

## REPORT OF THE SOCIAL CARE COUNCIL MAY 2018

### Proposed Deliverance

#### The General Assembly:

1. Receive the Report.
2. Note the progress made on recommendations from the Business Strategy Group in a number of areas, including the work done to widely review the Central Services function both as it relates to the National Church Office, and as it relates to being fit to meet the key challenges recognised to be part of future sustainability for CrossReach specifically.
3. Endorse the work being done by CrossReach, The Council of Assembly and The Pension Trustees to support discussion around the historical pension deficit position and encourage continued exploration of all avenues for mitigation.
4. Acknowledge the efforts being made by the Employee Representative Group and Corporate Management Team to address issues of low pay, living wage and salary pressure points, which remain difficult to fully resolve due to the complexities of the internal and external funding environment.
5. Acknowledge and record appreciation for the significant contribution which volunteers and supporters make to the work of CrossReach through sharing their time, talents and resources and recognise the added value which is provided by means of that support to the people who use CrossReach services.
6. Endorse the initiatives set up through the Social Care Mission Officer and welcome continued support for local church initiatives through the Social Care Forum and Learning Networks.
7. Welcome the initiative taken by the Presbytery of Lewis as a model of Regional support for CrossReach, and encourage all Presbyteries to adopt this approach over the next year.
8. Celebrate the contribution made to society by young people across Scotland and, in the Year of Young People, commit as a Church to doing all we can now and in the future to raise awareness of and counteract the stigma which prevents young people in disadvantaged circumstances reaching their full potential.
9. Recognise that 2019 provides an opportunity for the whole Church to acknowledge and celebrate its rich heritage of social caring over the past 150 years and encourage the Church at national, regional and local level to join with the Social Care Council in raising awareness of the work that is done, both formally and informally, to care for communities, through the work of the Church, throughout Scotland and beyond.
10. Acknowledge and celebrate the sections on performance, and pay tribute to the dedication and commitment of all staff at every level of the organisation who have made this possible.

## Report

### 1. REMIT

**1.1** The remit of the Social Care Council (operating as CrossReach) from the General Assembly is as follows:

- as part of the Church's mission, to offer services in Christ's name to people in need;
- to provide specialist resources to further the caring work of the Church;
- to identify existing and emerging areas of need, to guide the Church in pioneering new approaches to relevant problems and to make responses on issues arising within the area of the Council's concern through appropriate channels such as the Church's Church and Society Council, the Scottish Government and the like;
- to conduct an annual review of progress made in discharging the remit and provide an annual written report to the General Assembly;
- to oversee an appropriate corporate management and support service to deliver the above and be responsible for funding all salaries and related costs;
- to set and review terms and conditions of staff and establish appropriate internal governance systems.

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### 2. PART 1- INTRODUCTION: A TIME OF REFLECTION AND ACTION

**2.1** Throughout 2017, the Social Care sector has been a topical feature of news and current affairs programmes both in Scotland and throughout the UK.

**2.1.1** On one hand, the need for high quality care seems to be ever more pressing, developing in line with the needs of a growing population of older people who rightly aspire to live as independently and fully as possible, and are able to do so when the right support is in place. On the other hand, the ability to continue to fund this has become one of the major challenges of current times with many providers simply unable to continue to survive. This in turn affects not just services to older people, but many others including those experiencing a mental health problem, those who are homeless or at risk of becoming so, and those with a disability who also need the care and support of others so that they might thrive.

**2.1.2** Within the 2016 Coalition of Care and Support Providers in Scotland Business Resilience Survey, 60% of respondents answered yes to the question 'have you abstained from or withdrawn from a procurement process in the past year?', and nearly 20% of respondents noted that they had withdrawn from current contracts because they were no longer financially viable. Most notably, Bield's decision to close all 12 of its own care homes at the end of 2017 led to evidence being taken by the Scottish Parliament Health & Sport Committee on Care Home sustainability in December 2017 to look at the wider ramifications for the sector, and led to a call to assess the real cost of care.

**2.1.3** In 2017 the Scottish Council for Voluntary Organisations report on The Future of Social Care in Scotland stated that responsive, high-quality social care is a crucial tool in conquering societal ills such as loneliness, isolation and the disability employment gap. A positive step would be to think of social care in terms of rights and entitlements, with the overriding purpose of enabling people to live fulfilling, independent lives, rather than merely 'looking after people'.

**2.1.4** It is within this context that the Social Care Council reports on the work of CrossReach over the past year. It will provide an update on the progress made towards ensuring that the Church, through CrossReach, remains able to continue to fulfil an important and longstanding aspect of its mission by providing services to those who turn to it for support, particularly compelling at a time when the public sector is severely stretched. It will also give an opportunity to acknowledge the achievements of the remarkable individuals whose lives have become transformed by their own experience of the Church's care for them and of the committed staff whose dedication makes that possible.

### 2.2 Immediate Actions from Business Strategy Group recommendations

**2.2.1** In 2017 the General Assembly was asked to note the strategic direction of travel for CrossReach, and the past year has been one of both action and further reflection to determine a clear way forward.

**2.2.2** It was with regret that the Social Care Council reported last year that the Business Strategy Group had taken the decision to divest of three services to older people, and a fourth was at that time under consideration and has followed. Significant effort however has since been directed

at reaching as good an outcome as possible for all of those affected and to ensuring as smooth a transition as possible. Throughout the process all steps were taken to ensure residents had been found suitable alternative support with other organisations. In most instances the staff teams were also offered an opportunity for employment with those organisations which has had a twofold benefit of ensuring continuity of care and reducing redundancies. CrossReach is indebted to the support of the Health and Social Care Partnerships and other Care Providers which has made this possible.

**2.2.3** The change in the recruitment policy, brought to Assembly last year, was effected in July 2017 and has been implemented successfully, helping to overcome the challenge for proportionality in applying a Genuine Occupational Requirement and opening up a wider opportunity for those wishing to pursue a career in care with CrossReach.

**2.2.4** Information Technology was highlighted by the Business Strategy Group as an important aspect of future sustainability and, in June, the Social Care Council approved an Information Technology strategy. The purpose of that strategy is twofold. It will support business processing, automating some of the processes and functions and driving efficiencies, but will also allow for new innovation in taking services through digital means to the front line and changing the way in which some people receive information and support as appropriate to their needs. One of the areas currently under development is the use of phablets which will give service users an opportunity to engage with support in a different way. A new website is also being developed, which amongst other benefits will automate much of the recruitment process.

**2.2.5** Although the Business Strategy Group endorsed the strategies of each of the Operational Areas (Children and Family Services, Adult Care and Services to Older People) it left the review of the Central Support Services function to be considered during the course of 2017 so that it could be aligned to the future direction of the operational areas and able to support the key business challenges.

### **3. ACCOMMODATION AND SHARED SERVICE REVIEW**

**3.1** In May 2017 the General Assembly made a decision to review the accommodation of the National Church Offices

with a view to making appropriate provision for the future. Following that decision the Social Care Council was asked to consider whether it would be beneficial for the National Church and CrossReach Central Offices to co-locate in order to capitalise on the potential benefits a new space might bring in terms of efficiency and shared working solutions. It therefore felt important to give that careful consideration before making any further recommendations about CrossReach's own central service functions.

**3.2** The ensuing review was open, thorough and considered a number of factors. It was acknowledged that good practice already exists in some areas, including access to legal advice through the Church of Scotland Law Department and Safeguarding where a service level agreement exists between CrossReach and the National Offices. The latter avoids the need for CrossReach to maintain its own safeguarding service and allows for consistent application of safeguarding advice across the Church.

**3.3** During the course of the review however it became clear that, whilst there was a desire to assimilate some functions, there were also a number of barriers to implementing a formal shared service across the administrative offices of CrossReach and the National Church.

**3.4** The Social Care Council and Council of Assembly reluctantly concluded that due to these factors the option of a formal sharing of accommodation or administrative function was untenable. They remain committed however to the spirit of collaborative working so that good practice and a further understanding of shared areas of interest could be explored. Further work will take place to identify areas where there might be a case for future service level agreements or other such arrangements across the National Church Offices and CrossReach Central Office Functions.

### **4. CROSSREACH CENTRAL SERVICES**

**4.1** That review having concluded, the Social Care Council turned its attention to CrossReach's own Central Support Services and brought together a small group of senior officers together with a group of Council Members with specific private and public sector skills to work to the following remit:

**4.2** *This group should consider the nature of a 'fit for purpose' support service function to help deliver a sustainable organisation for the future. It should provide an analysis of the real cost of providing this service, and outline any potential seen to mitigate the future fluctuations in income from operational services. Consideration should be given to the cost of serving the governance needs of the wider Church, accommodation requirements, different options for funding, and any potential for shared processes or functions with the national church offices which might yield efficiencies but would not necessitate a full shared service solution. Thought should also be given to whether different use of the trading company might form part of any future solution.*

**4.3 The areas within scope for consideration were:**

- Human Resources and Organisational Development/ People Development
- Finance and Estates
- Information Technology
- Business Development and Supporter Development
- Operational Directors and Heads of Service

**4.3.1** During the course of this review a number of key challenges for success were identified and it was agreed that any recommendations made around the support functions should be aligned with these priorities. The key challenges identified were:

- Recruitment and Retention- vital at a time when the sector is experiencing this as a significant challenge.
- Asset Management- ensuring the buildings remain of appropriate quality to support service provision.
- Digital Technology- technological solutions for process/ reporting tasks, meetings and direct support will be increasingly important.
- Income- maintaining, increasing and diversifying income is crucial as traditional funding streams are squeezed
- Operational Strategies-maintaining, developing and growing services so that people who are in need of support continue to be able to get that from the Church. Need to ensure quality remains at heart.

**4.3.2** The pension deficit and living wage discussions, whilst key challenges for CrossReach, were not identified as

areas which could be immediately impacted by this review and are set aside for comment later in this report.

**4.3.3** The focus on fit for future purpose was a helpful one and allowed for good exploration of the tensions of managing a complex and diverse social care organisation. As one of the biggest voluntary social care organisations in Scotland, simply servicing the geographical spread and ensuring the services do not feel isolated but well supported and connected can be a challenge in itself. The diverse nature of the service provision, covering a number of specialisms and offering support from pre-birth to end of life adds another layer of complexity as each type of service carries significant regulatory and legislative requirements. Staff members also have different training needs depending on the type of service offered.

**4.3.4** The review was conducted over a number of weeks and twenty two recommendations around structure, function, funding, and reporting cycles were made. These were then subject to wider discussion with the Corporate and Senior Management teams to ensure they would meet the business priorities and further refined before being agreed by the Social Care Council at their February meeting. The review highlighted several areas for further exploration in a move towards greater efficiency and these will be progressed over the next year.

**4.4 Business Development**

**4.4.1** One of the areas which came under scrutiny during the review was the Business Development Department. The strength of this department in supporting the operational teams through commissioning processes was highlighted as an area of good practice as was the work done by the Supporter Relations Team in diversifying income streams.

**4.4.2** The Senior Management Team identified a number of areas which they believed would further support them to be able to deliver services which were both well evidenced and able to meet the needs identified in communities across Scotland. The importance of clear communication and an ability to reach out to people through a number of different mediums was identified as an area of development, along with support to understand new models of enterprise which would help determine future delivery models.

**4.4.3** As a result the team are taking time to work through the comments made and assess how they can best use the

resources at their disposal to align themselves with the operational areas and help them to meet their strategic goals.

**4.4.4** Although it has been an intense period of review over the past 18 months it is believed that the actions being taken will continue to support the sustainability of CrossReach into the future. However there do remain a number of risks:

## **4.5 Pensions**

**4.5.1** The Social Care Council reported to the Assembly last year on the challenge to sustainability posed by the need to meet the past pension deficit repair payments, in respect of the Church of Scotland Pension Scheme, annually amounting to £1.025 million. They highlighted the need for an urgent strategy to address the matter and wish to record their appreciation to the Council of Assembly and the Pension Trustees for their support in engaging in ongoing discussion. A smaller number of staff are covered by the Local Authority pension scheme and an additional levy is applied to cover historical pension deficits applying to that scheme also.

## **4.6 Living Wage and Salary Pressures**

**4.6.1** The future commitments of both the Scottish Government and UK Government towards paying a living wage were outlined in the Social Care Council report in 2017. At that time the Council asked the General Assembly to note with sadness the inability to pay Scottish Living Wage to all staff, principally due to the lack of Government funding to support full implementation which would include the cost of maintaining differentials. It was noted too that these differentials had already been eroded.

**4.6.2** The situation remains the same at the start of 2018. The Scottish Government have continued to make available the funding to ensure that all front line care and support staff in services for adults and older people is available to pay Scottish Living Wage, and the Social Care Council has extended this to frontline staff in the Children and Family Services where funding has only partly been made available by some Health and Social Care Partnerships. Confirmation of the arrangements of how any additional funding will be available to support the next phase of Scottish Living Wage increments in line with the Scottish Government's strategy is currently awaited.

**4.6.3** Representations around funding for the Scottish Living Wage are supported in collaboration with partner organisations within the Coalition of Care and Support

Providers in Scotland. One of the areas currently under discussion is funding for a sleepover rate which would see Scottish Living Wage provided for every hour of sleepover. If not appropriately funded this will present a further challenge for CrossReach, as for other providers, both in terms of the immediate impact on budget and the knock-on effects for other roles. The National Care Home Contract, which directs the funding in our residential services to older people, is also currently under review with work taking place to ensure that all costs are appropriately captured, and that the provision for Living Wage to frontline staff continues to be reflected in that contract.

**4.6.4** A number of actions have also been taken to address current salary pressure points, and discussions remain in progress with the Staff Representative Group around a cost of living rise for staff not recognised. The Social Care Council recognises that retaining a high quality staff group is central to its mission, recognising that the work they do is of high value. It very much regrets that funding is not available to make a universal pay award to all of its staff this year, but asks the Assembly to recognise the efforts which are being made to address staff remuneration, which will see all staff being recognised.

**4.6.5** Despite the uncertainties of funding and competing pressures, the Social Care Council remains committed to addressing low pay and is making every effort to direct its limited resources to this end, recognising that failure to address the issue long term will impact heavily on sustainability. It wishes to record appreciation for the ongoing support of the Council of Assembly which continue to make some funds available through the Mission and Renewal allocation to support this and to the dedication of the staff who continue to deliver high quality services.

## **4.7 Supporter Relations**

**4.7.1** The support of the Church is much valued by the Social Care Council as is the support shown by other different groups and individuals who partner the work of CrossReach in many different ways.

**4.7.2** In the deliverances to General Assembly last May, reference was made to the Council having invested in a Supporter Development Section with a remit to maximise income generation and achieve set targets over the period of a three year strategy. 2017 marked the first full year of implementation of this strategy and it is pleasing to report a

good measure of success. In the twelve months to end December 2017, voluntary income increased four-fold. CrossReach wishes to record its gratitude to the individuals, churches, Guilds, trusts and companies which have made this result possible.

**4.7.3** The Social Care Council also asked members of the Church of Scotland to regard CrossReach as their 'go-to' charity for supporting those facing challenging circumstances all across Scotland. In 2017, CrossReach welcomed gifts from 30 predominantly Church of Scotland churches, taking the total number of financially-supporting congregations to 99. There are dedicated CrossReach Congregational Supporters in many more.

**4.7.4** The support for CrossReach's participation in the Forth Bridge Abseil, notably from 'The Three Formers' was in itself remarkable, and once more the Council would want to record its thanks for the £30,000 of donations, and the great spirit in which it was undertaken.

## **4.8 Grey Cakes**

**4.8.1** CrossReach's Grey Cake initiative, launched at the General Assembly last year, got off to a flying start with the Princess Royal helping to launch the campaign to raise awareness of mental health issues and funds for CrossReach's services which support positive mental health.

**4.8.2** Church of Scotland congregations enthusiastically took up the campaign and during the rest of the year reports of successful Grey Cake bakes and pledges to hold a sale were received from up and down the country - Ardrossan, Lenzie, Cramond, Carnoustie, Tranent and Ullapool, to name but a few.

**4.8.3** Many CrossReach services and support offices organised Grey Cake Bakes and involved staff, service users and Friends' Groups. One Mum, who was involved in a Grey cake bake and decoration session at the Daisy Chain service in Govanhill remarked that *"it was a great experience. I think we have to do that every week."*

**4.8.4** Breaking down the stigma of a mental health challenge is still very much a live issue and it is hoped that this provides a way to encourage people to share their own experiences and talk about this complex issue whilst joining in a Grey Cake bake <http://www.crossreach.org.uk/crossreach-grey-cakes>.

## **4.9 Volunteering**

**4.9.1** Supporters come in many different forms and the Council is indebted not just to those who give financially to CrossReach but also to those who give so generously of their time and talents. Much work has been done over the past year by our volunteer co-ordinator in collaboration with colleagues from the Human Resources department to develop a comprehensive volunteer strategy which will help ensure the right policies, procedures and safeguards are in place to attract and support volunteers.

**4.9.2** To date a number of distinct categories of volunteers have been identified, covering those who deliver services on the front line, to volunteer speakers who play an ambassadorial role for CrossReach. The comprehensive strategy covers areas like training, expenses, safer recruitment and supervision, and a specific volunteer toolkit has been developed for managers. Each service in CrossReach has also developed volunteer role descriptions to help people match their own skills and experience with the needs of any particular service and client group. There is a clear pathway to recruiting volunteers and a way of ensuring consistency in treatment as well as supporting them to make the most of the opportunities offered within CrossReach and beyond.

**4.9.3** Volunteering also provides an opportunity for some of the people who have used CrossReach services in the past to gain new skills and confidence, help others who may be in similar situations to the one they themselves have been in, and potentially provide a route into work. The feedback from volunteers about their experience is positive:-

*"..I enjoy my voluntary role at Daisy Chain. The project is about children and parents... I think volunteering is fun. I like playing with the children and talking to the parents."* Pauline

*"It's local to me and I can make a difference by being here. Polmont Bus volunteers need to be friendly, non-judgemental and welcoming towards visitors,"* Jim

*"I cannot think of a more worthwhile activity than giving your time to help others. Volunteering has helped my belief that all service users are unique individuals who deserve time spent with them, by listening without judgement or ridicule."* Jess

**4.9.4** The immense value volunteers add to CrossReach is recognised in a number of ways, one of which is through the annual staff service of celebration where there is an award

presented to the Volunteer of the Year, recognised for their own unique contribution to CrossReach and their support for those who use the services.

**4.9.5** In 2017 this was awarded to Anne Adams, a volunteer at Whiteinch Move on Service in Glasgow supporting people in recovery to maintain their own tenancy in a supported living environment.

#### **4.10 Presbytery Pledge**

**4.10.1** CrossReach is always appreciative of the support which it receives from local churches across the country, recognising that the work which it carries out in Christ's name can only be done through powerful partnerships sharing a collective mission to make a positive difference to the lives of those which for many reasons can be particularly challenging.

**4.10.2** The Social Care Council was particularly encouraged therefore to be approached by the Presbytery of Lewis to ask what more they could do to co-ordinate the activities of their local congregations to support the work of CrossReach. They have, as a result, initiated a presbytery pledge through which they have invited all of the Church of Scotland congregations on Lewis to support, prayerfully and through fundraising, the work done by CrossReach nationally, including the services provided by the Lewis Street and Dochas projects on the Isle of Lewis.

**4.10.3** This is a particularly welcome initiative and the Social Care Council would wish to record sincere thanks for the warm endorsement given by the Presbytery of Lewis. The Council further extends an invite to other Presbyteries to consider engaging with the work of CrossReach in a similar way and is grateful for the recent support from the Presbytery of Angus in this regard [http://www.crossreach.org.uk/sites/default/files/presbytery\\_pledge.pdf](http://www.crossreach.org.uk/sites/default/files/presbytery_pledge.pdf).

#### **4.11 Social Care Mission**

**4.11.1** Whilst the support of the local, regional and national church in a variety of different ways is appreciated, it is very much a privilege to be able to offer some support in return. As advised to General Assembly last year, the Social Care Council committed to resource its Social Care Mission initiative until May 2019 and has, over the past year, continued to work alongside local congregations to link them with the practical support and resources necessary to fulfil their own Social Care aspirations.

**4.11.2** At Maryhill Parish Church, the Social Care Mission Officer has been one of a team supporting the development of a Community Café with an aim to support people who felt isolated within the community, including those with dementia. Part of the outreach includes a Memories Group where people can reminisce about things important to their own lives. The group now sees 14 regular attendees and has secure funding in place through the Church of Scotland's Go For It Fund. The church continues to stay connected with CrossReach through the Social Care Mission Forum and Dementia Network Events.

**4.11.3** In Falkirk Trinity, a call to reach out to young families was identified and the congregation, helped by the Social Care Mission Officer, introduced a Play Therapy service, which is very much in its infancy, but providing good support to those accessing it. This is part of a longer term vision to offer a family life centre, which will include a toddler group and other types of support for families in a variety of settings and circumstances.

**4.11.4** During the course of 2017, two further church congregations were given support to design and run community consultation events and are assessing the findings in order to plan their own next steps.

**4.11.5** Whilst the Social Care Council cannot resource every church in this way it is pleased to report that many more churches have accessed support through the Social Care Forum, an online resource where churches can meet together, access an expert practitioner and share learning. There are now 122 individual members of the Forum who can stay connected through:

Message Boards  
Monthly blogs  
Regular updates to resources and articles of interest.

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**4.11.6** The Business Development Department will be continuing to develop the Social Care Forum <http://www.socialcareforum.scot/> over the next year to strengthen the content and support new congregations who may be interested in joining.

**4.11.7** As a result of the questions being asked through the Forum, two learning networks were set up, which give congregations the opportunity to meet face to face with CrossReach staff and other parties interested in developing areas of expertise. The Dementia Network has now run 4 times in Broughty Ferry, Glasgow, Motherwell and Aberdeen and combines presentations from the CrossReach Dementia Development officers, as well as from a local church already investing in this area. A time of fellowship then allows for questions, answers and mutual support to be given in a less formal environment.

**4.11.8** A Children & Families Network was also set up in October 2017. The first Network meeting was held in October in Glasgow and welcomed 5 different churches interested in developing their own ideas. They also enjoyed a session on Getting It Right For Every Child from a specialist CrossReach Children and Family Team member, and a presentation from a church-led project currently engaged in working with families in their own community.

**4.11.9** One of the roles of the Social Care Mission Officer has been to foster good relationships with other denominations involved in similar work. Scottish Churches Housing Action is one such organisation where there is good evidence of the power of working ecumenically to support those homeless or at risk of homelessness. The Daisy Chain Service in Govanhill offers support to the Roma Group hosted in the local Pentecostal Church, and in Polmont, CrossReach staff at the Visitors Centre have been well supported by the Stirling Interfaith Group, as female prisoners transferred from Cornton Vale to HMP/YOI Polmont.

**4.11.10** The work of the Social Care Council to support the wider Church through a social care mission resource has been well received, and the Social Care Council will continue to build on this work over the next year to allow the clear strengths of each of the initiatives outlined to be developed further.

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## **5. SCOTTISH CHILD ABUSE INQUIRY**

**5.1** As well as conducting a number of internal reviews, CrossReach has also been involved in a significant external review, that of children affected by historical abuse whilst in care. In June of 2017, the Church of Scotland, along with other faith based and non-faith based providers of care to children in a residential setting, were called to give evidence at the

Scottish Child Abuse Inquiry which is chaired by Lady Anne Smith.

**5.2** As well as submitting written evidence as requested by the Inquiry team, The Chief Executive of CrossReach was called to present that evidence on behalf of the Church. Legal representation was provided by QC Laura Dunlop and the Law Department, and administrative support for the highly detailed written submission was coordinated by the CrossReach Quality Compliance and Improvement Officer.

**5.3** At the Inquiry, Lady Smith heard evidence about the long history of the provision of care by the Church, the governance which had surrounded that, and the day to day details of how that care was provided and overseen, as understood from archived material. Specific evidence was also given around historical practice in three of the Church's homes.

**5.4** An apology to any children, known or unknown, who had been abused while under the care of the Church of Scotland was offered as part of the oral submission.

**5.5** The inquiry will report to Scottish Ministers within four years, with recommendations to improve the law, policies and practices relating to safeguarding children in care in Scotland. Currently it is not yet known if the Church of Scotland will be required to give further evidence.

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## **6. DATA PROTECTION**

**6.1** CrossReach is making preparations for three large legislative changes in April and May 2018. The introduction of the Duty of Candour imposed under the Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 which goes live on 1 April 2018. The introduction of the new Health and Social Care Standards which come into effect on 1 May 2018. Lastly the introduction of the General Data Protection Regulations which will replace the Data Protection Act from 25 May 2018.

**6.2** These new General Data Protection Regulations will enhance the current good Data Protection practices CrossReach services currently have in place. Over the last year there has been significant work undertaken in preparation for the new regulations.

**6.3** CrossReach has updated and added to existing policies and procedures in this area. An audit of all personal



data held centrally has been undertaken which identified what information is held, where it is held and who has access to it. The organisation has developed retention schedules which detail the key record types used across CrossReach services. These detail the duration of time which records should be retained before being confidentially destroyed.

**6.4** Work has also been undertaken to update mandatory e-learning modules for all staff, which staff require to refresh on an annual basis. Assessments have also been undertaken to ensure the correct legal basis for processing is being used for the personal and special category data gathered, processed, stored and shared by CrossReach. CrossReach has worked closely with the Church of Scotland and in particular the legal department to ensure full compliance in these regulations.

## **7. PART 2: MAKING A DIFFERENCE**

**7.1** For many citizens Scotland is a great place to live, however for others there are significant challenges to be overcome and it is in these difficult places where the Social Care Council through CrossReach does the majority of its work offering hope and an opportunity for change.

**7.2** The most recent evidence tells us that:

- One in five children are recognised as living in poverty
- There are over 90,000 people in Scotland currently living with dementia, with an estimation that a further 20,000 will be diagnosed each year.
- One in four Scots will experience a period of poor mental health, with the mental health of young people being highlighted as of particular concern
- People living in our most deprived communities are eight times more likely to die an alcohol related death
- There are over 25,000 adults who are known to be living with a learning disability in Scotland.
- More children in Scotland each year experience a parent's imprisonment than a parent's divorce
- Rough sleeping is still the only option for many Scots presenting as homeless.

**7.3** All of the efforts to look at efficiencies and review each of the operational and central service departments in

turn matters only in the context of ensuring that CrossReach remains able to continue to provide high quality care and support to the thousands of people who turn to the services each year for help. Over the course of 2017 the Social Care Council, through CrossReach, offered specialist services to thousands of individuals. Some of that care is delivered in a residential setting for 24 hours a day, some in people's own homes allowing them to live as independently as possible, and some in community settings where people can access the support they need on an hourly basis as required.

**7.4** CrossReach remains the only voluntary sector social care provider in Scotland offering both the breadth and diversity of service, but also offering care to a range of age groups from pre-birth to end of life. With this diversity comes complexity not least of which is responding to the legislative and regulatory requirements which provide the frameworks in which CrossReach operates. This year CrossReach has been continuing to work in partnership with the University of Strathclyde Business School to understand the organisational change required to adapt to the ever-changing public policy. A group of third year students have visited a range of CrossReach services and have taken time to discuss the impact the changing demands have on staff. The students are aiming to help CrossReach to identify how best to support staff to continue to provide outstanding care and support in the face of any new challenges contained within policy changes and will make a number of recommendations as part of the project.

### **7.4.1 Children and Family Services**

**7.4.1.1** In June 2017 CrossReach were pleased to welcome a new Director for Children and Family Services who has continued to work across all of the services which include:

- Care and Education for Looked After Children
- Care for Children affected by a disability
- Therapeutic services for people living with an addiction either personally or as it affects a family member
- Counselling Services including specialist perinatal mental health services
- Prison Visitor Centres
- Early Years and Family Support Services.

**7.4.1.2** The team have continued to work through the changes already set in motion around the re-provisioning of the residential schools. This has been a lengthy process which has required the co-operation of community groups, planning authorities, Care Inspectorate and others as each part of the old campus model is moved to a community setting which will be based around small community houses and an education centre.

**7.4.1.3** In January 2018 a milestone was achieved when work began on the education centre at a site on the Erskine Riverfront. It will provide excellent facilities for teaching and learning both in the classroom, but also as learning is taken into the great outdoors with the forest schools initiative. CrossReach is thankful for the support of the Erskine community who have been great advocates for the centre and looks forward to being part of that community as new ways of working together are explored.

**7.4.1.4** For the young people who have already moved into a small house from a large campus there have been very positive results. Young people report it feels more like they have a family around them, they feel less on edge and are less likely to put themselves or others at risk. They are also able to invite friends round, and join in activities in the local communities much more easily. They are in effect able to have a much more normal childhood, despite the trauma which has led them to be taken into care, often as a result of family breakdown.

**7.4.1.5** *I feel really happy just now but this is due to me now being allowed to see Mum again. I feel that staff at House of Newburn have helped with lots of things including me seeing my mum. I enjoy living at House of Newburn and would not change anything about it.*

**7.4.1.6** Despite the progress being made, one of the barriers to transitioning the model has been the reaction from local communities to the prospect of looked after children moving into a house in the area. There have been many misconceptions about the reasons why children are taken into care and what risks they might pose. This is just one of the many ways in which CrossReach staff began to recognise that young people in challenging circumstances face stigma and social isolation as part of their everyday lives. As a result, and in order to help understand the problems facing these children, some of the Children and Family team and the young people they support have worked alongside the

University of Strathclyde and a number of other partners on an international research project on Stigma in Childhood, which was funded by the Insights Institute.

**7.4.1.7** The results of that research project are in the process of being published and it is hoped that this might help break down barriers and raise awareness of the many ways in which systems and communities can actually work against those whom it is recognised deserve concern and love.

**7.4.1.8** This issue has also been picked up in the root and branch review of the care system which is currently underway and was launched by the First Minister as a response to the calls of care experienced by young people and those who support them to look at the ethos, culture and policies of the care system in Scotland which does not currently provide the conditions which all young people need to thrive, and can lead to poor outcomes. CrossReach staff and young people are currently helping inform the review.

**7.4.1.9** Whilst a small number of the children supported are in residential care, by far the majority of children and their families are offered a service in the communities around them. The counselling services in particular offer therapeutic services in a number of settings including schools, church halls, GP clinics, CrossReach counselling centres in Glasgow, Edinburgh and Inverness, and in prisons. It is widely recognised however that for many people trying to get support for a mental health issue through a talking therapy provision is patchy and waiting lists can be long. CrossReach is continuing to work on two initiatives which might help roll out counselling more widely and mitigate problems of access. One of those included participation in the NHS based digital platform 'Attend Anywhere' and CrossReach is using this opportunity to explore suitability of the digital technology behind the platform to support safe and secure online counselling. This is now being assessed for further roll out as part of the CrossReach digital technology strategy.

**7.4.1.10** The positive change made by the counselling services is captured through the Clinical Routine Outcomes Evaluation Tool, and many people comment on how they feel better able to cope with challenges in their lives following counselling:

*'I can honestly say I don't know if I would have still have been here without this service'*

*"This service has been life changing for me"*

*'I come with my son and I can stay with him throughout the counselling and this has been really good for him and myself. He feels safe here'*

**7.4.1.11** The Employee Assistance Programme, launched last year, has also worked through a successful pilot stage, and a plan is in place to begin to grow the service which provides invaluable support to those dealing with stress and anxiety in the workplace.

**7.4.1.12** CrossReach was pleased to welcome the new Minister for Children and Young People, Maree Todd MSP, to the Daisy Chain service in March. The service continues to be recognised by the Scottish Government and others for the model of good practice it provides for early intervention with families experiencing disadvantage in the ethnically diverse area of Govanhill.

**7.4.1.13** One of the Children and Family Service managers, Elaine Waugh, who is the manager at Perth Prison Visitor Centre, was recognised as the employee of the year at the Staff Celebration of Achievement in June. This was a highly deserved award marking not only her services to CrossReach, but also to the wider work which has been undertaken over a number of years regarding the roll out of Prison Visitors Centres in Scotland, including the CrossReach run centre at HMP/YOI Polmont where MSP Michael Mathieson visited in November 2017.

**7.4.1.14** The staff and service users of the Children and Family services have fully embraced 2018 as the Year of Young People and have a number of activities and events marking this throughout the year. They are pleased to have been part of the wider church initiatives celebrating and promoting the positive contribution children and young people make to society. The Social Care Council is committed to ensuring that all children and young people coming into contact with the services are provided with high quality support which will help them to overcome the challenges they face in their own particular circumstances so that they are enabled to live life to their full potential. The General Assembly is invited to recognise and endorse the work done to support young people facing multiple disadvantage and to show their own support for the Year of Young People.

## **7.4.2 Adult Services**

**7.4.2.1** The 2014 Procurement Reform (Scotland) Act lays out the legal requirements for public authorities to

commission health and social care services. Since 2014 there has been an increased focus on competitive tendering as a vehicle for purchasing many of our services, of which around 63% are directly funded by Health and Social Care Partnerships. Whilst this has touched each area of CrossReach service provision in some way, the adult care services have been particularly affected, with the majority of the services facing a competitive tendering process. As a result this has been a primary focus of the Adult Care Team managers throughout the past year who have been well supported by their colleagues in the CrossReach Support Services as well as the Church of Scotland Legal Department. In most instances CrossReach has been successful in retaining contracts, which as a result gives service users continuity of care and employees the reassurance of continued employment with CrossReach. One of the reasons there has been a good success rate in winning tenders is as a direct result of the quality scores attracted by the services, and recognised through this process.

**7.4.2.2** The Adult Care Team continue to provide services to people who are:

- Homeless
- In recovery from a drug or alcohol addiction
- Experiencing a challenge to their mental health
- Living with a Learning Disability
- Caught up in the Criminal Justice System due to a cycle of offending.

**7.4.2.3** The services all follow a model of person centred care, which focuses on the needs of the individual rather than the needs of the service provider and gives maximum opportunity for their views and preferences to be taken into consideration. One of the many ways in which the voices of service users are heard are through various forums, with the National Learning Disabilities Forum being well established and very popular. This year the Forum had a variety of presentations from speakers who were invited to address the 100 or so delegates about how they saw their own role supporting the needs of the customers, and called the Convenor and the Chief Executive of the Social Care Council to talk to them directly. Members of the Forum then spent some time reflecting on the type and quality of care offered so that any improvements could be understood and actions taken to change services accordingly. It was an enjoyable day

giving food for thought, but also showcasing the remarkable abilities of those with a learning disability.

**7.4.2.4** These abilities were much in evidence in June 2017 when members of the Social Care Council underwent a safeguarding refresher. The session was facilitated by the Safeguarding Service and service users from the Learning Disabilities services, specifically trained to offer safeguarding training, who led members of the Social Care Council through a series of examples designed to promote discussion and highlight the need for good safeguarding practice. The session was well received and thoroughly enjoyed by all.

**7.4.2.5** This innovation was further recognised when Threshold Glasgow won a Scottish Social Services Award for Excellent Practice for their training initiative allowing equal access of opportunity to all.

**7.4.2.6** During CrossReach Week 2017, the Moderator hosted a session led by the Scottish Parliament's Outreach Team to learn about the contribution people supported by CrossReach could make to the legislative process. The delegates attending were very moved to hear Sarah Lewis tell her story. Sarah experienced a mental health problem after losing her husband in a car accident. Her ill health resulted in her losing her job as an art teacher, as well as her hope. Morven Day Services supported her recovery from this period in her life. Sarah now runs the art group at Morven. She was forthright in sharing with the Parliamentary Outreach Team her experience that people recovering from mental health problems still face stigma and prejudice. She argued that politicians could do more to challenge this, and suggested that people should be more open about their own experiences of mental health issues. The Parliamentary Engagement team will run a series of workshops for CrossReach throughout the next year.

**7.4.2.7** In February 2018, Allarton, a service which supports adults who have experienced mental health issues, celebrated their first anniversary in their new building. Designed and constructed in partnership with Partick Housing Association, the purpose-built accommodation has had a positive impact on both residents and staff. The new facilities mean people can live more independently, while still maintaining a sense of community.

**7.4.2.8** One of the highlights of the year is the Recovery Volunteers' graduation. Recovery volunteers are service users who are coming to the end of an intense period of

rehabilitation in a residential setting designed to support them to overcome an addiction and as part of their recovery journey undertake a training course helping them to learn new skills which in turn will help them to support others. At this year's Graduation, each of the recovery volunteers spoke of their experiences, their complicated journey into addiction and the huge effort taken to come out of the other side, and each spoke movingly of hope and reconciliation. One of this year's graduates was approached by Shelter to attend a consultation with MSPs at the Scottish Parliament to present his views on homelessness. He met with them and gave his own view of how services generally could be improved to help people who are homeless. He was also interviewed by the Glasgow Herald who wrote an article on homelessness detailing his experience of living on the streets.

**7.4.2.9** He now does all he can to raise awareness of the issues surrounding homelessness, and volunteered, along with his Keyworker, to take part in the Big Sleep Out event in Edinburgh raising over £300 and joining with thousands of others on one of the coldest nights of December to raise awareness of this topical issue. CrossReach were represented at the event by staff and service users choosing to sleep out, and were also privileged to play a support role enabling them to join with other members of the Church, likeminded organisations and individuals to call for change.

#### **7.4.3 Services to Older People**

**7.4.3.1** This report has already highlighted the progress made to effect the decision taken by the Business Strategy Group to divest of a number of care homes. Residential services however remain at the heart of the Services to Older People Strategy which offers:

- Residential Care, including specialist services for people living with dementia.
- Care at Home
- Housing Support
- Intermediate Care
- Heart for Art Services
- Day Care
- Respite Care

**7.4.3.2** As reported to the General Assembly in 2017, in relation to the Services to Older People Strategy, whilst care homes may remain pivotal to the provision they will, over time, become more flexible spaces where different types of services can be offered to people choosing to live at home but who are identified as needing further support to enable them to do so.

**7.4.3.3** This is a model already being implemented where space permits, examples include South Beach House (Ardrossan) which provides Intermediate care, and Clashfarquar (Stonehaven) which provides a Heart for Art Group as part of the full service offer.

**7.4.3.4** The latest National Dementia Strategy which was published in 2017 and has a three year plan states:

*Our shared vision is where people with dementia and those who care for them have access to timely, skilled and well-coordinated support from diagnosis to end of life which helps achieve the outcomes which matter to them.*

**7.4.3.5** CrossReach welcomes the strategy which highlights the numbers of people currently living with dementia and calls for innovative and flexible support to help meet the current need and future projections.

**7.4.3.6** The Heart for Art Project has been endorsed as one such excellent model of support. There are now ten groups running in different parts of the country, with more planned to come on stream in 2018 as funding permits. The groups have heralded a real change for many people attending them, and CrossReach have now held a number of exhibitions of participants' work in local venues and also in some landmark venues such as House for an Art Lover and the Royal Botanic Gardens in Edinburgh. They have also participated in Perthshire Open Studios (being the first voluntary organisation to do so), the Kirkcudbright Arts and Crafts Trail and the North East Open Studios in 2017. These events raise awareness both of the project and of dementia and help to challenge many commonly held views and myths that surround dementia. These exhibitions, which have been attended by people travelling to Scotland from all over the world, have given an opportunity to share best practice and highlight the work that is being done in Scotland as a direct benefit of funding from Life Changes Trust.

**7.4.3.7** The most important benefit however has been for the people who use the service and their families. Group participants select the work they would like to be exhibited and some participants have assisted at exhibitions. This has greatly increased those individuals' confidence and self-esteem, particularly when they hear positive feedback on their work from the general public. Presenting work that participants are proud of is greatly rewarding to all involved and increases the individual's own sense of being a valued member of society.

**7.4.3.8** Some comments from the general public include the following:

*"A remarkable exhibition and a wonderful programme."*-Dave Dineen, Canada

*"A fascinating exhibition illustrating the skills of those that might be dismissed!"*-Rod Dickson, Glasgow

*"Congratulations for the work and focus expressed in this exhibition, bridging the gaps between people and disciplines. Well done!"* Silvia De Schiller, Buenos Aires, Argentina

**7.4.3.9** It is not just the Heart for Art service which has received major recognition however. In November 2017 Morlich House in Edinburgh, where many of the residents live with physical frailty and some live with dementia, was listed as a finalist in the Scottish Care Specialist Care Home of the Year Category. It was recognised for excellent practice and innovation, with the following reasons being highlighted:

- The managers of the service have adapted the house to cater for the differing needs of the residents, and have used technology in a creative way to enhance the quality of life and ensure there are positive outcomes for those who live in Morlich House. Two years ago they became aware that some redundant outbuildings could be put to better use and began a project to transform the area into a 1950s street. There is now a fully converted garage which has been turned into a 1950s house. It contains a living room, decorated and furnished with authentic furniture and fittings and a fully functioning 1950s kitchen with accessories that would have been used by residents at that time. Using the Kings Fund Environmental tool, the interior of Morlich House has been adapted to ensure that all those who live there can easily access information. There are plasma screens throughout and notice boards have been adapted to give pictorial information about the day's activities. The service also have a "Silver Surfers" club where residents can become familiar with the internet and learn new skills.
- The service holds the government accredited Customer Service Excellence award and the assessor noted that in nine areas they exceed the requirement and awarded Compliance Plus status. This award is independently assessed by an external assessor and focuses on areas of customer service.
- The Care Inspectorate have also awarded this service grade 6 for care and support for the past 3 years.

**7.4.3.10** Mrs Coulson, one of the residents living there, has made a video to let others know about what to expect from the service. She states:

*Morlich House is a wonderful place, it has everything. It keeps our hands busy, our minds busy and our bodies busy. It really is individual care. Life is good!*

**7.4.3.11** One other key area of focus for the Services to Older People's managers this year has been recognising and promoting the effects of intergenerational working. Beth Johnston, Founder of Generations Working Together, believes that intergenerational practice aims to bring people together in purposeful, mutually beneficial activities which promote greater understanding and respect between generations and contribute to building more cohesive communities. Intergenerational practice is inclusive, building on the positive

resources that younger and older have to offer each other and those around them.

**7.4.3.12** The initiatives at Whinnieknowe (Nairn), Queens Bay Lodge (Edinburgh) and Cameron House (Inverness) have all been slightly different, but at each one the benefits to both the children and the residents have been palpable. Not only has there been a lot of fun enjoyed but real learning and friendships developing. This work was recently highlighted in a documentary on BBC Scotland as a positive example of good care. One of the residents explained how she looked forward to the visits from the children, which lifted her mood:

*They are happy children, and so bright. It brings back fond memories of when I was a nanny. It's good fun and I am enjoying it.*

## **8. 2019- 150 YEARS OF SOCIAL CARE**

**8.1** Whilst this report concentrates on highlighting some of the life changing work done over the past year by CrossReach it is recognised that the work overseen by the Social Care Council is only a part of the Church's long and successful tradition of providing support to those who need it across Scotland and beyond.

**8.2** In 1869 the Church set up the Committee of Life and Work to look at the conditions of the poor in Scotland and to help to work out how it should respond, and reported *that the time had fully arrived when the Church should earnestly devote herself to the solution of the important problem of improving physical and social conditions.*

**8.3** The Social Care Council have set up a small group to consider how best to mark and celebrate the care provision of the Church over the past 150 years from the setting up of schools, hospitals and workhouses, to the incredible diversity of work that goes on today as that heritage continues in church halls up and down the land as well as through CrossReach. The Council would very much like this to be something which the Church as a whole is able to join in and are inviting all those who are interested to share their own stories, through the Social Care Mission Forum, of the care in which they are involved in the communities around them, and to think about how they might ensure this long tradition of caring remains at the heart of the Church for many years to come.

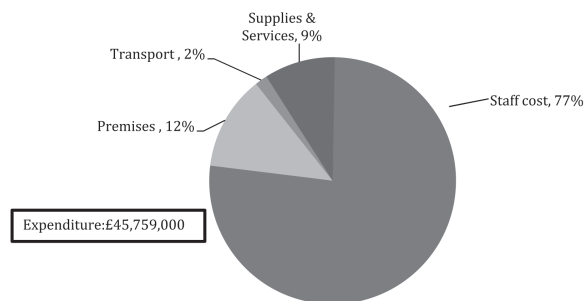
## 9. PART 3: PERFORMANCE

**9.1** The Social Care Council are keen to ensure that high quality and financial probity are two of the driving principles for the management teams at CrossReach, with a strong emphasis given to a Christian Ethos remaining at the heart of the organisation. In a business which is prone to high levels of risk however, members recognise that occasionally things do not go according to plan and where that happens priority is given to learning any lessons and remediating issues as they arise.

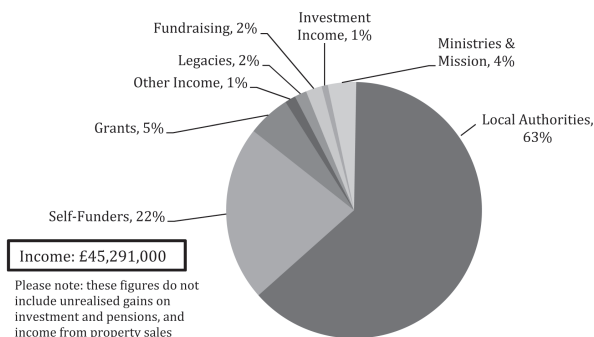
### 9.2 Finance

**9.2.1** The journey to sustainability has been a long one and a number of challenges have been presented along the way. Nevertheless, the Social Care Council continues to work towards a break even position for 2019 (excluding historical pension deficit repair payments). This will depend on a number of areas of work being concluded this year including the divestment processes currently underway in services to older people, and the transition from an old to new model in care and education.

#### CROSSREACH OUTGOING RESOURCES 2017



#### CROSSREACH INCOMING RESOURCES 2017



**9.2.2** The graphs illustrate an overall deficit position of 468,000 at the end of 2017. This reflects a deficit in the operating accounts of £284,000 which includes expenditure of £1,025,000 on repair payments for the closed Church of Scotland 'final salary' pension scheme. The expenditure graph also reflects a spend on restricted funds of £184,000. The income graph includes an allocation from the Ministries and Mission Fund of £1,624,000 which represents 4% of CrossReach's income.

### 9.3 Quality

**9.3.1** CrossReach has 58 services which are inspected by the Care Inspectorate.

**9.3.2** The Care Inspectorate inspect these services and focus on 4 Quality Themes:

- Quality of Care and Support,
- Quality of Environment (where applicable),
- Quality of Staffing
- Quality of Management and Leadership.

**9.3.3** Grades are awarded for each inspection theme and range from 1 – unsatisfactory through to 6 – Excellent.

**9.3.4** As at 17 January 2018 our results were:

#### 9.3.4.1 Quality of Care and Support

**9.3.4.1.1** 90.9% of our registered services inspected on this theme achieved a grade of at least 4 = Good, with 63.6% receiving Very Good (5) or Excellent (6).

**9.3.4.1.2** The following Services received a Grade 6 – Excellent

- Balmedie
- Dick Stewart
- Eskmills
- Morlich House
- Oasis Garelochhead
- The Bungalow
- Threshold Edinburgh
- St Margarets

**9.3.4.2 Quality of Environment**

**9.3.4.2.1** 88% of our registered services inspected on this theme achieved a grade of at least 4 – Good, with 57% achieving Very Good or Excellent.

**9.3.4.2.2** The following Services received a Grade 6 – Excellent

- Balmedie
- The Bungalow
- Oasis Garelochhead

**9.3.4.3 Quality of Staffing**

**9.3.4.3.1** 90.9% of our registered services inspected on this theme achieved a grade of at least 4 – Good, with 60% achieving Very Good or Excellent.

The following Services received a Grade 6 – Excellent

- Balmedie
- Oasis Garelochhead
- The Bungalow

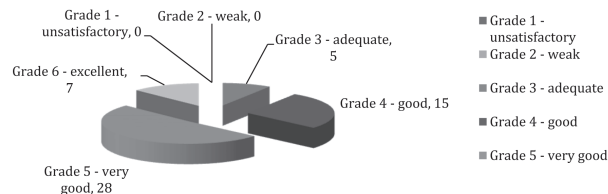
**9.3.4.4 Quality of Management and Leadership**

**9.3.4.4.1** 83.6% of our registered services inspected on this theme achieved a grade of at least 4 – Good, with 54.5% achieving Very Good or Excellent.

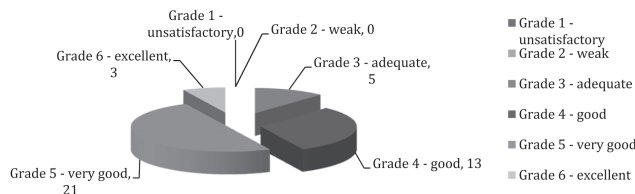
**9.3.4.4.2** The following Service received a Grade 6 – Excellent

- Balmedie
- The Bungalow

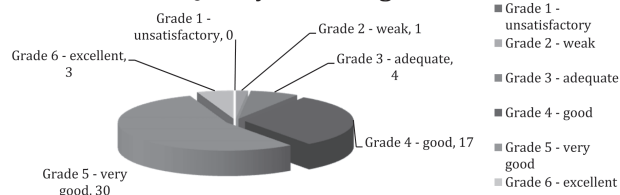
**9.4 The charts below breakdown the Care Inspectorate Grades for each Quality Theme.**  
**Quality of Care and Support**



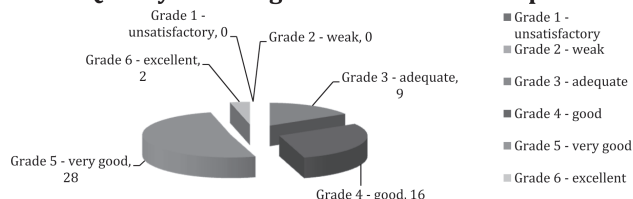
**Quality of Environment**



**Quality of Staffing**



**Quality of Management and Leadership**





## 9.5 CUSTOMER SERVICE EXCELLENCE

**9.5.1** 23 Services retained the Customer Service Excellence Award in their annual assessment. Customer Service Excellence is a Government Standard for quality accreditation. This is not a requirement for our services, but the Operational Directors agree which services should be put forward. The standard tests in great depth areas that research has indicated are a priority for customers. There are 5 criteria to the Customer Service Excellence assessment namely:

- Customer Insight
- The Culture of the Organisation
- Information and Access
- Delivery
- Timeliness and Quality of Service

**9.5.2** After the initial in-depth assessment for the Award there is an annual update assessment to ensure our quality and customer service still merits the award, which all our services have passed.

**9.5.3** The breakdown of the Services who have achieved Customer Service Excellence is:

Children & Family Services	2 Services
Adult Care Services	5 Services
Services to Older People	16 Services

## 9.6 Staff Qualifications

**9.6.1** MA Tender figures request for the past 3 years

2017		
Award	Title	Total
PDA	Administration of Medication	51
PDA	Health & Social Care Supervision	17
SVQ	Food Hygiene L2	1
Certificate	In Mental Health	1
SVQ	Social Services & Health Care L2	6
SVQ	Social Services & Health Care L3	34
SVQ	Health & Social Care L4	3
SVQ	Internal Verifier	1
SVQ	Housekeeping L2	1
SVQ	Management	2
SVQ	Social Care	5
Post Grad	Dementia Studies	1
Total		123

### 9.6.2 2017

**9.6.2.1** At the same Service 22 staff were recognised for achieving 20 years' service, 5 for achieving 30 years' service.

**9.6.2.2** In addition the following awards were presented:-

Ian Manson Adult Learner of the year – Janis Sinclair  
CrossReach Counselling

Ian Manson Award for Excellence – Effective Communication  
Group L&D Service

Volunteer of the year – Anne Adams - Whiteinch Project

Employee of the year – Elaine Waugh Perth Prison

## 9.7 2017 Service User Survey

**9.7.1** On an annual basis everyone who uses our Services is given the opportunity to participate in our Service User Survey.

**9.7.2** The survey form is outcomes based and covers questions on 3 key areas:

- client outcomes,
- CrossReach values
- customer service.

**9.7.3** Core question themes were agreed for the whole organisation however wording was tailored for individual service user groups. In addition pictorial and large print forms were available.

**9.7.4** 63% of the forms issued to Service Users were returned, this is marginally less than the response level received in previous years. The responses received were exceptionally positive with only 4 of 19 questions receiving a total positive response of less than 90%.

**9.7.5** Each service reviews their survey results and develops an action plan to identify improvements which can be made as a result of the feedback received through the survey. Staff and service users jointly develop an action plan which focuses on key areas, particularly the three questions which received the lowest positive responses in their Service.

**9.7.6** Below are 5 key areas and the responses received:

90.20% agreed the Service helps them to remain/become more fulfilled

- 41.57% responded strongly agree
- 48.63% responded agree

94.43% agreed the Service helps them feel safe and secure

- 57.93% responded strongly agree
- 36.50% responded agree

92.91% agreed the Service helps them to feel valued and included

- 49.61% responded strongly agree

- 43.30% responded agree

99.05% agreed the Service accept and respect them

- 73.57% responded strongly agree
- 25.48% responded agree

98.85% agreed the Service treat them fairly and consistently

- 69.52% responded strongly agree
- 29.33% responded agree

**9.7.7** Comments from Survey Forms

**9.7.8** A sample of these comments are:-

- The staff are absolutely lovely! Always have time for myself and my children
- It's a place of love. I feel welcomed and supported. Everyone is lovely
- A fantastic service doing a fantastic job. I cannot thank you all enough
- Made me feel more knowledgeable and confident as a person
- People at CrossReach are welcoming and caring, everyone is really friendly.
- The staff look after me and are always asking me what I would like to do. They help me with my shopping every day and make me happy.

*In the name of the Social Care Council*

BILL STEELE, *Convener*  
IRENE MCGUGAN, *Vice-Convener*  
HUGH MAURICE STEWART, *Vice-Convener*  
VIV DICKENSON, *Council Secretary and*  
*Chief Executive of CrossReach*

## Addendum

### Hugh Maurice Stewart

The Reverend Hugh Stewart comes to the end of his term as Vice-Convener at this General Assembly. Hugh has made a significant contribution to the council both as Vice-Convener and council member. His previous experience as an NHS Manager and passion for good quality service provision has allowed him to bring real insight into the role and supported discussions on a range of topics. He has also been an advocate within the council for gaelic speaking initiatives of which a number have been introduced during his term of office. Most recently Hugh has supported the introduction of a pledge of support between presbytery of Lewis and CrossReach which has been most welcomed and is hoped might serve as a model for engagement in the future. The council wishes Hugh well with his continued ministry on the Isle of Lewis and record sincere appreciation of his years of service.

*In the name of the Social Care Council*

BILL STEELE, *Convener*  
 IRENE MCGUGAN, *Vice-Convener*  
 VIV DICKENSON, *Council Secretary and*  
*Chief Executive of CrossReach*

## Appendix 1 - list of services

### ADULT SERVICES

#### Criminal Justice

- Dick Stewart Service (Glasgow)

#### Homeless People

- Cale House (Inverness)
- Cunningham House (Edinburgh)
- Kirkhaven Project (Glasgow)
- Lewis Street (Stornoway)

#### Learning Disabilities

- Eskmills (Edinburgh)
- The Bungalow (Stonehaven)
- Threshold Edinburgh

- Threshold Glasgow
- Threshold Support Services (Hamilton)

#### Mental Health

- Allarton (Glasgow)
- Gaberston House (Alloa)
- Morven Day Services (Kilmarnock)

#### Substance Misuse

- Beechwood House (Inverness)
- Dochas Housing Support (Stornoway)
- Rainbow House (Glasgow)
- Rankeillor Initiative (Edinburgh)
- Tayside Support Service (Angus / Dundee)
- Whiteinch Move on Service (Glasgow)

### CHILDREN AND FAMILY SERVICES

#### Looked After Children

- Ballikinrain Campus (Balfron)
- Finniescroft Farm (Lennoxton)
- House of Newburn (Arnprior)
- Mill Muir Farm House (Gargunnoch)
- Mount Pleasant (Dalry)
- Rockwood House (Beith)
- After Care and Housing Support Service

#### Children with Disabilities

- The Mallard, The Garratt & GO2 (Glasgow)

#### Community Services / Early Intervention

- Daisy Chain Early Years Project (Glasgow)
- Perth Prison Visitors Support and Advice Centre
- Sunflower Garden (Edinburgh)

#### Counselling, Support & Training

- Bluebell Perinatal Counselling Services (Glasgow)

- Edinburgh (Lothians)
- Burnside Court (Moray & Inverness)
- COSCA Counselling Training (Glasgow)
- Employee Assistance Programme (Glasgow, Edinburgh)
- St. Andrew's Centre (Dunbar)
- Simpson House (Edinburgh)
- Tom Allan Centre (Glasgow)
- Wallace House (Edinburgh)

**SERVICES TO OLDER PEOPLE**

- Achvarasdal (Thurso)
- Adams House (Elderslie) – *Dementia*
- Balmedie House (Balmedie)
- Bellfield (Banchory)
- Budhmer House (Portree)
- Cameron House (Inverness) – *Dementia*
- Clashfarquhar House (Stonehaven)
- Cumnor Hall (Ayr) – *Dementia*
- Heart for Heart, Bankfoot
- Heart for Art, Broughty Ferry
- Heart for Art, Edinburgh
- Heart for Art, Garelochhead
- Heart for Art, Glasgow
- Heart for Art, Kirkcudbright
- Heart for Art, Musselburgh
- Heart for Art, Stonehaven
- Inverreck (Dunoon) – *Dementia*
- Morlich House (Edinburgh)
- Oversteps (Dornoch)
- Queens Bay Lodge (Edinburgh)
- South Beach House (Ardrossan)

- St Margarets House (Polmont) – *Dementia*
- The Elms Care Home (Edinburgh) – *Dementia*
- The Oasis Bankfoot Day Service
- The Oasis Garelochhead Day Service
- The Oasis The Tryst Day Service (Pitlochry)
- Walter & Joan Gray Care Home (Shetland)
- Well Hall (Hamilton)
- Whinnieknowe (Nairn)
- Williamwood House (Glasgow) – *Dementia*

For further details and addresses of all our services visit our website at **[www.crossreach.org.uk](http://www.crossreach.org.uk)**