of ongoing ALLIANCE programmes. Further information on each programme can be found on the website.

Advocacy

- 4 pilot areas supported over 630 people through Employment Support Allowance (ESA) and Personal Independence Payment (PIP) social security assessments since June 2015.
- Helped secure an additional £1.4m for people who were assessed.
- Provided lessons for Scottish Government as it designs a new social security system for disabled people and those living with long term conditions.
- Hosted a fringe event at SNP Conference on social justice and social security with input from the project alongside Citizens Advice Scotland.
- Received a further 3 months funding to August 2016; discussions ongoing with Scottish Government regarding longer term funding.

ALISS (A Local Information System for Scotland)

- Pilot project in Govan High School produced a 'Teacher Toolkit' resource to inspire projects to empower young citizens to shape and improve health and wellbeing in their communities.
- Data integration with Shared Care Scotland resulted in 400+ short break opportunities being listed on ALISS
- Awareness raising sessions held with the local authority liaison officers in the west and east of Scotland divisions; further sessions in the north to be scheduled
- MoU agreed with Scottish Fire and Rescue Service resulting in an A Local Information System for Scotland (ALISS) search box being embedded in their website and the use of ALISS as a tool by home fire safety officers and local authority liaison officers
- Continues to grow with over 65 partnerships, 1,100 accounts and 72,000 records
- Event on 17 March 2016 launched two new reports covering ALISS progress between 2009 and 2016.

Care Opinion

- Over 300 stories regarding adult social care services were published on the care opinion website. 86% of these were recorded as a result of ALLIANCE led outreach activities, the remainder being submitted online or via the Freephone service.
- 86% of published stories received a positive response from the name service provider.
- 5% of stories led to changes in service delivery.
- Health and Social Care Partnerships, the Care Inspectorate and Scottish Care promoted the pilot through website and printed publications.
- Outreach activities continue to link with a range of national and local third sector and community organisations.

CNOD Specialist Nursing

- Supported CNOD work on specialist nursing via a short term piece of engagement and research work to capture views and ensure that the voice of people with lived experience inform future considerations on specialist nursing services.

**The Health and Social Care Alliance
Scotland**

**Report of the Trustees
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**OBJECTIVES AND ACTIVITIES
Dementia Carer Voices**

- You can make a difference campaign collated over 10,000.
- Delivered educational seminars to over 40,000 individuals across the country.
- Addressed the European Federation of Pharmaceutical Industries and Associations (EFPIA) Health Collaboration Summit in Brussels highlighting the importance of involving those with lived experience.
- NHS Fife displayed pledge trees across Fife reminding staff about principles of how they can make a difference.
- Addressed the Values, Equalities, Rights and Dementia Network (VERDe) in January 2016 speaking about the Charter of Rights for people with dementia and their carers
- Provided input to Glasgow City Dementia Strategy on future opportunities to develop dementia strategy.
- Appeared on Radio 4 Women's Hour raising awareness of the gender imbalance in relation to unpaid carers.
- Addressed the European Economic and Social Committee's (EESC) plenary session on 18 February 2016 raising awareness that 6.5m people in Europe live with dementia.

eHealth Strategic Lead and DHI (Digital Health and Care team)

- Increased and embedded third sector and citizen input into national eHealth programmes through:
 - creating a Scottish Government/ALLIANCE project to co-design future GP digital services with citizens;
 - organising focus groups/surveys on GP digital services, the 'patient portal' and 'personal health record';
 - presenting at conferences and membership of eHealth governance groups.
- Facilitating third sector DHC innovation by:
 - providing advice, resource and awareness raising;
 - developing a partnership with Digital Health and Care Institute (DHI) to facilitate third sector innovation;
 - helping to create 4 early stage third sector business proposals for submission to DHI.

Employability Project - My Skills, My Strengths, My Right to Work

- Worked proactively as a member of the BME Employability Strategic Steering Group; the progress report was published and circulated.
- Delivered panel sessions at the Declaration of Human Rights Festival on Right to Work.
- Worked in partners with Fit for Work to support the early return to work.
- Attended meetings and provided evidence for the Strategy Unit project on Disability, Health and Employment (Early Interventions).
- In partnership with Open Doors Scotland and Investors in People Scotland to compile a proposal to support Scottish organisations to successfully employ people who have disabilities or long term conditions.
- Heavily involved in Creating a Fairer Scotland: Employability Support consultation process.
- Taking ALLIANCE members' responses to the Third Sector Employability's Forum's response.
- Working member of the 'Poverty, Opportunities, Participation' cluster group of Equality Funded projects, creating links between existing partner groups.

EUPATI/Patient Involvement

- Second cohort of Patient Involvement trainees began in April 2016. One member of ALLIANCE staff was accepted to the training.
- A Medicines and Innovations workshop was held at the ALLIANCE conference on 23 May 2016; 10 EUPATI trainees were invited.

**The Health and Social Care Alliance
Scotland**

**Report of the Trustees
for the Year Ended 30 June 2016**

OBJECTIVES AND ACTIVITIES

GIRFEC Adviser

- The Associate Director acted as the 3rd sector implementation advisor in the Government GIRFEC team and was influential in the development of GIRFEC Statutory Guidance and practice support materials. The secondment has been extended.

Getting It Right for Every Child (GIRFEC) Awareness Raising - Children, Young People and Families

- Produced and delivered a 5-part Getting to Know GIRFEC video series, in British Sign Language format.
- Co-Produced Easy Read Guides to GIRFEC.
- Promoted the voice of children and young people and their families and carers to Scottish Government to inform GIRFEC guidance and practice.
- Delivered separate awareness raising sessions to increase parents, children and young people's understanding of what GIRFEC means for them; to empower them to access and influence the support the child or young person needs to achieve their desired outcomes.
- Developed and delivered 6 Train the Trainers workshops educating those working in the field who wish to deliver GIRFEC information themselves.

GIRFEC Transitions programme

- Awarded funding in May 2016 to support a study programme which is to scope the experience of a number of disabled young people as they move from children's service arrangements to adult service provision to date:
 - Strategic partnerships to support the programme being developed.
 - Study methodology being co-produced with partners.

Health Literacy

- Represented on Health Literacy Action Implementation Group.
- Participated in UK wide health literacy in March 2016 - Health Literacy in the Deep End.
- Delegates from 4 nations heard from Links Works and ALISS teams about their work in deprived areas and emerging ideas about community health literacy.

Heart Failure and Palliative Care

- Funds were received to develop the Heart Failure and Palliative Care education programme in collaboration with NHS Greater Glasgow and Clyde. The ALLIANCE administer these funds on behalf of NHS Greater Glasgow and Clyde.

House of Care Programme

- 5 early adopter sites now supported by grants.
- Developed relationships nationally to frame care planning conversations in various long term condition areas preserving the collaborative care planning conversation at centre of things.
- Reflected in a series of intersection documents that highlight how the House of Care fits with other models of care support.
- BHF Scotland have committed to investing a further £195k into the programme (subject to criteria being met).

OBJECTIVES AND ACTIVITIES

Macmillan Transforming Care after Treatment (TCAT) Programme

- Funded 25 projects across Scotland aimed at providing support to people after their initial clinical treatment for cancer is over.
- Due to unique positioning in the field of cancer, the programme is generating wider interest with members of the Cancer Experience Panel recently having the opportunity to meet with the Cabinet Secretary for Health and Wellbeing at the National Conversations consultation.
- Peer-to-peer model of support for project based representatives to be supported by the Cancer Experience Panel members is at an early state of evolution but further consolidates the growing reputation of user involvement within TCAT as a robust and resilient example of effective partnership working between individuals and professionals.

Mellow Parenting

- Supported Mellow Futures to provide a perinatal and postnatal programme for parents with learning disabilities. The foundation of all the programmes is attachment theory with particular emphasis on the transmission of attachment and relationship styles across generations.

National Links Worker Programme

- Participating GPs report that they have increased the frequency and range of direct signposting to community resources.
- Physical, technological and aesthetic improvements to the practice environments funded by the programme are largely in place; including embedded ALISS search box in some of the practice's websites.
- Provided talks/facilitated workshops at a number of events to facilitate shared learning, leading to many organisations contacting the programme seeking support in developing and delivering local links-type programmes.
- Received 1,967 referrals; 1,396 individuals seen (71% conversion rate).
- A second successful annual LINKS event was held on 13 June 2016.
- Developing national programme to provide support to 250 CLPs nationwide.

Neurological Conditions

- Supports a distinct work stream to amplify positive impact for people with neurological conditions. Anticipated outcomes from this work are:
 - Greater impact achieved in driving improvements for people with neurological conditions.
 - Strengthen the voice of people with neurological conditions to influence service improvement and redesign.
 - Ensure the interests, concerns and priorities of people with neurological conditions help shape both health and social care.
 - Ensure the community has a distinct voice where it is needed, but is also strongly embedded within the wider health and social care landscape.
 - A much stronger, cross-sectoral space is created in which developing good practice is promoted and connected.

Our Voice

- Represented on the Delivery and Outcomes Work Stream as the Leadership Coalition Working Group.
- Chaired the Citizen's Hub Working Group with Scottish Health Council.
- Key role in the development of the Peer Involvement Network.

OBJECTIVES AND ACTIVITIES

- Commissioned by the Scottish Health Council to produce a report on personalisation and person-centred care across health, social care and third sector.

Partnership and Practice Programme

- The Self Management Network Scotland has over 370 members.
- The programme has over 1,000 twitter followers and supports the sharing of learning online via blogs.
- Two roadshows have taken place; one in Glasgow and the other in Aberdeen in March and April respectively. Roadshows planned for Orkney, Borders, Inverclyde and Moray.
- Delivered lectures to University of the West of Scotland (UWS) on self management and University of Glasgow who want to develop a self management course.
- Continued involvement with NHS Grampian in the development of self management framework providing evidence from the clinical framework.
- Working as part of the National Support Service Directory: Development Group meeting with NHS 24.

People Powered Health and Wellbeing

- Four asset mapping sessions facilitated in Aberdeenshire with the integrated health and social care teams.
- Co-developed and facilitated People Power: Creating the Conditions for Change, a conference which brought together over 150 delegates to share the learning from the programme
- Four resources (available in leaflet form) designed under the heading "Let's Repower Scotland's Health and Wellbeing", covering the four major themes of the programme: Assets, Conversations, Change and Lived Experience. An additional resource - The Impact of Engagement on Wellbeing, highlights the results of the Reference Group's Action Research Project.
- PPHW programme ended in March 2016 and a new, transitional phase of the programme began in May 2016.

Prescription for Excellence

- Represents the voice of lived experience on the Prescription for Excellence Blueprint Development Group, Short-life Working Group and other key stakeholder meetings, providing input on a range of areas consulted on with an established consultation forum.
- A pop-up stand was hosted in Ayr in November 2016 to gauge the public awareness of the role of pharmacists and pharmacy services. Members of the public were made aware of services that they could benefit from, e.g. Minor Ailments Service.
- Literature review of recent research studies and public involvement has been produced to provide a general overview of key themes around perceptions of the role of pharmacists and experiences of pharmacy services
- Contributed to the General Pharmaceutical Council's (GPhC) consultation event on pharmacy standards by presenting to over 80 pharmacists and pharmacist technicians on the importance of shifting the focus from treating conditions, to achieving personal outcomes for an individual.

OBJECTIVES AND ACTIVITIES

Primary Care Development

- Contributed to the review of the out of hours services in primary care, by gathering and presenting views and suggestions for improvement of service.
- Contributed to digital health through membership of DHS ecosystem working group. Particular relevance in present crisis in GP recruitment and plans for future local health and social care teams.
- Involved in planning DHI ecosystem event on dementia.
- Recommendations contained in the 'Improve the Intelligence of the Third Sector Contribution to Health and Social Care Services' are now being implemented after meetings with NSS.
- Pursuing funding to continue programme.

Seldom Heard Voices

- As part of the National Conversations on Creating a Healthier Scotland Conversation, the ALLIANCE, together with its partners, aimed to ensure that seldom hear individuals and groups are enabled to participate and have their experiences and views included.

Self Directed Support and Health (SDS)

- 'Piecing Together SDS' published, which summaries current policies and perspectives on integrated SDS.
- An opinion paper was written on models of prevention through SDS. This will be put forward to be published in a journal.
- Prevention through SDS established co-production groups in 2 of 3 proposed areas; East Ayrshire and Highlands. Forth Valley is awaiting the go-ahead from its Board. Lessons learned are fed back to the Scottish Government.
- Involved in abolition of social care charges; running an engagement event with members in January 2016. The response shows broad support for the proposed members' bill.

Third Sector Health and Social Care Support

- Continues to support the TSIs and national intermediaries to understand the integration landscape.
- TSI work included supporting them to increase understanding in the sector locally so the programme become visible to a number of smaller grass roots organisations.
- At the request of the sector, Integration Fora have become a regular monthly feature of programme activity drawing participants from across the sector.
- Continues to track the progress of Integration Joint Board establishments through the Parliamentary process and publication of draft strategic plans to disseminate information to sector.

Walking Towards Better Health

- This project was integrated into the National Links Worker Programme. It will enable GP practices in areas of high social index of multiple deprivation (SIMD) to develop and deliver walking groups for the benefit of their practice population.

Information on all the ALLIANCE programmes can be found on its website www.alliance-scotland.org.uk.

**The Health and Social Care Alliance
Scotland**

**Report of the Trustees
for the Year Ended 30 June 2016**

STRATEGIC REPORT

Financial review

Reserves policy

The organisation co-opted an accountant to the board of directors in August 2009 to act as treasurer and assist in developing a robust reserves policy, as well as negotiating the need for reasonable reserves as part of effective business planning. The directors understand the importance of the organisation working towards holding a level of free reserves to support the activities of the charity, should there be a significant decrease in the income.

The latest reserves amount at 30 June 2016 is £6,330,164 (2015: £4,409,590) of which £5,094,555 (2015: £3,474,224) are restricted.

Investment performance

The banks chosen by the board reflect a desire to balance ethical standards and safety in relation to funds available to the organisation.

STRATEGIC REPORT

Future plans

National Sensory Impairment Officer

The ALLIANCE submitted a proposal to explore ways of developing the provision of sustainable sensory services at a time of increasing demand and capacity pressures and alongside the integration of health and social care.

Our Voice

A proposal was submitted to Scottish Government for funding to build on the Stronger Voice project which is now known as Our Voice. This would extend and expand on the existing Our Voice work.

Advocacy

A proposal to extend and expand the Advocacy project has been submitted. The funding has been extended for a transition period and a decision regarding funding beyond this point is awaited.

National Links Worker Programme

A proposal was submitted for a model that offered a practical solution to the roll-out of the National Links Worker Programme. The model presents an exciting new opportunity for the valuable data regarding social determinants of health being gathered via primary care to inform strategic planning.

People Powered Health and Wellbeing

Discussion is ongoing with the Scottish Government with a view to agreeing a revised programme of activity focussed on developing a more strategic approach to co-production activity beyond September 2016.

Primary Care Development

A proposal was submitted to Scottish Government for funding to develop this programme further focussing on developing the local and national collaborative infrastructures needed to support a culture of health and wellbeing in communities.

Self Directed Support and Health (SDS)

A proposal was submitted to the Scottish Government for continued funding for the self directed support programme. Prevention through SDS Programme will support the implementation of SDS as part of wider health and social care integration. It will establish strategic partnerships with engaged integrated joint boards to set an agenda to promote commissioning and delivery of self directed support to prevent people from requiring crisis support from, or having increased dependency on, health services later in life.

**The Health and Social Care Alliance
Scotland**

**Report of the Trustees
for the Year Ended 30 June 2016**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is controlled by its governing document, a Memorandum and Articles of Association, and constitutes a company, limited by guarantee, as defined by the Companies Act 2006. It is also a charity registered in Scotland.

The organisation's objectives are to relieve the needs of people living with long term conditions and of the elderly, in particular by bringing together voluntary organisations established for the relief of beneficiaries in a common effort to improve their care, treatment and management; and to advance the education of the public on causes, effects, treatment and management of all long term conditions and, additionally, of the specific needs of the elderly.

Recruitment and appointment of new trustees

The board of directors comprises of member directors and co-opted directors. Member directors must be a member of the ALLIANCE and nominated for election. Co-opted directors are appointed due to their specific skill set and need not be a member or nominated for appointment.

The maximum number of directors is 15; with a maximum of 12 being member directors and a maximum of 3 may be co-opted. The minimum number of directors allowed is 4.

Each year sufficient member directors must retire from office to ensure that there are 4 vacancies on the board to which member directors can be elected or re-elected at the AGM. On the second occasion on which a member director retires from office, he/she will not be eligible for re-election or re-appointment as a director until the following AGM; this helps retain experience while attracting new directors and fresh ideas and skills to the board.

The board appoint one director as chair, up to two as vice chair and a treasurer at the Board meeting directly after the AGM. These directors carry additional responsibilities relevant to their role.

New directors are offered induction support from the Chair and the Company Secretary. This includes a pack of information outlining the roles and responsibilities, the governing document, organisational structure, copies of audited accounts and relevant organisation reports, including future plans and objectives.

Organisational structure

The board meet every three months to discuss relevant business, compare operational achievements to strategy and business planning and provide governance. A scheme of delegation is in place and the day-to-day responsibility for the provision of services of the organisation lies with the Chief Executive.

Board meetings are supported and attended by the senior team comprising the Chief Executive, Director of Policy and Communications, Director of Development and Improvement and Programme Director; Head of Finance and IT also attends.

There are two sub-committees: Finance, Audit and Risk (FAR) Committee and the Remuneration Committee.

The FAR committee meet every three months at which time the organisation's finances are discussed in detail. The FAR committee recommend approval of the finances to the board. The Remuneration Committee meets as and when required.

Additional duties for board members may include representing the ALLIANCE at a range of events and sitting on external committees groups on behalf of the organisation. Where this occurs, the director must feed back to the board on the outcomes of these meetings.

**The Health and Social Care Alliance
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**Report of the Trustees
for the Year Ended 30 June 2016**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Related parties

Other than the directors there are no related parties. Related party transactions are detailed in Note 20 to the accounts.

Risk management

A risk register exists, and is updated regularly by the senior management team. An updated version is regularly circulated to the Board and FAR committee. This facilitates the directors in carrying out their duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

This work has identified that financial and political stability are major risks for the charity.

Fundraising for umbrella groups like the ALLIANCE presents a different challenge from the condition specific charities. There are limited opportunities for the ALLIANCE in terms of approaching trust funds or for raising funds through individual donations. On the other hand, the organisation does benefit from having positive relationships with the Scottish Government and receiving funding from them.

A key element in the management of these risks is for the senior management team and staff to continually work towards building and maintaining good relationships with funders, Government and ministers, and to continually seek fund raising opportunities.

The charity regularly reviews funds to ensure that these are adequate to settle debts as they fall due by actively managing trade debtors and creditors to ensure sufficient working capital.

Attention has also been focused on non-financial risks, such as data protection and reputation, with the ALLIANCE ensuring it complies with relevant legislation, that staff are trained and that robust policies and procedures are in place and reviewed regularly.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

SC 307731 (Scotland)

Registered Charity number

SC037475

Registered office

Venlaw Building
349 Bath Street
Glasgow
G2 4AA

**The Health and Social Care Alliance
Scotland**

**Report of the Trustees
for the Year Ended 30 June 2016**

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

N Henderson	Chair	- resigned 23.5.16
I Paterson		
A Johnston CA	Treasurer	
R Dorman	Chair	
Ms E Steven		- resigned 23.5.16
D Taylor		
S Begum		- appointed 23.5.16
G Gahagan		- appointed 23.5.16
M Hoolahan		
J Malone		
M O'Donnell		
M O'Keefe	Vice Chair	
M Simpkins		- appointed 23.5.16
S Sinclair		
K Storrow		- appointed 30.6.16
N Thomson		

The following Trustees were Co-opted

A Johnston CA	Treasurer	- Co-opted 23.5.16
D Taylor		- Co-opted 23.5.16

Company Secretary

I Welsh

Auditors

Campbell Dallas LLP
Chartered Accountants
Statutory Auditors
Titanium 1
King's Inch Place
Renfrew
PA4 8WF

**The Health and Social Care Alliance
Scotland**

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for the Year Ended 30 June 2016**

REFERENCE AND ADMINISTRATIVE DETAILS

Solicitors

Burness Paull
120 Bothwell Street
Glasgow
G2 7JL

Harper Macleod LLP
The Ca'd'oro
45 Gordon Street
Glasgow
G1 3PR

Bankers

The Co-operative Bank plc
PO Box 250
Skelmersdale
WN8 6WT

Triodos Bank
Brunel House
11 The Promenade
Bristol
BS8 3NN

CAF (Charities Aid Foundation)
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

**The Health and Social Care Alliance
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for the Year Ended 30 June 2016**

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also the directors of The Health and Social Care Alliance Scotland for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

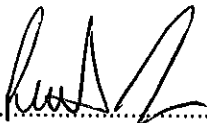
In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Campbell Dallas LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 13 December 2016 and signed on the board's behalf by:


.....
R Dorman - Trustee

**Report of the Independent Auditors to the Trustees and Members of
The Health and Social Care Alliance
Scotland**

We have audited the financial statements of The Health and Social Care Alliance Scotland for the year ended 30 June 2016 on pages twenty to forty two. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members and trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees Responsibilities set out on page seventeen, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditors under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Report of the Independent Auditors to the Trustees and Members of
The Health and Social Care Alliance
Scotland**

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



Neil Morrison (Senior Statutory Auditor)
for and on behalf of Campbell Dallas LLP
Chartered Accountants
Statutory Auditors
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
Titanium 1
King's Inch Place
Renfrew
PA4 8WF

Date: 23rd December 2016

**The Health and Social Care Alliance
Scotland**

**Statement of Financial Activities
for the Year Ended 30 June 2016**

	Notes	Unrestricted funds £	Restricted funds £	2016 Total funds £	2015 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	707,000	8,521,167	9,228,167	4,506,343
Charitable activities	5				
Events		14,020	4,843	18,863	13,562
Support of long term conditions		307,888	18,021	325,909	290,055
Other trading activities	3	5,586	-	5,586	5,885
Investment income	4	40,496	-	40,496	37,790
Other income		9,671	21,615	31,286	78,201
Total		1,084,661	8,565,646	9,650,307	4,931,836
EXPENDITURE ON					
Raising funds	6	413,541	80	413,621	497,379
Charitable activities	7				
Events		40,310	116,128	156,438	77,895
Support of long term conditions		385,726	2,837,949	3,223,675	2,719,430
Self Management project		-	3,935,999	3,935,999	468,895
Total		839,577	6,890,156	7,729,733	3,763,599
NET INCOME		245,084	1,675,490	1,920,574	1,168,237
Transfers between funds	18	55,159	(55,159)	-	-
Net movement in funds		300,243	1,620,331	1,920,574	1,168,237
RECONCILIATION OF FUNDS					
Total funds brought forward		935,366	3,474,224	4,409,590	3,241,353
TOTAL FUNDS CARRIED FORWARD		<u>1,235,609</u>	<u>5,094,555</u>	<u>6,330,164</u>	<u>4,409,590</u>

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

See note 13 for comparative figures.

The notes form part of these financial statements

**The Health and Social Care Alliance
Scotland**

**Balance Sheet
At 30 June 2016**

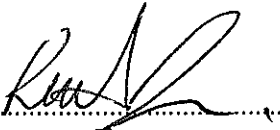
	Notes	Unrestricted funds £	Restricted funds £	2016 Total funds £	2015 Total funds £
FIXED ASSETS					
Tangible assets	14	-	-	-	12,384
CURRENT ASSETS					
Debtors	15	39,561	4,076,733	4,116,294	308,080
Cash at bank		<u>1,287,493</u>	<u>4,810,418</u>	<u>6,097,911</u>	<u>5,248,028</u>
		1,327,054	8,887,151	10,214,205	5,556,108
CREDITORS					
Amounts falling due within one year	16	(91,445)	(3,792,596)	(3,884,041)	(1,158,902)
NET CURRENT ASSETS					
		<u>1,235,609</u>	<u>5,094,555</u>	<u>6,330,164</u>	<u>4,397,206</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>1,235,609</u>	<u>5,094,555</u>	<u>6,330,164</u>	<u>4,409,590</u>
NET ASSETS					
		<u><u>1,235,609</u></u>	<u><u>5,094,555</u></u>	<u><u>6,330,164</u></u>	<u><u>4,409,590</u></u>
FUNDS					
Unrestricted funds	18			1,235,609	935,366
Restricted funds				<u>5,094,555</u>	<u>3,474,224</u>
TOTAL FUNDS					
				<u><u>6,330,164</u></u>	<u><u>4,409,590</u></u>

The notes form part of these financial statements

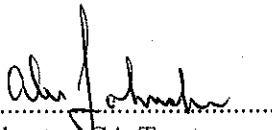
**The Health and Social Care Alliance
Scotland**

**Balance Sheet - continued
At 30 June 2016**

The financial statements were approved by the Board of Trustees on 13 December 2016 and were signed on its behalf by:



.....
R Dorman - Trustee



.....
A Johnston CA-Trustee

**The Health and Social Care Alliance
Scotland**

**Cash Flow Statement
for the Year Ended 30 June 2016**

	Notes	2016 £	2015 £
Cash flows from operating activities:			
Cash generated from operations	1	<u>809,387</u>	<u>993,672</u>
Net cash provided by (used in) operating activities		<u>809,387</u>	<u>993,672</u>
Cash flows from investing activities:			
Interest received		<u>40,496</u>	<u>37,790</u>
Net cash provided by (used in) investing activities		<u>40,496</u>	<u>37,790</u>
		<hr/>	<hr/>
Change in cash and cash equivalents in the reporting period		849,883	1,031,462
Cash and cash equivalents at the beginning of the reporting period		<u>5,248,028</u>	<u>4,216,566</u>
Cash and cash equivalents at the end of the reporting period		<u>6,097,911</u>	<u>5,248,028</u>

The notes form part of these financial statements

**The Health and Social Care Alliance
Scotland**

**Notes to the Cash Flow Statement
for the Year Ended 30 June 2016**

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2016 £	2015 £
Net income for the reporting period (as per the statement of financial activities)	1,920,574	1,168,237
Adjustments for:		
Depreciation charges	12,385	17,635
Interest received	(40,496)	(37,790)
(Increase)/decrease in debtors	(3,808,215)	1,802,784
Increase/(decrease) in creditors	<u>2,725,139</u>	<u>(1,957,194)</u>
Net cash provided by (used in) operating activities	<u>809,387</u>	<u>993,672</u>

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Allocation and apportionment of costs

Costs are allocated on a direct basis to the relevant fund.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 33% on cost
Computer equipment	- 33% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**The Health and Social Care Alliance
Scotland**

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2016**

1. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

The charitable organisation operates a defined contribution pension scheme. Contributions payable to the charitable organisation's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Public benefit

The Health and Social Care Alliance meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

2. DONATIONS AND LEGACIES

	2016 £	2015 £
Grants	<u>9,228,167</u>	<u>4,506,343</u>

Grants received, included in the above, are as follows:

	2016 £	2015 £
Scottish Government	9,034,595	4,332,317
Paths For All	-	14,000
Macmillan Cancer Support	46,422	62,639
Voluntary Action Fund	-	84,387
Scottish Council of Deafness	-	10,000
Scottish Enterprise	9,650	3,000
DHI	37,500	-
BHF Scotland	<u>100,000</u>	<u>-</u>
	<u>9,228,167</u>	<u>4,506,343</u>

3. OTHER TRADING ACTIVITIES

	2016 £	2015 £
Hub income	<u>5,586</u>	<u>5,885</u>

4. INVESTMENT INCOME

	2016 £	2015 £
Interest receivable	<u>40,496</u>	<u>37,790</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2016 £	2015 £
Events & conference income	Events	18,863	13,562
Sponsorship	Support of long term conditions	25,346	6,075
Membership	Support of long term conditions	28,555	24,364
Other project income	Support of long term conditions	<u>272,008</u>	<u>259,616</u>
		<u>344,772</u>	<u>303,617</u>

6. RAISING FUNDS

Raising donations and legacies

	2016 £	2015 £
Staff costs	143,930	131,085
Staff expenses	11,299	15,421
Stationery & payroll charges	620	568
Recruitment	273	550
Bank charges	505	1,022
Marketing & communications	25,643	36,552
Professional fees	24,027	38,130
Training	9,053	8,411
Depreciation	12,384	17,635
Support costs	<u>185,887</u>	<u>248,005</u>
	<u>413,621</u>	<u>497,379</u>

7. CHARITABLE ACTIVITIES COSTS

	Direct costs £	Grant funding of activities (See note 8) £	Support costs (See note 9) £	Totals £
Events	156,438	-	-	156,438
Support of long term conditions	2,249,209	642,957	331,509	3,223,675
Self Management project	-	<u>3,935,999</u>	-	<u>3,935,999</u>
	<u>2,405,647</u>	<u>4,578,956</u>	<u>331,509</u>	<u>7,316,112</u>

**The Health and Social Care Alliance
Scotland**

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2016**

8. GRANTS PAYABLE

	2016	2015
	£	£
Support of long term conditions	642,957	419,932
Self Management project	<u>3,935,999</u>	<u>468,895</u>
	<u>4,578,956</u>	<u>888,827</u>

Grants are disbursed from the self management fund to voluntary organisations and community groups throughout Scotland. These grants are to support the work in encouraging people living with long term conditions to learn more about the management of their condition and to become active partners in their own care. During the year, grants were made payable to the following organisations:

Aberdeen Foyer; Action for ME; Action on Hearing Loss; Argyll and the Isles Coast and Countryside Trust; Arthritis Care Scotland; Autism Initiatives UK; Bobath Scotland; Borders Carers Centre; Carers Scotland; Carers of West Dunbartonshire; Clydeside Action on Asbestos; Community Renewal Group; Community Volunteers Enabling You; Cope Scotland; Deaf Connections; Dochas Carers; Dumfries and Galloway LGBT Plus; East Lothian Cardio-pulmonary Rehabilitation Group (ELCRG); Fairway Advocacy; First Hand Lothian; Haemophilia Scotland; Health in Mind; Healthy 'n' Happy Community Development Trust; Hearing Link; Highland Third Sector Partnership; Homelands Trust Fife; The Hope Café Lanarkshire; Inverclyde Community Development Trust; LBGT Health and Wellbeing; Mental Health Foundation; Mental Health Network; Mindspace; Moxie Media CIC; Multiple Sclerosis Mid-Argyll; Nari Kallyan Shango; The National Autistic Society; NHS Scotland; No Strings Attached (Scotland); North West Recoveries Communities; Outside the Box; Pain Association Scotland; PASDA; PBC Foundation; Pink Ladies 1st; Positive Choices; Reach Community Health Project; Recovery Across Mental Health (RAMH); RNIB Scotland; Scottish Healthy Living Centre Alliance (SCHW); Strathcarron Hospice; Stroke Association; Sue Ryder- Dee View; Court; Talking Mats; Waverley Care; Carers Link East Dunbartonshire; West Dunbartonshire CVS; Work4Me.

The National Links Worker Programme explores what the primary care team need in order to work more closely with their communities. In order to research this, practices are provided with grants per year. During the year the following organisations received grants: Allander Surgery; David Elder Practice; Garscadden Burns Medical Practice; Green Practice; Dr Susan Langridge, Treadgold, Duffy and Morley; Wilson, McGinley and Sheppard.

The House of Care grant exists to support the early adopter sites with project management, training and other practical aspects as they seek to adopt care and support planning, as set out in the House of Care and as supported by RCGP, among others. During the year the following organisations received grants: NHS Ayrshire and Arran; NHS Greater Glasgow and Clyde, NHS Lanarkshire; NHS Tayside; Thistle Foundation.

The Advocacy project Pilot provides funding in four areas of Scotland, supporting people through benefit application process and creating learning to influence the future Scottish welfare system. During the year the following organisations received grants: The Advocacy Project; Dundee Independent Advocacy Support; Forth Valley Advocacy; Vocal Carers' Centre.

Two board of Directors, Katie Storrow employed by RNIB Scotland and Mark Hoolahan employed by Thistle Foundation, declared a conflict of interest. Neither Director was involved in the grant award process.

**The Health and Social Care Alliance
Scotland**

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2016**

9. SUPPORT COSTS

	Management £	Information technology £	Governance costs £	Totals £
Costs of generating voluntary income	185,887	-	-	185,887
Support of long term conditions	<u>237,600</u>	<u>33,653</u>	<u>60,256</u>	<u>331,509</u>
	<u>423,487</u>	<u>33,653</u>	<u>60,256</u>	<u>517,396</u>

The support costs associated with generating voluntary income are included in note 6.

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2016 £	2015 £
Auditors' remuneration	8,400	5,500
Auditors' remuneration for non audit work	868	3,710
Depreciation - owned assets	<u>12,385</u>	<u>17,634</u>

11. TRUSTEES' REMUNERATION AND BENEFITS

There were no directors' remuneration or other benefits for the year ended 30 June 2016 nor for the year ended 30 June 2015.

Trustees' expenses

Expenses were paid to I Paterson totalling £181 (2015: I Paterson £29 and G Grindlay £86) for out of pocket expenses incurred in their roles as trustees.

**The Health and Social Care Alliance
Scotland**

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2016**

12. STAFF COSTS

	2016 £	2015 £
Wages and salaries	1,633,582	1,590,306
Social security costs	153,363	134,910
Other pension costs	<u>29,668</u>	<u>26,608</u>
	<u><u>1,816,613</u></u>	<u><u>1,751,824</u></u>

The average monthly number of employees during the year was as follows:

	2016	2015
Administration	<u>56</u>	<u>53</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2016	2015
£60,001 - £70,000	-	1
£70,001 - £80,000	<u>1</u>	<u>-</u>
	<u><u>1</u></u>	<u><u>1</u></u>

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

Comparatives are in relation to the year ended 30 June 2015

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	870,413	3,635,930	4,506,343
Charitable activities			
Events	13,562	-	13,562
Support of long term conditions	285,505	4,550	290,055
Other trading activities	5,885	-	5,885
Investment income	37,790	-	37,790
Other income	<u>15,745</u>	<u>62,456</u>	<u>78,201</u>
Total	1,228,900	3,702,936	4,931,836

**The Health and Social Care Alliance
Scotland**

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2016**

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES – continued
Comparatives are in relation to the year ended 30 June 2015

	Unrestricted funds £	Restricted funds £	Total funds £
EXPENDITURE ON			
Raising funds	496,809	570	497,379
Charitable activities			
Events	26,169	51,726	77,895
Support of long term conditions	376,117	2,343,313	2,719,430
Self Management project	-	468,895	468,895
Total	899,095	2,864,504	3,763,599
NET INCOME	329,805	838,432	1,168,237
RECONCILIATION OF FUNDS			
Total funds brought forward	605,561	2,635,792	3,241,353
TOTAL FUNDS CARRIED FORWARD	935,366	3,474,224	4,409,590

14. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 July 2015	64,036	66,040	130,076
Disposals	(940)	(4,648)	(5,588)
At 30 June 2016	<u>63,096</u>	<u>61,392</u>	<u>124,488</u>
DEPRECIATION			
At 1 July 2015	62,297	55,395	117,692
Charge for year	1,740	10,645	12,385
Eliminated on disposal	(941)	(4,648)	(5,589)
At 30 June 2016	<u>63,096</u>	<u>61,392</u>	<u>124,488</u>
NET BOOK VALUE			
At 30 June 2016	<u>-</u>	<u>-</u>	<u>-</u>
At 30 June 2015	<u>1,739</u>	<u>10,645</u>	<u>12,384</u>

**The Health and Social Care Alliance
Scotland**

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2016**

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2016	2015
	£	£
Trade debtors	48,055	56,801
Other debtors	6,969	13,112
Prepayments and accrued income	<u>4,061,270</u>	<u>238,167</u>
	<u><u>4,116,294</u></u>	<u><u>308,080</u></u>

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2016	2015
	£	£
Trade creditors	21,783	56,447
Social security and other taxes	45,889	37,512
Other creditors	5,067	5,995
Grants to distribute	3,377,000	848,129
Accruals and deferred income	<u>434,302</u>	<u>210,819</u>
	<u><u>3,884,041</u></u>	<u><u>1,158,902</u></u>

17. OPERATING LEASE COMMITMENTS

The following operating lease payments are committed to be paid within one year:

	Land and buildings		Other operating leases	
	2016	2015	2016	2015
	£	£	£	£
Expiring:				
Within one year	-	-	-	1,136
Between one and five years	<u>83,400</u>	<u>83,400</u>	<u>1,454</u>	-
	<u><u>83,400</u></u>	<u><u>83,400</u></u>	<u><u>1,454</u></u>	<u><u>1,136</u></u>

**The Health and Social Care Alliance
Scotland**

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2016**

18. MOVEMENT IN FUNDS

	At 1.7.15 £	Net movement in funds £	Transfers between funds £	At 30.6.16 £
Unrestricted funds				
General fund	935,366	245,084	55,159	1,235,609
Restricted funds				
Advocacy	33,053	(13,041)	(946)	19,066
ALISS Project	409,687	(112,779)	(4,379)	292,529
Big Lottery Active Ageing: Awards for All	7,691	(7,691)	-	-
Carer Opinion	8,188	(2,895)	(4,635)	658
Citizen-led Innovation	3,000	(3,000)	-	-
CNOD Specialist Nursing	-	2,693	-	2,693
Dementia Carers Voices	20,245	11,900	(2,951)	29,194
DHI	-	19,374	-	19,374
Digital Stories	5,267	-	-	5,267
E Health	(505)	29,321	(1,751)	27,065
Emotional and Psychological Support	25,455	-	-	25,455
Employability	100,305	9,084	(1,848)	107,541
Engagement Programme	-	26,594	-	26,594
GIRFEC Awareness Raising - Children, Young People and Families	4,331	16,023	(1,625)	18,729
Girfec Scottish Government Advisor	-	2,985	(1,696)	1,289
Health and Social Care Academy	128,520	(47,039)	(3,649)	77,832
Heart Improvement	20,000	28,760	-	48,760
House of Care	290,000	(103,945)	(1,159)	184,896
House of Care Intern	6,548	7,829	(341)	14,036
Improving Links	787	(787)	-	-
Living well in the community	9,982	9,082	-	19,064
Links Worker	1,073,124	(378,137)	(1,869)	693,118
Mellow Parenting	-	2,382	-	2,382
Neurological Conditions	7,555	46,491	(1,971)	52,075
Our Voice	3,624	4,115	-	7,739
Partnership and Practice Development Project	162,589	29,637	(4,435)	187,791
People Powered Health and Wellbeing People Powered Health and Wellbeing Transitional Fund	766,996	(223,323)	(4,459)	539,214
Person Related Outcomes Project	-	48,412	(2,318)	46,094
Prescription for Excellence	5,018	-	-	5,018
Primary Care Development	14,044	17,389	(1,660)	29,773
Primary Care Futures Fund	26,421	(25,158)	(1,263)	-
Self Directed Support	-	55,875	-	55,875
Self Directed Support (joint project with SCLD, In Control Scotland, and ENABLE Scotland)	73,285	36,522	(1,647)	108,160
Self Management Fund	8,000	(8,000)	-	-
Carried forward	91,181	2,064,001	-	2,155,182
	3,304,391	1,542,674	(44,602)	4,802,463

**The Health and Social Care Alliance
Scotland**

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2016**

18. MOVEMENT IN FUNDS - continued

Restricted funds				
Brought forward	3,304,391	1,542,674	(44,602)	4,802,463
Sensory Impairment Strategy	10,000	(505)	-	9,495
Social Marketing	30,698	15,192	(2,000)	43,890
Talking Points	(852)	852	-	-
TCAT Macmillan	8,627	(5,654)	(1,869)	1,104
Third Sector Health and Social Care Support	110,863	123,570	(5,827)	228,606
Walking Towards Better Health	<u>10,497</u>	<u>(639)</u>	<u>(861)</u>	<u>8,997</u>
	3,474,224	1,675,490	(55,159)	5,094,555
	<u>4,409,590</u>	<u>1,920,574</u>	<u>-</u>	<u>6,330,164</u>
TOTAL FUNDS				

**The Health and Social Care Alliance
Scotland**

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2016**

18. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,084,661	(839,577)	245,084
Restricted funds			
Advocacy	149,577	(162,618)	(13,041)
ALISS Project	244,142	(356,921)	(112,779)
Big Lottery Active Ageing: Awards for All	340	(8,031)	(7,691)
Carer Opinion	40,560	(43,455)	(2,895)
Citizen-led Innovation	9,650	(12,650)	(3,000)
CNOD Specialist Nursing	12,000	(9,307)	2,693
Dementia Carers Voices	107,362	(95,462)	11,900
DHI	37,500	(18,126)	19,374
E Health	87,757	(58,436)	29,321
Employability	50,000	(40,916)	9,084
Engagement Programme	26,594	-	26,594
GIRFEC Awareness Raising - Children, Young People and Families	66,750	(50,727)	16,023
Girfec Scottish Government Advisor	45,128	(42,143)	2,985
Health and Social Care Academy	59,750	(106,789)	(47,039)
Heart Improvement	34,151	(5,391)	28,760
House of Care	245,000	(348,945)	(103,945)
House of Care Intern	15,450	(7,621)	7,829
Improving Links	-	(787)	(787)
Living well in the community	14,240	(5,158)	9,082
Links Worker	251,338	(629,475)	(378,137)
Mellow Parenting	7,210	(4,828)	2,382
National Conversations	32,000	(32,000)	-
Neurological Conditions	97,991	(51,500)	46,491
Our Voice	4,500	(385)	4,115
Partnership and Practice Development Project	150,000	(120,363)	29,637
People Powered Health and Wellbeing	69,301	(292,624)	(223,323)
People Powered Health and Wellbeing Transitional Fund	62,500	(14,088)	48,412
Prescription for Excellence	56,091	(38,702)	17,389
Primary Care Development	67,693	(92,851)	(25,158)
Primary Care Futures Fund	55,875	-	55,875
Seldom Heard Voices	8,800	(8,800)	-
Self Directed Support	77,000	(40,478)	36,522
Self Directed Support (joint project with SCLD, In Control Scotland, and ENABLE Scotland)	-	(8,000)	(8,000)
Self Management Fund	6,000,000	(3,935,999)	2,064,001
Sensory Impairment Strategy	-	(505)	(505)
Social Marketing	25,000	(9,808)	15,192
Talking Points	2,974	(2,122)	852
TCAT Macmillan	46,422	(52,076)	(5,654)
Third Sector Health and Social Care Support	305,000	(181,430)	123,570
Carried forward	8,565,646	(6,889,517)	1,676,129

**The Health and Social Care Alliance
Scotland**

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2016**

18. MOVEMENT IN FUNDS - continued

Restricted funds			
Brought forward	8,565,646	(6,889,517)	1,676,129
Walking Towards Better Health	<u>-</u>	<u>(639)</u>	<u>(639)</u>
	8,565,646	(6,890,156)	1,675,490
	<u>8,565,646</u>	<u>(6,890,156)</u>	<u>1,675,490</u>
TOTAL FUNDS	<u>9,650,307</u>	<u>(7,729,733)</u>	<u>1,920,574</u>

18. MOVEMENT IN FUNDS - continued

Restricted funds shown are for the following purpose:

Advocacy:	Pilot project funding projects in 4 areas of Scotland, supporting people through benefit application process and creating learning to influence the future Scottish welfare system.
ALISS Project:	Develops a network of local information to support self management.
Big Lottery Active Ageing:	Develop materials, promote evidence, share learning and good practice to ensure older people and their unpaid carers have a strong voice.
Carer Opinion:	Pilot programme allowing patients and carers the facility to share experiences about care in the community. Working jointly with Patient Opinion.
Citizen-led Innovation:	Research and report identifying marketplace opportunities and existing stakeholders in the third sector digital landscape and how to scale the potential market.
CNOD Specialist Nursing:	Supporting CNOD work on specialist nursing via a short term piece of engagement and research work to capture views and ensure that the voice of people with lived experience inform future considerations on specialist nursing services.
Dementia Carers Voices:	Programme harnessing and development further the awareness raising work undertaken by "Tommy on Tour" campaign.
DHI:	Partnership with DHI to build capacity across third sector and identify thematic priority areas (for business proposals).
Digital Stories:	Fund to support the costs of producing digital stories.
eHealth Programme:	To develop and implement a five year business plan to meet the needs of the Third Sector ehealth strategy, including service development, financial budgeting and workforce planning.
Emotional and Psychological Support:	To support the process of improving access to emotional and psychological support for people with long term conditions.
Engagement Programme:	Funds from earned income set aside for future engagement projects.
GIRFEC Awareness Training – Children, Young People and Families:	Programme to support disabled children and young people and their families.
GIRFEC Scottish Government Advisor:	The part time secondment of the Associate Director, Children and Young People, to the Government GIRFEC team has been extended at the Government's request.

18. MOVEMENT IN FUNDS - continued

Health and Social Care Academy:	A partnership driven Academy to support all sector leadership, thinking, development and sharing of evidence and practice in relation to health and social care.
Heart Improvement:	The ALLIANCE provides support to NHS Greater Glasgow and Clyde to develop the Heart Failure and Palliative Care education programme.
House of Care:	Supports early adopter sites with project management, training and other practical aspects as they seek to adopt care and support planning, as set out in House of Care as supported by RCGP and others.
Living Well in Communities:	Programme designed to highlight and publish the benefits of physical activity to the health and wellbeing of older people.
Links Worker National Programme:	Extension to the original pilot scheme to test the potential for a link worker role to connect primary care with community based resources.
Mellow Parenting:	Supported Mellow Futures to provide a perinatal and postnatal programme for parents with learning disabilities. The foundation of all the programmes is attachment theory with particular emphasis on the transmission of attachment and relationship styles across generations.
National Conversations:	Between August 2015 and April 2016 hosted, on behalf of the Scottish Government, a series of 37 "national conversations" with the people of Scotland about how to create a healthier Scotland. The report was submitted to the Scottish Government.
Neurological Conditions:	Create a development, policy, practice and co-ordination resource within the ALLIANCE that would work with the NAOs to develop a neurological conditions community within the ALLIANCE and increase the impact of the voice of people with neurological conditions.
Partnership and Practice Development Project:	Supports the spread of good practice and the development of partnership in order to promote self management.
People Powered Health and Wellbeing:	Supported health and social care teams to work in partnership with individuals in their communities, building on their assets to design, deliver and improve support and services. Programme ended in March 2016.
People Powered Health and Wellbeing Transitions:	To develop a strategic approach to co-production activity to support the implementation of health and social care integration.

18. MOVEMENT IN FUNDS - continued

Prescription for Excellence:	Supporting people living with long term conditions, unpaid carers and representative of third sector health and social care organisations to give a voice to people with lived experience in the development of new models of pharmaceutical care.
Primary Care Development:	Supported improvement of access to information and promoted health literacy for people living with long term conditions in line with the Delivery Quality in Primary Care National Action Plan.
Primary Care Futures Fund:	Funds set aside for supporting future primary care related projects.
Seldom Heard Voices:	As part of the National Conversations on Creating a Healthier Scotland Conversation, the ALLIANCE, together with its partners, aimed to ensure that seldom hear individuals and groups are enabled to participate and have their experiences and views included.
Self Directed Support:	Supports the building of capacity of care and support providers.
Self Directed Support (joint project with SCLD, In Control Scotland, and ENABLE Scotland):	Supports the building of capacity of care and support providers. The majority of this funding was used for research.
Self Management Fund:	The grant is distributed to projects that help people self manage long term conditions.
Sensory Impairment Strategy:	Funded by the Scottish Council on Deafness, this project would investigate how sensory impairment is managed as a long term condition.
Social Marketing:	To aid and support self management awareness raising.
Our Voice:	Continues to contribute to the work of the Our Voice national project team and reference groups.
Talking Points:	One-off funding for a series of workshops on reshaping care for older people.
TCAT Macmillan:	Working in partnership with Macmillan Cancer Support on the Transforming Care After Treatment programme.
Third Sector Health and Social Care Support:	Continues to support the TSIs and national intermediaries to understand the integration landscape.
Walking Towards Better Health:	This project has now been integrated into the National Links Worker Programme. This will enable GP practices in areas of high SIMD to develop and deliver walking groups for the benefit of their practice population.

19. MEMBERS' LIABILITY

The charity is limited by guarantee. In the event of it being wound up the members may be required to contribute a sum not exceeding £1 each.

20. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 30 June 2016.

21. FIRST YEAR ADOPTION

Transitional relief

There is no impact to the Charity's financial position, results or cash flows as a result of the change to FRS 102.

**The Health and Social Care Alliance
Scotland**

**Detailed Statement of Financial Activities
for the Year Ended 30 June 2016**

	2016 £	2015 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Grants	9,228,167	4,506,343
Other trading activities		
Hub income	5,586	5,885
Investment income		
Interest receivable	40,496	37,790
Charitable activities		
Sponsorship	25,346	6,075
Membership	28,555	24,364
Events & conference income	18,863	13,562
Other project income	<u>272,008</u>	<u>259,616</u>
	344,772	303,617
Other income		
Miscellaneous income	15,239	30,188
Additional project income	<u>16,047</u>	<u>48,013</u>
	<u>31,286</u>	<u>78,201</u>
Total incoming resources	9,650,307	4,931,836
EXPENDITURE		
Raising donations and legacies		
Wages	126,208	114,677
Social security	13,179	11,804
Pensions	4,543	4,604
Staff expenses	11,299	15,421
Stationery & payroll charges	620	568
Recruitment	273	550
Bank charges	505	1,022
Marketing & communications	25,643	36,552
Professional fees	24,027	38,130
Training	9,053	8,411
Fixtures and fittings	<u>12,384</u>	<u>17,635</u>
	227,734	249,374

This page does not form part of the statutory financial statements

The Health and Social Care Alliance
Scotland

Detailed Statement of Financial Activities
for the Year Ended 30 June 2016

	2016 £	2015 £
Charitable activities		
Wages	1,465,304	1,437,410
Social security	135,791	119,172
Pensions	23,611	20,469
Photocopying and printing	27,831	10,219
Stationery & payroll charges	1,800	1,004
Marketing	51,874	84,429
Sundries	105,153	19,163
Recruitment cost	5,818	1,100
External consultancy	432,027	287,252
Conference & event costs	154,969	72,124
Catering & travel	1,469	5,781
Grants to institutions	<u>4,578,956</u>	<u>888,827</u>
	6,984,603	2,946,950
Support costs		
Management		
Rent & other property costs	133,420	162,309
Telephone	15,992	15,967
Postage and stationery	2,160	2,163
Bad debts	(93)	20
Share of overheads	272,008	219,617
Management fee	<u>-</u>	<u>40,000</u>
	423,487	440,076
Information technology		
IT support	27,170	52,647
Website hosting & development	<u>6,483</u>	<u>20,041</u>
	33,653	72,688
Governance costs		
Wages	42,070	38,219
Social security	4,393	3,934
Pensions	1,514	1,535
Auditors' remuneration	8,400	5,500
Auditors' remuneration for non audit work	868	3,710
Legal fees	2,457	938
Board expenses	256	302
Payroll & recruitment	<u>298</u>	<u>373</u>
	60,256	54,511
Total resources expended	<u>7,729,733</u>	<u>3,763,599</u>
Net income	<u>1,920,574</u>	<u>1,168,237</u>

This page does not form part of the statutory financial statements