

**NATIONAL ASSOCIATION OF ADULT PLACEMENT SERVICES UK LTD
(NAAPS)**

ANNUAL REPORT FOR THE ACCOUNTING YEAR 2006/2007

**SECTION ONE:
REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES
AND ADVISORS**

- a) The name of the charity is registered as the National Association of Adult Placement Services UK Ltd but the charity is more commonly known as NAAPS.
- b) The charity registration number is 1095562
The charity is also a registered limited company. The company registration number is 04511426
- c) The registered address of NAAPS and its principal office is:
Suite 602, The Cotton Exchange, Old Hall Street, Liverpool L3 9LQ
- d) The names of the charity's trustees as at 9th November 2007 are given below:
Martin Ewing (Chair)
Joe Nixon (Vice Chair)
Tim Southern
Anne Fernie
Jon Laws
Aidan Jameson
Stephen Ralphs
Esther Cooper
Trudy Douglas
- e) The people who served as trustees during the year covered by this annual report are:
Martin Ewing (Chair)
Joe Nixon (Vice Chair)
Peter Janes (Honorary Secretary)
Ron Church
Stephen Ralphs
Aidan Jameson
Jon Laws
Craig Pinkney
Esther Cooper
Tim Southern
Anne Fernie
- f) The Chief Executive Officer is Sian Lockwood.
- g) The charity's bank is:
Abbey
Business Banking Centre
Abbey National House
301 St Vincent Street
Glasgow
G2 5NB

The charity's solicitors are:
Brabners Chaffe Street
1 Water Street
Liverpool
L2 2ET

The charity's auditors are:

KTSOwens
The Counting House
Celtic Gateway
Cardiff
CF11 0SN

SECTION TWO: STRUCTURE, GOVERNANCE AND MANAGEMENT

- a) The charity is a not for profit limited company and is governed by its memorandum and articles of association.
- b) The new organisational structure put in place during the year covered by this report is given in Appendix A.

In this structure:

- The Board of Trustees has responsibility for the management of NAAPS throughout the UK.
- Each country has a management committee with powers devolved to them by the UK Board.
- Each **country** is divided (where appropriate) into **branches**.
- Trustees serve for an initial term of three years. Individual trustees are able to stand for a second term and in exceptional circumstances (if agreed by the Board) a third term.
- The four officers and the two UK carer representatives are elected at the UK AGM by the whole membership. Each country committee elects trustees to serve on the UK Board. The election takes place at the country committee AGM and the number of places on the Board for each country reflects the membership numbers in each country.
- The UK Board, following an identification of gaps in the skill and representational mix on the Board, can co-opt up to three specialist advisers with professional or specialist skills and knowledge who are not necessarily a member of NAAPS or involved in AP. Currently the three specialist advisers to the UK Board are:
 - Ian Coleman (Treasurer)
 - David Ellis (Political and strategic adviser)
 - Andy Harvey (Adviser on diversity and equality issues)
- Trustees and country committee and branch officers are required to sign a Code of Conduct which can found at Appendix B
- The induction and training policy for trustees can be found at Appendix C.
- The Trustees have legal responsibility for the work of NAAPS. Their responsibilities include:
 - Overseeing the work of the Chief Executive and the management of NAAPS (UK).

- Agreeing the strategy for the development and growth of NAAPS (UK)
- Ensuring that NAAPS (UK) meets its legal responsibilities
- Ensuring sound financial management of NAAPS (UK)
- The Chief Executive has responsibility for the day-to-day management of the charity in accordance with the operational plan.
- NAAPS Risk Management Policy and Procedure can be found at Appendix D. The Board requires the Chief Executive to carry out a risk analysis each year which identifies and evaluates the severity of the risks facing NAAPS. The risk analysis is informed by the views of the trustees, staff and membership and of key external stakeholders. The Board in consultation with the Chief Executive, staff and members agree the actions necessary to mitigate those risks and these form part of the strategic and operational plan for the following year.

SECTION THREE: OBJECTIVES AND ACTIVITIES

Objects and Aim of the Charity

The charity's **objects** as set out in our Memorandum and Articles of Association are:

‘To assist and relieve the needs of disabled people and people who are vulnerable by reason of their age or infirmity in relation to their accommodation, care and support.’

NAAPS was established to represent the interests of all those involved in adult placement in the UK. Its **aim** is to promote and develop adult placement as a UK resource offering an alternative and highly flexible form of accommodation and support for vulnerable adults within family settings in the local community.

NAAPS works to promote and ensure high standards of practice in the field of adult placement. The charity does this in a variety of ways including: providing training and learning opportunities, issuing good practice guidance, providing information, advice and consultancy services and promoting research into issues relating to adult placement.

NAAPS provides a national forum within which issues that impact on adult placement can be identified and addressed. It works with the four UK governments to try to ensure a positive regulatory and legislative environment within which adult placement can flourish.

NAAPS acts as a resource centre for Service Users, Carers and Workers involved in adult placement and for commissioners in order to further interest in and understanding of the range and flexibility of adult placement services

NAAPS is committed to working to promote diversity and equality of opportunity within the field of adult placement.

Review of NAAPS Objectives, Activities and Achievements in 2005/2006

The NAAPS Operational Plan for 2006/2007 set objectives in five key areas: governance, promotion of the adult placement model, services to members, regulation of adult placement in the four UK countries and development opportunities.

Governance

Improving NAAPS financial position

NAAPS is heavily dependent upon time limited grants which make it difficult to plan for the medium and long term. Grant applications take up a great deal of staff time, diverting their attention from their proper tasks.

The trustees are committed to putting in place a long term funding strategy linked to the strategic plan that will increase the level of 'core' or unrestricted funds and reduce the charity's dependence upon time limited grants. The focus of work in 2006/7 was on the development in consultation with the membership of a 5-year plan for NAAPS. The strategy for NAAPS over the next five years was agreed in April 2007. Work on the finance plan to accompany the 5-year plan was delayed therefore until 2007/8.

The operational plan for 2006/7 also included actions to improve NAAPS short term financial position, with the aim of increasing the level of unrestricted funds by 8% (£10,000) in 2006/7. Actions included:

- Training service: Sales of training were extremely healthy in 2006/7 with actual income from training being more than double that predicted in the budget. The loss made by the service (taking into account the salary and costs of the training manager) reduced in 2006/7 and these figures, taken together with preliminary figures for 2007/8 and the planned developments in training and qualification delivery, suggests that the training service could be self financing in 2008/9.
- Consultancy service: The consultancy service covered its costs in 2006/7. The figures for 2006/7 suggest that it is unlikely to generate significant income for NAAPS. The trustees recognise however that the service is important in extending NAAPS reputation and influence and are happy for it to continue as long as it covers its costs.
- Insurance sales: Income from insurance sales continues to make a significant contribution to NAAPS unrestricted income. NAAPS has worked hard with its brokers, Ellis Bates, to develop insurance products that are attractive to members and as a result insurance income in 2006/7 increased by just over 18%.
- Membership fees: Membership levels increased by nearly 14% in 2006/7 with nearly all that increase relating to AP Carer members.

Year	No AP Carers	No Associate members	No AP Organisers	No AP Schemes	Total members
2001	874	69	50	77	1070
2002	1184	158	66	85	1493
2003	1280	324	87	88	1779
2004	1447	362	77	91	1977
2005	1601	326	61	95	2083
2006	2631	244	44	114	3033
2007	3075	216	38	120	3449

The income from membership fees increased by 16% between the period March 2006 - March 2007.

- Sales of publications: Section 5 of the Learning the Ropes Manual was amended in 2006 to ensure its compliance with the new Common Induction Standards in England. The price of the new Section 5 was kept as low as possible in order to ensure that members were not prevented from purchasing it because of cost and sales were therefore healthy. The Wales and Scotland versions of the NAAPS Policies and Procedures Manual went on sale in 2006 and have sold reasonably well given the small size of the membership in these two countries. Income from publications in 2006/7 is however 30% less than in 2005/6.

Despite all these efforts the unrestricted funds remained at the same level in 2006/7 as they were in 2005/6. NAAPS remains heavily dependent upon contributions to core costs from time-limited grants to maintain its core activities and service to its members.

NAAPS has had some success in obtaining grants from the Department of Health to maintain and extend the work of the charity. In 2006/2007 the charity received a renewal grant for 3 years to cover the costs of employing a Chief Executive and a two year project grant to pilot Homeshare in two local authority areas. NAAPS also won a Department of Health tender to manage a two year project to find an effective way to stimulate and support the development of a diverse local micro market.

Valuing Diversity

The NAAPS UK Board has established a Standing Committee to oversee the development and implementation of an effective strategy to improve the diversity of representation on the Board, Country Committees and branches.

A first equality and diversity survey of AP Schemes was carried out in 2006. The results of the survey informed the diversity strategy for 2007/8 (included in the 2007/8 Operational Plan).

Implementation of the new NAAPS Organisational Structure

A new organisation structure designed to address identified weaknesses and to allow NAAPS to work more effectively in the four UK countries was agreed at an EGM in May 2005. The implementation timetable continued into 2006/7. The new structure was fully in place at the AGM at the end of October 2006 with the announcement of the results of the AP Carer Trustee elections.

Ensuring branches are accessible to all members

The newly established England Committee has taken responsibility for reviewing the England branch structure. Work on this area is included in the 2007/8 Operational Plan.

Review of NAAPS Mission and Aims

This review was the essential preliminary to the development of a 5-year strategy for NAAPS from 2008-13 and a major focus of work in 2006/7. Consultation meetings were held with members throughout the UK, culminating with an open meeting at the beginning of March 2007 when recommendations were agreed for the Board at their meeting in April.

Members have accepted the need for NAAPS to broaden its membership base to include all very small services provided by individuals and families in local communities. This recommendation was accepted by the Board in April and work has begun on a new structure for NAAPS that will ensure that adult placement retains a central focus but allows representation of other types of very small individual local services.

Involvement of People in Adult Placements in NAAPS

NAAPS was unsuccessful in its efforts to obtain funding to employ a project manager to explore the best way to enable people in adult placements to have an effective voice in NAAPS. This action has been carried forward therefore into 2007/8.

Promotion of the Adult Placement Model

The promotion of the adult placement model is a main aim of the organisation and therefore a key part of the work of the Chief Executive and the NAAPS staff team. However, trustees and members increasingly see that they also have an important part to play in promoting adult placement.

The Chief Executive and the UK Board have recognised the importance of ensuring that its members have a clear understanding of the adult placement model. They also saw that the language used to communicate that model can be a barrier to understanding. The Board therefore launched a 'big debate' with its membership about the adult placement model and the language used to describe it in March 2006. This debate culminated with an open meeting in September 2006 and the new definition of adult placement was presented to the membership at the AGM at the end of October 2006. Work to develop guidance on the language used to describe adult placement has been included in the 2007/8 operational plan.

In addition to this major initiative NAAPS has:

- Maintained its links with MPs in England and begun work to develop links with MPs and Welsh Assembly Members in Wales.
- Contributed to a range of government consultations in all four UK countries and strengthened its links with government departments and quasi governmental organisations across the UK.
- Worked with the Social Care Institute for Excellence on the development of Good Practice Guidance for Commissioners (published at the end of October 2006)
- Strengthened its links with key strategic partners. The Chief Executive is a member of the In Control Editorial Board and a TimeBanks UK Trustee. Senior staff have places on key partnership groups such as the ADASS Independent Provider Group and the Independent Advisory Group.
- Intensified its involvement with the movement to promote self directed support through for example direct payments and individual budgets. The Micro Markets project has placed NAAPS as one of the key provider organisations working in this area. The Chief Executive has a place on two major Department of Health working groups – the Individual Budget Reference Group and the Individual Budget Provider Forum.
- Held a number of successful conferences: the UK Conference and AGM; the AP Carer Conference/Holiday. .

- Worked in partnership with the Association of Directors of Social Services in England and Wales to promote the adult placement model and address areas of mutual interest
- Continued our support of research into aspects of adult placement. Specifically in 2006/2007:
 - Research by a post graduate student from the Department of Psychiatry, Kings College., London into AP services for people with mental ill health.
 - Seminars on individualised services run by Research into Practice

Services to Members

Services to AP Carers

AP Carers are overwhelmingly the largest group of NAAPS members and therefore extremely important to the work of our charity.

Judith Holman is employed by NAAPS to provide support and advice to AP Carer members. She also leads on work to improve the involvement of AP carer members in NAAPS at all levels.

The bulk of Judith's time is spent in providing telephone and email advice and support to individual AP Carer members. The Operational Plan for 2006/2007 also included actions to improve the support services offered to AP carer members and support their involvement in NAAPS. They included:

- A second highly successful conference/holiday for AP Carer members, their families and the people placed with them.
- The publication of NAAPS agreed guidance where an allegation of abuse is made against an AP Carer. The Guidance will be circulated to key national stakeholders such as the Association of Directors of Social Services with the aim of obtaining their endorsement and support.
- The development of a nationally agreed approach to AP Carer payments. Outline Guidance has been agreed with the working group and will be published on the NAAPS website for wider consultation at the end of August 2007.
- The appointment, induction and support of 'Carer Contacts' in each country and branch area. The Carer Contacts act as links for new AP Carer members and can provide a listening ear and simple advice.

Services to AP Schemes

John Dickinson is employed by NAAPS to provide support to AP Scheme workers and managers. He provides telephone and email support and advice to individual Scheme members and also works with the training manager to run seminars for groups of Scheme workers. In addition, in 2005/2006 he:

- Co-ordinated the development and publication of a set of Frequently Asked Questions on the NAAPS website (November 2006)
- Updated the tool kit for local authorities wishing to set up an AP Scheme.
- Provided individual consultancy support to Schemes and local authorities wishing to establish or develop an AP Scheme.
- Published NAAPS Model Policies and Procedures tailored for Schemes in Wales and Scotland

- Published a NAAPS protocol for mixed child-adult placements. Discussions have begun with Fostering Network about the possibility of joint publication. The document is to be circulated to key external stakeholders with the aim of obtaining their endorsement or support.
- Published NAAPS Guidance on Direct Payments in Adult Placement.

Training and Development Services

Robert Stead is employed by NAAPS to manage its training service. A major focus of his work is the planning and delivery of a training programme for AP Scheme members. In addition in 2006/7 he:

- Delivered in house training to a number of Schemes/ small groups of Schemes.
- Developed and delivered a medication training module for Schemes to deliver to AP Carers.
- Worked with Angela Catley to publish an amended Learning the Ropes manual compliant with the new Common Induction Standards (September 2006).
- Successfully promoted the Learning the Ropes approach in Wales and Scotland.
- Agreed with CSCI and Skills for Care and published a position statement on qualifications and learning for AP Managers, Workers and Carers
- Completed the preliminary work necessary to establish NAAPS as an assessment centre and gain external accreditation of Learning the Ropes through Open College Network.

Effective and Appropriate Regulation of Adult Placement in the Four UK Countries

This is an area of work that takes up a great deal of the time of staff, trustees and members. Devolution has made this whole area increasingly complex. Some legislation continues to apply to all four countries but increasingly legislative powers are being devolved, leading to the development of different legislative approaches in each country. This is most clearly seen in the regulation of adult placement which is different in each of the four UK countries. There is a real danger that devolution will fragment adult placement in the UK. Our Four Countries Standing Committee is therefore vital in ensuring that the development of adult placement across the UK is informed by core principles accepted by the whole NAAPS membership.

Legislation affecting the four countries

- Learning and Qualifications:
 - The Learning the Ropes approach to evidencing the skills and knowledge of AP Carers has been accepted in England, Wales and Scotland. Acceptance has been delayed in Northern Ireland because of the delay in the introduction of their new regulatory approach to adult placement
 - The qualification requirement for AP Managers, Workers and Carers has been agreed with CSCI and Skills for Care in England. This position will form the basis of discussions with regulators in Wales.
 - NAAPS has a place on a number of key Skills for Care committees – the New Types of Worker group, the Workforce Development Strategy Group and the Sector Qualification Strategy Group. NAAPS has also contributed to the

development of the new Leadership and Management Qualification and a skills set for commissioners.

- Supporting People: NAAPS has contributed to the review of the Supporting People strategy in England.
- Benefits and charging in adult placement: A working group to review the 2005 Guidance was established in October 2006. Issues that need policy clarification/change have been identified and work begun with the Department of health to address those issues.
- Registration of AP Carers, Workers and Managers with GSCC: NAAPS contributed to the GSCC consultation about the next groups to be registered and has a place on the external stakeholder group. Registration of AP Carers, Workers and Managers is not yet an issue in Wales, Scotland, and Northern Ireland.
- Review of HMRC approach to taxing AP Carers' payments: A meeting held in March clarified that AP Carers who received payments higher than the fixed expenses limit would only be taxed on the difference between the expenses limit and their payment. Discussions with HMRC on its treatment of day care payments and on Capital Gains Tax liability have continued in 2007/8.

Regulation in England

John Dickinson continues to work closely with CSCI to ensure that the inspection methodology is appropriate to adult placement. He has co-coordinated the NAAPS response to a series of CSCI consultations (eg: on KLORA, AQUAA and the proposed star rating system).

John provides extensive support to AP Schemes to meet regulatory standards using a range of methods including:

- Email and telephone support and advice
- Published Guidance and FAQs
- Consultancy support
- Seminars run jointly with CSCI

In 2006/7 John also co-coordinated the NAAPS response to a Department of Health review of the National Minimum Standards and Regulations for Adult Placement in England (part of a wide ranging review of the standards and regulations for all regulated care provision).

Regulation in Northern Ireland

John Dickinson continues to work with the ARC-hosted Special Interest Group on the regulation of adult placement in Northern Ireland. The Northern Ireland Assembly has agreed that Schemes will be registered rather than individual AP Carers. National Minimum Standards for AP Schemes were finally published in April 2007.

Regulation in Scotland

Anne Fernie has been an active member of the Scottish Executive working group to develop inspection methodology for AP Schemes in Scotland. She has also liaised with the Scottish Executive and the Community Fire Safety group to adopt the Adult Placement Fire Safety code of Practice in Scotland.

The regulation of AP Schemes in Scotland was introduced in April 2006 with a 12 month implementation timetable. The new regulatory approach has therefore had limited impact in 2006/7.

Regulation in Wales

Tim Southern and Geoff Bliss lead on discussions on the regulation of adult placement in Wales with the Welsh Assembly Government (WAG) and the Care Standards Inspectorate in Wales (CSIW). A major focus of their work in 2006/7 has been the co-ordination of the NAAPS Cymru response to a Welsh Assembly Government 'pre-consultation' on a review of the regulations and standards for AP Schemes in Wales. Linked to this Tim has continued discussions with the Care Standards Inspectorate and the Care Council for Wales to gain agreement of the NAAPS position on AP Carer' qualifications. He has also successfully gained the Welsh Assembly Government endorsement of the Adult Placement Fire Safety Code of Practice.

Development Opportunities

The NAAPS Operational Plan identified five main development opportunities for NAAPS in 2005/2006:

The establishment of NAAPS Offices in Wales and Scotland

NAAPS worked with its fund raiser on a bid to the Big Lottery in Wales for a grant to employ a Wales Development Manager. The bid successfully passed through to the second stage but was eventually rejected, principally because of a weakness in the evidence from primary recipients (people who use services and their families) of the need for the project. The bid will be reshaped and resubmitted to other funding bodies in 2007/8. Preliminary work began on the development of a bid for a Scotland Development Worker to be submitted in 2007/8.

Europe

The Chief Executive was invited to speak at a conference for representatives from the Balkan Governments in June 2006. There was keen interest in adult placement and other types of micro provision as an alternative to long stay institutions. This is likely to lead to further consultancy work in the future.

John Dickinson led for NAAPS on work to develop a European network of adult placement service providers, hosting in November a visit from Schemes in Flanders.

HomeShare

NAAPS successfully obtained two-year project funding to pilot Homeshare programmes in West Sussex and Oxfordshire. Programme co-coordinators have been appointed and

work plans agreed and implemented. Learning from the programmes has informed the development of the web based Practice Guide with two new 'spokes' (on legislation and funding) published in December 2006.

Small Scale Services

NAAPS was successful in its tender for a two year Department of Health project to identify and test effective ways to support existing and stimulate the development of new small scale services ('micro services'). The project began on 1 February 2007 with a three-month evaluative study.

Extension of the LTR 'Approach' to some parts of the new and emerging social care workforce

The Learning the Ropes 'approach' was considered by the Skills for Care Occupational Standards and Qualifications subcommittee in January 2006. They did not endorse it but did invite the Chief Executive to sit on a number of key Skills for Care working groups. The Chief Executive has been able to use her position to influence thinking on learning and qualifications for the new and emerging social care workforce. Slowly over the last twelve months there has come recognition that NVQ is not the most appropriate way to evidence skills and knowledge for many parts of the social care sector. Work to influence thinking and promote the Learning the Ropes approach will continue into 2007/8.

SECTION FOUR: FINANCIAL REVIEW

Policy on Reserves

The Trustees are of the opinion that, at 31 March each year, unrestricted funds excluding designated funds held by the charity should broadly represent a minimum of three months of the ordinary ongoing expenditure.

Principle Funding Sources

Principle funding sources in 2006/2007 were:

- Income from membership and insurance
- Sales of publications, training and consultancy services
- Income from conferences and events
- Grants from the Department of Health

How has expenditure in 2006/2007 supported the key objectives of the charity?

During the year the charity has continued to work to represent the interests of all those involved with Adult Placement in the UK and to promote and develop adult placement as a UK resource offering an alternative and highly flexible form of accommodation and/or support within family settings in the local community to people who need support to live in and take part in that community. NAAPS has also had the opportunity to be involved in:

- The development of Homeshare which is a complementary model to adult placement and underpinned by the same philosophy. The challenges faced by Homeshare are similar to those faced by adult placement and NAAPS has been able to use the skills

and experience developed through its work with adult placement to the benefit of Homeshare. NAAPS work with Homeshare has also had a beneficial impact upon adult placement, increasing the charity's profile with government departments and broadening its network of contacts. A number of national voluntary sector organisations (for example Home Farm Trust, Help the Aged) have, as a consequence, become interested in the adult placement model.

- A project to identify and test an effective model of support to very small services delivered by individuals and families in local communities. These services share many of the characteristics of adult placement and have the same underpinning values. The model to be tested is an adaptation of the adult placement model and lessons learned will be of benefit to adult placement as well as to the providers of other kinds of very small tailored local services. NAAPS involvement with this project has broadened our range of government contacts and increased our profile both within and outside government. Importantly the project has positioned us as a key partner in the implementation of the government's strategy for adult social care to the benefit of adult placement.

The bulk of NAAPS expenditure is on its staff although a significant proportion is spent on conferences and events and expenses for board, branch and working group meetings. A core grant from the Department of Health allowed NAAPS to employ a Chief Executive. Project grants support the costs of employing the Carer Development Worker and the Project Manager as well as directly covering the cost of employing the Pilot Programme Co-ordinators. .

A detailed review of the charity's activities and achievements during 2006/2007 can be found in Section Three of this report. As the leading charity working in the field of Adult Placement in the UK, one of the key activities of the last year has been the provision of information, advice and training to members in interpreting and meeting the regulatory and other legal requirements for adult placement in each of the four countries of the UK and more broadly to improve standards of practice. The charity has been closely involved in discussions with the governments of the four countries about the development and implementation of regulatory requirements and about other legislation that impact upon adult placement. The Carer Development Worker has undertaken a number of new initiatives designed to improve services to AP carer members and to enable them to become involved in the work of NAAPS at all levels. The Training Manager has delivered a highly successful training programme for AP Scheme members that has helped to improve standards of practice in AP Schemes across the UK. The Chief Executive, staff, trustees and members have been involved with some success in activities to promote the adult placement model to central and local government, within the voluntary and community sector and to the general public. Trustees, with support from the Chief Executive, have devoted significant time to improving the governance of NAAPS.

PLANS FOR THE FUTURE

Regulation has been a major preoccupation for NAAPS and its members for many years but finally a new and appropriate regulatory approach is in place in England, Wales and Scotland and will soon be in place in Northern Ireland. It is too soon to judge the impact of regulation in Scotland but early indications are positive while the Northern Ireland Assembly is demonstrating a commitment to involving adult placement practitioners in the development of their regulatory approach which augurs well for the future.

Early problems associated with the implementation of the new regulatory approach to adult placement in England and Wales have largely been overcome but some challenges and difficulties remain. In Wales, the review of the national minimum standards and regulations is providing an opportunity to address NAAPS Cymru members' concerns about aspects of their regulatory approach. England is, however, facing more change with the merger of the social care and health inspectorates in 2008 and the details of how this will work in practice are only just emerging. Thus, despite the more favourable regulatory regimes, NAAPS recognises that it needs to remain actively involved in work with governments and inspectorates in all four countries to ensure that the regulatory approach drives up standards but does not distort or stifle the growth of adult placement.

As NAAPS members know, the social care world is never static. The next few years though are likely to see the way in which social care is purchased and delivered change out of all recognition. This is most obvious at the moment in England with a government strategy to put people and their families in control of their own support and services through a greater use of Direct Payments and Individual Budgets. This strategy mirrors that now adopted by most Western European countries – and that European trend suggests that the movement towards self directed support is also likely to influence social care in the other three UK countries sooner rather than later.

Giving people control of the money used to buy support and services is potentially extremely positive for adult placement. AP Carers provide the very small scale, individually tailored, community based service that people are likely to want to buy. Most people using adult placement services greatly value the service that they receive and the opportunity to talk directly to people wanting a service without going through the care manager could lead to real growth in the use of adult placement. Talking directly to people wanting a service will need a new approach and a rethink about the language that we use to describe what we do. Members have begun to recognise that some of our language is a real barrier to understanding the flexibility and individuality of our service. NAAPS will be working with members and people that use adult placement services to review the language that we use to describe our service in order to give guidance for Schemes and AP Carers.

The greater use of Direct Payments and the introduction of Individual Budgets will bring challenges and opportunities to everyone involved in providing social care. NAAPS and its members are fortunate, through our partnership with In Control and our involvement in the Individual Budgets pilots, to be in the vanguard of the movement towards self directed support. NAAPS will work with Scheme and Carer members in England to prepare for the imminent introduction of individual budgets and will develop a range of guidance based upon the experience and lessons learnt by members in Individual Budget pilot areas. This pioneering work in England will be of long term benefit to colleagues in Scotland, Wales and Northern Ireland as social care transforms.

NAAPS is facing its own challenges. Many of the very small community based services outside adult placement are looking to NAAPS for representation and support – a service that at present it cannot provide. Alongside this the charity struggles to increase the level of unrestricted funding and remains heavily dependent upon time limited funding - making planning difficult and posing the very real threat that staff who provide a valued service to the membership may have to leave because their funding has ended.

The debate held with members in 2006/7 concluded that NAAPS needs to broaden its membership base in order to remain financially sustainable. Members attending an open meeting on 1 March recognised that many of the tiny individualised local services looking

for representation from NAAPS shared the principles and values of adult placement and recommended therefore that NAAPS should extend its membership to those groups. This recommendation was accepted by the Board at its meeting in April with a major focus of work in 2007/8 being on ensuring that our organisational and membership structure allows us to extend our membership base in this way while keeping adult placement at the heart of the organisation. The operational plan for 2007/8 sets out the way in which this will be done but also the way in which we will continue to take the aims of the charity forward, address weaknesses and threats and take advantage of identified opportunities.

This operational plan for 2007/8 identifies 6 key objectives:

- The development of a 5-year plan and funding strategy in line with the recommendations from our membership and designed to ensure NAAPS long term influence and financial stability.
- A review of our organisational structure in the light of the 5-year plan in order to ensure effective functioning and good communication.
- Guidance on communicating adult placement effectively to people requiring support and services and their families.
- Provision of a high quality service to our members that will enable them to respond effectively to the changes ahead
- Effective and appropriate legislation and regulation of adult placement in all four countries
- Continued work to ensure that NAAPS takes advantage of development opportunities which further our objects and aims

Our objectives for 2007/2008 are designed to ensure that NAAPS and its members are able to respond positively to the changes and challenges ahead. Achieving these objectives will stretch the capacity of the small NAAPS staff team and NAAPS members and to be successful we will need to work closely and co-operatively. Fortunately we have a long tradition of close and co-operative working to build upon and so can look forward with confidence to an exciting future - for adult placement and for NAAPS.