

## REPORT OF THE SOCIAL CARE COUNCIL (KNOWN AS CROSSREACH BOARD) MAY 2022

### Proposed Deliverance

#### The General Assembly:

1. Receive the Report.
2. Commend the staff for their continued efforts throughout the past year in dealing with the challenges of an ongoing pandemic and give thanks for their dedicated service in Christ's name. *(Section 2)*
3. Note the financial impact of Covid-19 as it has affected occupancy, recruitment, service delivery and fundraising. *(Section 2)*
4. Thank all those who have supported CrossReach over the past year and encourage congregations to adopt CrossReach as a charity of choice for the next year and beyond so that services can be maintained and developed. *(Section 3)*
5. Commend the close collaboration between CrossReach and the Faith Impact Forum in responding to areas of concern to the Church as they impact on wider society and instruct the Faith Impact Forum to continue to work with CrossReach to make representation on issues of national importance including the proposed legislation on a National Care Service; the investment needed to support a net carbon zero target in the care sector; and the policy and funding framework required to tackle Scotland's high level of drugs related deaths. *(Section 3)*
6. Encourage the newly formed Presbyteries to recommit to the Presbytery Pledge at the earliest opportunity and consider how they might work more closely with CrossReach in their congregations and communities as they develop plans for the future. *(Section 3)*
7. Note the concerted efforts already made by CrossReach to deal with the challenges which pose a risk to future operations and endorse the priorities identified by the Board which will help set the conditions for consolidation and growth as part of a missional Church. *(Section 3)*
8. Welcome the investment being made by Scottish Government to ensure that a Living Wage can be paid to all staff within the regulated Adult Care Workforce; thank the Assembly Trustees for their continued commitment to tackling this area of gender inequality and social injustice and encourage the Assembly Trustees and CrossReach Board to continue to push for the necessary resources to ensure parity across the whole workforce. *(Section 3)*
9. Give thanks for the thousands of people who have engaged with CrossReach services over the last year and who have enriched the life of CrossReach by sharing their stories and situations; rejoice in the achievements of those who have worked so hard to overcome personal challenges; commit to hold all who are being supported through the services in prayer. *(Section 4)*

### Report

#### 1. A HOPE AND FUTURE

##### 1.1 A Season for Social Care

**1.1.1** The past year has posed continuing challenges to organisations delivering Social Care in both community and residential settings. Covid-19 has continued to cause disruption and uncertainty to those relying on services as much as to those working to support them. News programmes report that many service providers are at breaking point. There is an ongoing recruitment challenge and a fear that there might not be enough funding to provide people with the services they need in the future. While Covid-19 may have brought some of the problems to a head, it is widely acknowledged that the social care sector has been under strain for many years, and that change is necessary. The Independent Review of Adult Social Care Report (2021) made some sweeping recommendations for change and those have now been widely consulted on with draft legislation expected in the summer of 2022. Meanwhile, the Scottish Government has pledged investment in the sector and this is already being seen to have an impact in some service areas and across the adult care workforce.

**1.1.2** There is certainly much to consider but it is a good time to pause, to reflect and to ask how CrossReach might best respond to the changes in the social care sector so that it can continue to play its part in fulfilling the mission of the Church of Scotland by offering loving care, in Christ's name, to the thousands of people who turn to it each year for support.

**1.1.3** Whilst the CrossReach staff have worked relentlessly to respond to the real and present threats posed by Covid-19 and the more immediate issues facing the social care sector, the CrossReach Board and senior staff have taken time to consider the work of CrossReach more broadly to discern the best way forward for the future. They firstly asked questions about the place of CrossReach within the wider ministry of the Church of Scotland, carefully considering the report of the Theological Forum on the Five Marks of Mission, presented to General Assembly 2020. Although the report does not specifically reference CrossReach, it sets out a helpful theological vision for a broad understanding of mission within the Church. The Board has also considered the recommendations of the Independent Review of Adult Social Care alongside those contained in 'The Promise' which address the shortcomings in the current childcare system. Both reports are seen as critical in reshaping the design and delivery as well as the funding of social care in the future.

**1.1.4** The Board looked with fresh eyes at each area of service and considered some of the deep rooted and critical issues to ensure that they were being addressed. They then proposed a number of recommendations which are laid out in the body of this report. These include thoughts about the continuing relationship between CrossReach and the wider Church of Scotland, the value placed on both those using the services and those employed to support them, and the use of all resources, including buildings, so that they too could be part of a longer-term solution and be used to honour the work of the Kingdom.

**1.1.5** Fundamentally, these early recommendations speak to hope, recognising that with well managed and targeted resources, people in vulnerable situations can be given an opportunity to thrive; that lives can continue to be saved or transformed; that the value of those currently undervalued can be fully recognised and that conditions can be set for growth rather than decline in the activity of CrossReach.

## **2. A SEASON OF TRIAL**

### **2.1 Pandemic Response**

**2.1.1** Since the General Assembly May 2021, the services have continued to respond to changing guidance and the regional variations of virus spread across the country. Staff working in Social Care and those in receipt of support were amongst the first to be offered vaccination against the virus and there has been a high level of take up across all services with some 1400 staff members having had two or more vaccinations up until the end of February 2022.

**2.1.2** The success of the vaccination programme saw the continued unlocking of care homes so that activities and family contact could be restored to something like they had been pre-pandemic. It also allowed the welcome reintroduction of community based services which had been operating to a limited capacity or had been forced to close during the lockdown in early 2021. While these were very welcome moves, it has required a high level of organisation and resourcing so that services could manage all of these changes safely.

**2.1.3** The introduction of lateral flow tests and the stringent guidance applied to social care staff who tested positive or were a close contact of someone who had tested positive has meant that services have had to constantly juggle to be able to provide cover in services. The third wave of the virus between December 2021 and January 2022 were particularly difficult for staff in this regard. As community infections rose to unprecedented levels, there was a huge impact on CrossReach services with many staff forgoing time off at Christmas to cover for colleagues who were sick or self-isolating in order to keep services running. Many more services were affected by the third wave than in the first two waves, with care homes being particularly badly affected. However, all staff and most service users who contracted Covid-19 in this third wave have made a good recovery.

**2.1.4** Scottish Government guidance has continued to change on a regular basis and given the diversity of services, along with the geographical spread, it has taken concentrated effort to distil the relevant information to staff and ensure that changes could be made quickly. Some 78 internal bulletins helping to contextualise that advice have been issued to staff since the pandemic began.

**2.1.5** Inevitably, the relentless nature of the past year coupled with long hours and uncertainty over the future of services has taken its toll on staff wellbeing with many staff members reporting exhaustion and high levels of anxiety. Annual staff turnover has been higher than average this year, reaching 20% at its peak, however, this has now stabilised again at around 19%. The sector, on average, records a 30% turnover but with recruitment being a key challenge, it is recognised that there is no room for complacency.

**2.1.6** The Wellbeing Champions programme, launched in April 2021, saw 40 Wellbeing Champions trained and matched with services as a first point of contact for colleagues. There have been good initial reports from services of the difference that this is making both in terms of immediate support and in being able to find help from other sources and we are currently conducting a review of how effective that initiative has been and if more could be done. However, wellbeing of staff remains a high priority for the organisation and is high on the risk register. The Scottish Government have also recognised this as a critical issue and have invested in a National Wellbeing Hub containing self-help resources for those working in Health and Social Care in Scotland and to which CrossReach staff have access. They are also making funds available to organisations working in social care to improve wellbeing resources for staff.

### **2.2 Pandemic Recovery**

**2.2.1** Whilst there has been a significant human toll as a result of the pandemic, there has also been a significant financial strain. It has taken both time and strenuous effort to build up occupancy in residential care homes which were hit both by infection outbreaks and by delays in admitting people to care homes from either a community setting or hospital. Whilst there was strong recovery projected for most care homes, it was recognised by the Board that there remained a risk of further closures. In October 2021, the difficult decision was taken to close Wellhall Care Home in South Lanarkshire which remained only half full. No future demand was foreseen due to the high number of vacancies in residential care and nursing homes across the local authority area. The closure was effected as quickly and as compassionately as possible, but the disruption to the lives of those caught up in these circumstances is always a matter of deep regret.

**2.2.2** Community based services have also been hit, partly by the stop/start nature of services affected by lockdown, cuts to funding support for some individuals, and a loss of fundraising income.

**2.2.3** The sustainability funding made available by Scottish Government has helped offset the worst of the potential losses. By the end of the year, both Adult Care and Older People Services were ahead of the significant deficit budget set, with Adult Care services in a surplus position overall.

**2.2.4** The picture has been different for Children and Family Services where very little sustainability funding from Scottish Government was made available and where the hit on charitable income was also most keenly felt. Plans are in place to support these services throughout 2022 to allow for a more gradual recovery and for further action to be taken if necessary.

**2.2.5** The Board were heartened by strong financial performance captured in the end of year result which gave them confidence that with continued effort the services could be financially sustainable in the future. However, they recognised that there was still some way to go, particularly in a challenging funding environment and with cost pressures continuing to rise.

### 2.3 Recruitment and Retention of Staff

**2.3.1** There were some challenges around recruitment of staff before the pandemic but the past year has seen the number of vacancies soar with difficulties reported in recruitment across all disciplines. Whilst this mirrors a larger problem in recruitment across the country, it is particularly challenging when trying to ensure those in the most vulnerable situations in Scotland get the support that they need. Ideas to stimulate recruitment have been pulled together through an internal recruitment summit and we continue to work with colleagues in Scottish Government and SSSC who regulate the social care workforce, to take advantage of broader recruitment initiatives.

**2.3.2** Staff terms and conditions, however, are recognised as fundamental to driving change and attracting new people to the workforce. In recognition of the fact that wages were fundamental to better recruitment, the Scottish Government announced a plan to invest in the Adult Social Care workforce over the winter of 2021 with further investment promised in April 2022. Again, no funding was made available for Children and Family services in the winter payment initiative. This has posed a significant difficulty for organisations such as CrossReach, with its diverse workforce engaged across a range of services from pre-birth to end of life. The CrossReach Board engaged with the Assembly Trustees to ensure that temporary funding could be made available to allow implementation at the 1st December implementation date and also to ensure parity across the frontline workforce. The Board are grateful to the Trustees for their support on that matter. CrossReach continues to work with Scottish Care and CCPS on the implementation of wage increases but it remains uncertain as to whether such increases will attract the funding the organisation needs to ensure the whole workforce are recognised in the future.

### 2.4 Management of Risks

**2.4.1** There has been a significant amount of work done both to identify and manage the key risks facing CrossReach at this time. The newly formed Audit and Performance Committee have taken oversight of this on behalf of the CrossReach Board and were pleased to see several risks including occupancy, cashflow, and a complex insurance renewal being managed down. There is still work to do to ensure all risks have good mitigations in place.

### 2.5 Scottish Government Redress Scheme for Survivors of Historical Abuse

**2.5.1** The Scottish Government redress scheme for survivors of historical abuse in care opened in December 2021 and is designed to make meaningful reparation to those abused in care settings prior to 2004.

<https://www.gov.scot/collections/financial-redress-for-survivors-of-child-abuse-in-care/>

**2.5.2** Over the past eighteen months, CrossReach senior staff, the Church of Scotland solicitor and officers of the Faith Impact Forum have worked closely with the Scottish Government team and other organisations to ascertain the appropriate level of financial contribution which would allow the Assembly Trustees to agree participation in the scheme. While the scheme seeks to make redress beyond simply financial considerations, it is recognised that for many of those who have been abused, some financial recognition of the trauma experienced is important to them. There have been some deeply challenging conversations around the principles of fair and meaningful as well as proportionate and affordable, but agreement has now been reached. This will allow the Church of Scotland to be a full participant in the scheme and to be part of the national collective endeavour to right the wrongs of the past for survivors of historical abuse.

### 2.6 Scottish Child Abuse Inquiry

**2.6.1** At the end of 2021, CrossReach were contacted by the Scottish Child Abuse Inquiry and asked to provide information around the past work with List D schools. This work included providing records from Ballikinrain, Geilsland, Tynepark and Langlands Park and was completed in February 2022. CrossReach continue to fully co-operate with the Inquiry team to provide appropriate information as required. The evidence provided will be reported on in due course.

## 3. A SEASON OF REFLECTION

**3.1** In considering the future of CrossReach, the Board has considered a number of different questions which included the ongoing place of CrossReach within the Church of Scotland, the need for the breadth of services provided and future sustainability. They were also keen to think how best to ensure those using the services and those working with them were able to have their voices heard in all decision-making forums and that staff were properly recognised and remunerated for the work they do.

**3.1.1** As a starting point, the Board considered the work of the Theological Forum on the five marks of mission and took cognisance of the wider reviews undertaken by the Scottish Government on the service redesign needed in both Adult and Children's services.

### 3.2 CrossReach as part of the wider ministry of the Church of Scotland.

**3.2.1** In 2020, the Theological Forum report to the General Assembly described the Five Marks of Mission as below:

1. To proclaim the Good News of the Kingdom;
2. To teach, baptise and nurture new believers;
3. To respond to human need by loving service;
4. To transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation;
5. To strive to safeguard the integrity of creation, and sustain and renew the life of the earth.

**3.2.2** The report concluded that *The Five Marks may be helpful in offering a broad, generous theological vision to frame pragmatic decisions over priorities, but the Five Marks themselves do not do the work of prioritisation. That requires a practical wisdom, with an awareness of specific local, regional and national contexts. Such decision-making will also recognise the missional lives and work of members, ministers, churches and presbyteries alongside central Forums, and the possibility of sharing responsibility for aspects of mission through ecumenical partnerships.*

**3.2.3** While the work of CrossReach was not specifically referenced, it was important to Board members that CrossReach is anchored within the broader theological vision of the Church of Scotland. The Board concluded that while Mark 1 was evidenced in the activity within CrossReach, at some level and in some contexts, Marks 3 and 4 could be easily recognised. All CrossReach activity has at its very core the imperative to respond to human need by loving service which remains freely offered 'In Christ's name'. To challenge and inform unjust structures of society is an essential part of the work when the organisation helps those with lived experience of injustice to press for change. This has been evident particularly in the work we have done alongside the Faith Impact Forum in responding to two consultations this year where those using services informed the response of the Church of Scotland. The Board wish to express appreciation to both the Moderator and to the policy team at the Faith Impact Forum for their support in engaging directly with the Scottish Parliament and co-ordinating a response on the National Care Service and also for leading on a collaborative response to The Right to Recovery Bill.

**3.2.4** The Board agreed that they would welcome further dialogue about the place of CrossReach within the wider ministry and mission of The Church of Scotland recognising that the Presbytery Plan provided a good opportunity to engage at both a national and local level. Board members were keen to work with the new Presbyteries to understand areas of need within the congregations they support and to explore the relevance of the Presbytery Pledge approved by General Assembly in 2018 in the future planning of the Presbyteries.

### **3.3 Review of Services**

**3.3.1** At a day conference in December, Board members heard from each of the Operational Directors who talked through each of the areas of service for which they were responsible. These include:

- Residential Care for Older People including specialist dementia care
- Heart for Art - community based support for those living with dementia and their carers
- Residential and community-based treatment and support for addiction
- Residential and community-based support for children or adults with a learning disability
- Residential and community-based support for those living with a mental illness or mental health problem
- Residential and community-based support for people who find themselves homeless
- Residential and community based support for those caught up in the criminal justice system
- Generic and Specialist Counselling services
- Community houses and a specialist education centre for children in care or at risk of family breakdown
- Family Support

**3.3.2** They discussed the merits and challenges of offering such a diverse group of services over a geographical spread from the Isle of Lewis to Ayr. However, recognising that the services are offered in Christ's name, and that Christ's love is freely offered to all in need irrespective of geographical location or ability to pay, there was no area of service which they could identify as not relevant to the needs being identified in Scottish society today. They also recognised that there was a reported need for more support for many people as the country emerged from the pandemic. The Board were keen to explore areas of growth so that areas currently underrepresented in terms of service provision could have access to CrossReach support wherever and whenever needed. They were particularly keen to engage in areas of unmet need or where gaps exist and have recommended that this is prioritised in the future planning of CrossReach.

**3.3.3** The progress towards keeping The Promise in CrossReach Children's services was looked at as part of the strategic review of services and the Board noted the additional resources which had been made available by the Scottish Government were being harnessed by CrossReach to bring about the change needed. They recognised the importance of the work being done across the organisation to work in a trauma informed way and have committed to understanding more about this approach as a Board so that they can lend appropriate oversight as needed.

**3.3.4** The Board went on to examine future sustainability and were satisfied that with a couple of exceptions, each of the individual services had an identified route to being sustainable in the future. They recommended closure of one further care home, Budhmor, Isle of Skye, based on several factors and asked for a review of the model operating in some of the children's services.

**3.3.5** Finally the Board looked at the quality and outcomes of the service areas. They recognised that while everything did not run smoothly all of the time, the quality of services remained high with no significant quality concerns being highlighted either internally or by regulators or insurers at the end of the year. The Board did however recognise that there was a need for the organisation to continue to develop service user participation and co-production so that those using the services, and their relatives or carers, were at the heart of policy and decision making in the organisation and had maximum influence over the design and delivery of services.

### **3.4 Valuing Staff**

**3.4.1** Board members were hugely challenged by how best to value staff. They recognised that the principles of Fair Work did demand a change in the way in which CrossReach engaged with the workforce in a number of areas. As a result, the staff Advisory, Consulting and Negotiating Group (ACNG) have worked alongside management to identify the key challenges and opportunities for change and recently relaunched as the Employee Representative Group, which will take forward the work on strengthening their voice.

**3.4.2** The Board very much welcomed the Scottish Government initiative to invest in frontline care staff but recognised that there were still staff who fell below the threshold of being paid a Scottish Living Wage. They recognised that this was a difficult position to maintain and that while some progress had been made, it was time to keep up the pressure so that all could be included in Living Wage initiatives in the future. The Board are now in discussion with commissioners of services along with the Assembly Trustees in order to address this issue.

### 3.5 Digital Innovation

**3.5.1** The CrossReach Board welcomed the progress of the IT strategy which entered its second year and which they see as fundamental to the efficiency and sustainability of CrossReach in the future. The strategy seeks to address both IT infrastructure and security issues alongside introducing digital solutions to enhance care and support. They approved investment in a number of areas, including the introduction of electronic care plans and the roll out of virtual platforms to deliver counselling and other types of support remotely. CrossReach is a member of the Coalition of Care Providers 'Let's get Digital' programme which champions the use of technology to provide solutions for organisations, the workforce and those who use services. Over the past year, CrossReach has also collaborated with the Scottish Tech Army; a network of people skilled in IT who volunteer their services to help with the application of technology for public good in Scotland.

### 3.6 Buildings

**3.6.1** While many of CrossReach's services are delivered in community venues, including church halls, or in people's own homes, there are a number of services which remain buildings based, including the residential care homes for Older People. The CrossReach Board support the aspiration to have well equipped spaces in the right places. They have agreed a targeted programme of investment to improve some of the buildings while they consider how best to tackle some of the challenges posed by others. The importance of the Net Carbon Zero target is acknowledged as an opportunity as well as a challenge for care services. The CrossReach Board were pleased to secure the support of the Moderator in a special roundtable event convened by Eurodiaconia, to consider issues relating to net-zero carbon emissions for buildings, specifically those used for social care/diaconal services. Members that were working on the common goal to safeguard the integrity of creation met and exchanged views and projects from different countries and different Christian traditions. The Church of Scotland and CrossReach shared recent experiences and highlighted the importance of working to tackle the climate emergency.

### 3.7 Communication

**3.7.1** The Board recognised that while CrossReach services are highly valued, and that some £40 million is invested in them from outwith Church of Scotland's own resources, there is still a lack of visibility of CrossReach both within the Church of Scotland and wider. They recognise that there is a need for investment in this area, both in terms of time and resources and have asked that senior managers bring back thoughts on how to tackle this area recognising it as a precursor for growth. This will be important, particularly as commissioning in the future changes and there will be a need to build solid partnerships from a place of mutual understanding and sharing of interests. A more visible organisation can only help as that change works through.

**3.7.2** The Board believe that by concentrating on these strategic priorities, CrossReach will have laid a solid foundation for the future, will be able to react to changes as they arise and will have set the conditions for future growth and development. The Board have committed to working alongside the Assembly Trustees to discern the best way of providing oversight and support to this major area of the Church's charitable work so that it can remain sustainable for the future.

## 4. A SEASON OF CELEBRATION

**4.1** Despite all of the challenges, changes and contemplations, there are many reasons to celebrate the work of CrossReach, which has touched the lives of thousands of people over the past year in many different ways. Sometimes, CrossReach becomes a place where people can be looked after well at the end of life, sometimes, it is merely a springboard to success, laying the foundations for people to change life patterns and to thrive or to live independently and sometimes, it is a place of succour and support when life becomes particularly tough. The services are all specialist resources offered by trained professional staff and volunteers. Most services are regulated by the Care Inspectorate and most staff carry registration with SSSC. However, the stories are about individuals, about fullness of life and about how their lives have changed as a result of coming into contact with Christ's love, often for the first time. The following paragraphs provide a snapshot of the types of care provided by CrossReach but more can be found out through CrossReach News (<https://bit.ly/3vLt58Z>) or the Impact report (<https://crossreach.org.uk/bb/impact22>).

### 4.2 Adult Care

#### 4.2.1 Recovery Volunteers

General Assembly 2021 noted the shocking statistics around drugs deaths and asked that CrossReach work with the Faith Impact Forum to engage politically around this issue. This has been done but importantly, CrossReach has continued to make a real and lasting difference in the lives of individuals who access their recovery services. One of the initiatives, started in 2012, which has grown to be very successful, is the recovery volunteers training programme supporting those well into recovery to get alongside others on a recovery journey to share their knowledge and experience and to get involved in the care sector.

**4.2.1.1** Recognising that people with 'lived experience' have a particular ability to inspire and give others hope, we have developed service models that utilise these skills and approaches to both enhance provision and give volunteers the opportunity to develop for the future, as they realise their potential and, in the process, strengthen their own recovery.

**4.2.1.2** This has been a 'win-win' situation; benefitting people using our services, benefitting volunteers who have gone on to employment, benefitting CrossReach as volunteers have progressed into staff roles and benefitting the public purse as we deliver more cost-effective services and divert people away from justice and health services.

**4.2.1.3** Our growing team of recovery volunteers and staff have been vital in maintaining service provision throughout the pandemic, and, despite the challenging times, a record number graduated this year and are keen to use their new-found skills within Substance Use, Homelessness, Justice, Mental Health and Learning Disability services.

**4.2.1.4** Recognising the benefits of this work, The CORRA Foundation has awarded CrossReach additional funding to roll out this model across the country and to help contribute to reducing drug deaths in Scotland. We are delighted to advise that one of our former graduates has been appointed to the staff team to take this work forward.

**4.2.1.5** One of this year's graduates commented: *"My daughter's never lived with me as a sober mother. So, it's all new to her. I need to accept that everything's not going to be hunky dory straight away, because she's never lived with a mother doing things for her, like tidying her room" and "People can change! I never ever thought that I would be sitting here sober. People don't believe in themselves. I didn't believe in myself for many years, but you can change. You just can!"*

**4.2.1.6** Recovery is also the aim of the Umbrella Project, a new mental health support group running within Irvine Old Parish Church in North Ayrshire. The project was due to launch in March 2020 but was postponed because of the pandemic. Instead, support was delivered remotely, and Umbrella re-opened in July 2021. Meeting a local need for welcoming, sociable, and non-clinical support, Umbrella has already outgrown its original meeting space. We are grateful to Irvine Old Parish Church for hosting us in their church halls.

**4.2.1.7** One of the service users stated *"I feel like part of a community at Umbrella, I've met new friends and now socialise out-with the group which has been a real help to me."*

#### **4.2.2 Threshold Edinburgh – Transitions**

Having a strong commitment to, and a passion for "A Fairer Scotland for Disabled People", CrossReach opened its Young Adults Day Opportunities Service (Transitions) in Edinburgh in July 2019.

**4.2.2.1** Perhaps recent feedback from one parent describes it best: *"My 18-year-old son who has autism, recently hugged me for the first time in his life, I feel that this is down to the support and interaction he is getting from Threshold."*

**4.2.2.2** While the current climate sees the availability of Disability Day Services decline, Threshold's Transitions is a sought-after service shaped around the principles of the National Care Standards. It is committed to keeping young people's individual aspirations and needs at its heart. People are encouraged to be involved in the decision making relating to every aspect of their lives and the user-friendly approach utilises pictorial, easy read outcome-focused support plans, which shapes each individual's support package.

**4.2.2.3** Understanding that consistency provides confidence and helps build relationships, customers choose when and how they want their service and, if possible, those providing their main support. The service works flexibly to ensure the people that are being supported are at the front and centre of their service as they navigate life's everyday challenges.

**4.2.2.4** Alex is 20 years old and was brain damaged at birth. His father reflects: *Alex has learning difficulties and some autistic features. He has been at a special school since age 5. CrossReach took Alex after he left school at 18 for 6 hours a day and five days a week. He loves it there. From an uncertain start he has become very settled and fond of the staff and other service users. His social skills, stress levels and communication have all improved. He goes out into the community and experiences what it has to offer such as the gym, pool, cinema etc.*

### **4.3 Older People Services**

#### **4.3.1 Cameron House**

It is a residential home in Inverness for older people which has been a very willing participant in a local initiative called Spokes for Folks. A number of local cyclists volunteer to take service users out on these purpose-built trikes. Some of the trikes carry two passengers and others are specifically designed for wheelchairs. Every Wednesday afternoon, four of these trikes pull up at Cameron House and there is great excitement from the residents who get a lot of pleasure from these outings.

#### **4.3.2 Oasis Bankfoot and Tryst**

When we were told we had to close in March 2020 due to the pandemic, we had no idea how long it would be and anticipated we would be back in a few months. Over the months, we lived in hope as to when we could open our doors again and we awaited with bated breath the First Minister's' announcements.

**4.3.2.1** During this time we kept in contact with service users, we arranged video calls or window visits to see how they were managing. At times we would go for shopping and some days we could sit in their garden with them and chat, but nothing was the same as being in the service. Video calls were really important to some of our dementia service users as it meant faces and voices of staff would remain familiar to them. It was even said by family members remarked that special attention would be paid to dress, hair and makeup on the days these calls were to take place and how special that had been for them to witness.

**4.3.2.2** After 14 months, we were able to reopen. It has been such a joy to see the service users meet up again and get back to some normality. We share stories, reminisce and laugh about the past and look forward to the future when the restrictions are lifted and we are all back to normal.

**4.3.2.3** We had the pleasure of welcoming new service users, who had felt extremely isolated through lockdown and have settled in really well. They very quickly began commenting on the difference; having something to look forward to has improved their wellbeing immensely along with learning new skills.

#### **4.3.3 Heart for Art - speaks to climate change**

You are never too old to make a difference or speak out about the things that matter to you, whatever your communication skills. The Heart for Art Co-ordinator tells us how: *Heart for Art featured an artwork display as part of the St Cuthbert's Parish Church exhibition in Edinburgh from 26th – 30th October 2021. Our artists used a variety of artistic styles and mediums to honour the natural beauty of our planet: the geographical features and creatures showcased in their artworks are frequently put under threat by climate change and urbanisation. Launched as a lead-in to the UN Climate Change Conference 2021 (COP-26) through artwork, the exhibition amplified the voices of people of all ages and backgrounds in their response to climate change. Consequently, the contribution from our Heart for Art artists was all the more significant, as their work promotes environmental awareness and their love for our planet.*

#### 4.4 Children and Family Services

##### 4.4.1 HMP & YOI Polmont Visitor Centre:

*'I was so nervous about coming to see him at the prison, I just didn't know what to expect'. Prison visiting is something many of us are not familiar with, and the thought of it can be daunting and anxiety-inducing for most adults, let alone children who are going to visit a loved one in prison.*

**4.4.1.1** The aim of a new short film about visiting HMP & YOI Polmont, produced by the Polmont Visitor's Centre in collaboration with SPS and Sanctus Media was to give families an idea of what to expect before they come for the first visit, thereby removing some of the initial anxieties.

**4.4.1.2** The idea for the film came from feedback from people who used the centre who said that knowing what would happen at the security checks, and what the visit room looks like, could make coming for the first time a little bit easier. Staff also wanted families to be aware that there is support available from the Visitor's Centre staff so that they do not need to go through this process alone.

##### 4.4.2 Erskine Waterfront Campus: Employability initiative

We now look after children long after school leaving age and one of the gaps identified was being able to provide good employability support for our young people. We were fortunate to receive funding from BBC Children in Need to recruit an employability mentor.

**4.4.2.1** In September 2021, the newly appointed Employability Mentor planned, organised, and hosted a Careers Day on campus, which was available for all young people to access as well as the local community. This was an outdoor function which made use of the school field. The event hosted a range of employers and provisions and brought together opportunities and possibilities in one place. Feedback from the young people was very positive and showed that they liked to explore possibilities for their futures beyond school. The school is full of photos and memories of the day and will be a positive memory for all who attended. Careers Day is something that we wish to expand on and plan for again in the future. We have also accessed and sourced a diversity of work opportunities for the older pupils, which have enriched and encouraged young people to pursue dreams and think beyond school.

**4.4.2.2** The Children in Need funding has brought the opportunity to increase the chance of our young people having a positive and productive future and will help close the attainment gap for care experienced young people.

##### 4.4.3 The Promise – Using co-production to improve transitions

**4.4.3.1** In 2021, The General Assembly passed a deliverance to help keep The Promise and embed changes in an outdated care system so that young people could have the best chances possible to live a fulfilling life.

**4.4.3.2** CrossReach was successful in securing funding through The Promise partnership to help embed the changes demanded by the independent care review and to #keepthepromise so that all children in Scotland grow up to feel loved, safe, respected and realise their true potential. CrossReach had received anecdotal feedback from children, young people, and their families, that making the transition out of children's services into adulthood could be a difficult experience at times, and so we decided to embark on a process of improving that for young people.

**4.4.3.3** With help from Who Cares Scotland and our established social media networks, we were able to connect young people leaving care with previous residents and help build up relationships.

**4.4.3.4** Feedback from participation in each of the workshops from adults with care experience has been incredibly impactful: *'Although I found talking about the transition of young person into residential care hard and at times quite triggering, I felt safe in the group, and I knew that I had to tell my story'*. A forum has been created with members of the senior leadership team to implement simple changes that emerge from each of the workshops. Emerging themes include the need for young people to remain connected to important people who they have built a trusting relationship with and for young people to be able to try different options of what 'leaving care' can be before committing to an option of their choice. As we continue the workshops as a group of co-designers, we will endeavour to provide young people and adults with care experience, a platform for their voice to be heard, the tools to harness their knowledge and the power to embed their thoughts for change.

##### 4.4.4 Developing the skills of residential staff to meet the needs of young people in our care

**4.4.4.1** While much attention has been paid to our physical move to a new model of small houses and a school campus, the Head of Care and the management team have been focussing on the culture of the houses by concentrating on the values and training and development opportunities for staff teams. They have been working on improving outcomes for the children we look after by reducing restraint and restrictive practices and to increase skills and knowledge. The training identified has allowed space for the teams to reflect on their expectations of children who have experienced trauma and how a small thing to an adult can trigger emotions and behaviours in children because of their previous experiences which can lead to them exhibiting challenging behaviour. The training seeks to address new ways to respond based on that knowledge which is much more respectful of the young people and their experiences.

##### 4.4.5 Counselling Services

**4.4.5.1** Our counselling services were heavily impacted by Covid but 2021 has seen a gradual increase to face to face work and embedding of our online counselling offer across all services. An incredible 4627 therapeutic sessions were offered either face to face or online by Counselling Services East during 2021. Between Tom Allan Centre and Bluebell, over 110 clients were seen each week during 2021. 87% of clients in the West reported an improvement in psychological health and improved quality of life. With a small amount of Scottish Government funding, we have been able to start and grow a perinatal service in Moray which is providing support to 24 clients. We were successful in a tender bid to provide counselling in schools in Inverness and this has got off to a strong start with us providing counselling services in 5 secondary schools.

**4.4.5.2** Grants and Trust income for our counselling service has reduced significantly over the Covid period, as has the income which comes from client contributions and donations. We are very grateful for the ongoing support from the Church of Scotland in terms of the Mission and Renewal funding, without which our counselling services would not survive.

**4.5 Celebrating our staff**

**4.5.1** The Board recognised the importance of the annual staff awards in recognising staff who had given exceptional service or gained a professional qualification. This year the theme of Ohana was chosen, Ohana meaning family or ‘no-one left behind’. Political commentator Brian Taylor hosted the livestream event alongside the Moderator, the Right Honourable Lord Jim Wallace. The premise that working with CrossReach is more than a job but is a calling was evident throughout. 47 staff were recognised for long service at 20, 30 and 40 years. Staff were also awarded certificates for the qualifications they had achieved between 2019 and 2021 with 140 qualifications being recognised, a remarkable result given that they were achieved during the pandemic. Others giving exceptional service were recognised in various awards including Employee of the Year, Volunteer of the Year, Adult Learner and The Ian Manson Award for Excellence. The celebrations were paused by the lighting of a candle and the reading of a short poem as those who had died in service were remembered by name.

**5. FINANCE AND QUALITY**

**5.1 Finance**

**5.1.1** CrossReach sustained a deficit of £0.3m in 2021, before surpluses on disposal of fixed assets, property impairment charges, and unrealised gains on investments. This outturn was £2.3m better than budget, with the financial impact of the Covid-19 pandemic in 2021 not being as extensive as had been feared.

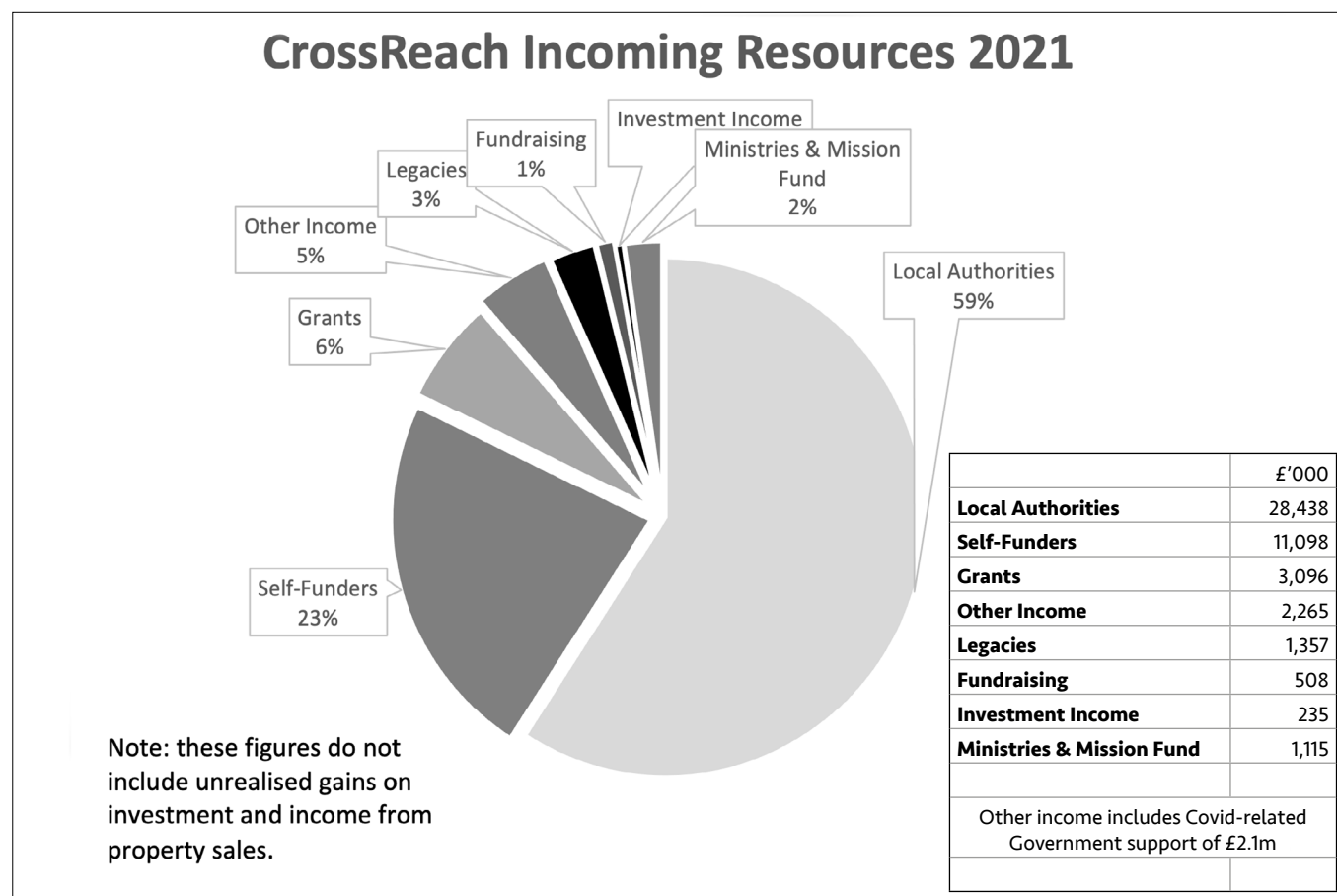
**5.1.2** The total income received was £46.9m, against expenditure of £47.1m, before proceeds from the disposal of fixed assets.

**5.1.3** In Older People Services, occupancy and costs continued to be impacted by the pandemic, but there was access to Government support which helped to alleviate the financial impact. The closure of the Wellhall care home in Hamilton in October 2021 contributed significantly to an Older People Services deficit.

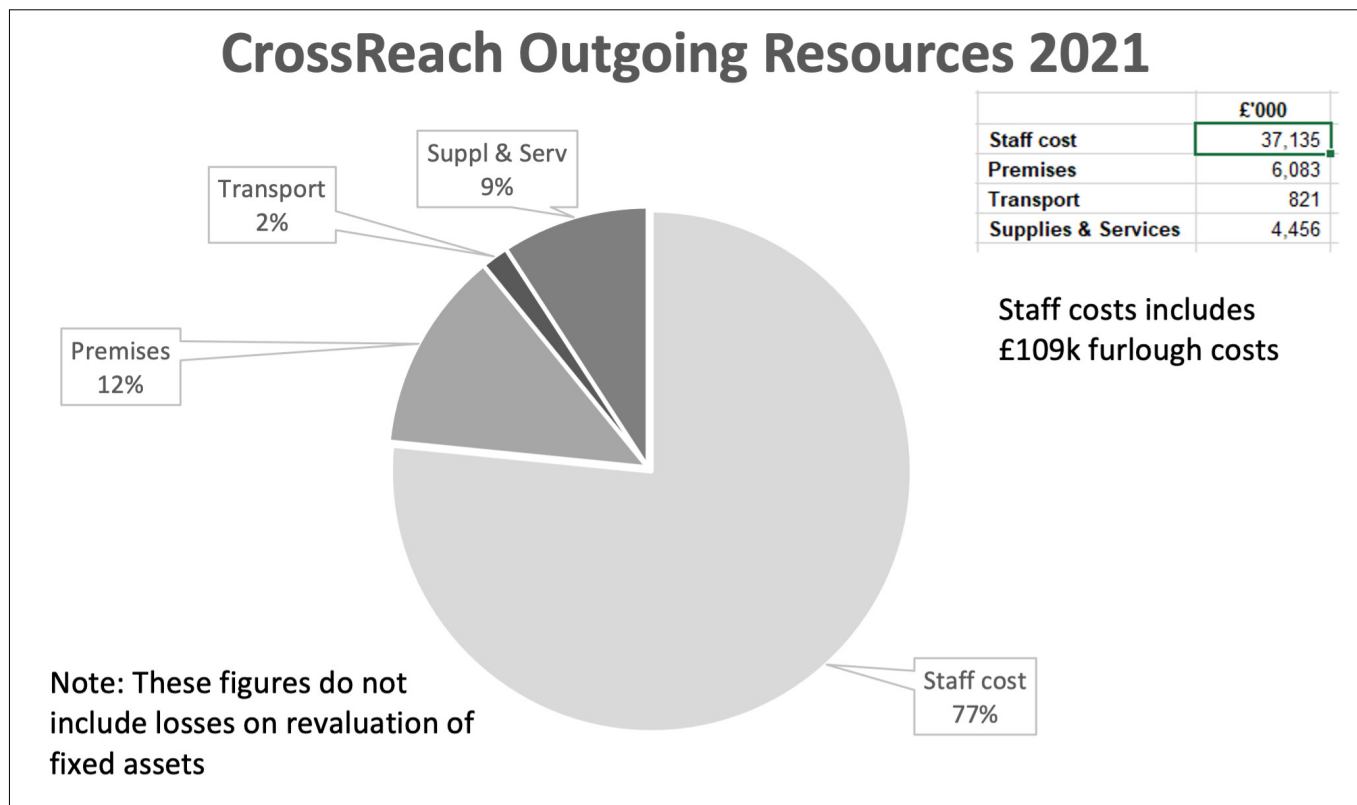
**5.1.4** Adult Care had a year of strong occupancy, and outperformed its budget for 2021.

**5.1.5** Children & Families Services continued to be seriously impacted by the pandemic, particularly in counselling and community services, and it did not have access to Government support, leading to a significant deficit in the year.

**5.1.6** The graphs below show the profile of income and expenditure in 2021, with income showing an increased reliance on self-funders and a substantial increase in legacy income.







### 5.2 Care Inspectorate Gradings

**5.2.1** CrossReach has 56 services which are inspected by the Care Inspectorate. As a result of the Covid-19 pandemic, there has not been the same level of inspections during 2021. In 2020, a new inspection theme was introduced: 'How Good is our Care and Support during Covid-19 Pandemic'. Seven services were inspected on this theme, one service was graded Good and six services were graded Adequate.

#### 5.2.2 Inspection Methodology

**5.2.2.1** The Care Inspectorate are gradually changing their inspection methodology. Their new inspection methodology reflects the Health and Social Care Standards. Currently, 26 of our services have been inspected under the new methodology. There have been no services inspected under the old methodology in 2021. Therefore, analysis is only provided on inspections completed under the new inspection methodology.

**5.2.2.2** Grades are awarded for each inspection theme and range from 1 – Unsatisfactory through to 6 – Excellent. Not all inspection themes are assessed in each inspection, but most inspections cover the following two areas:

**5.2.2.3** How well do we support people's wellbeing:

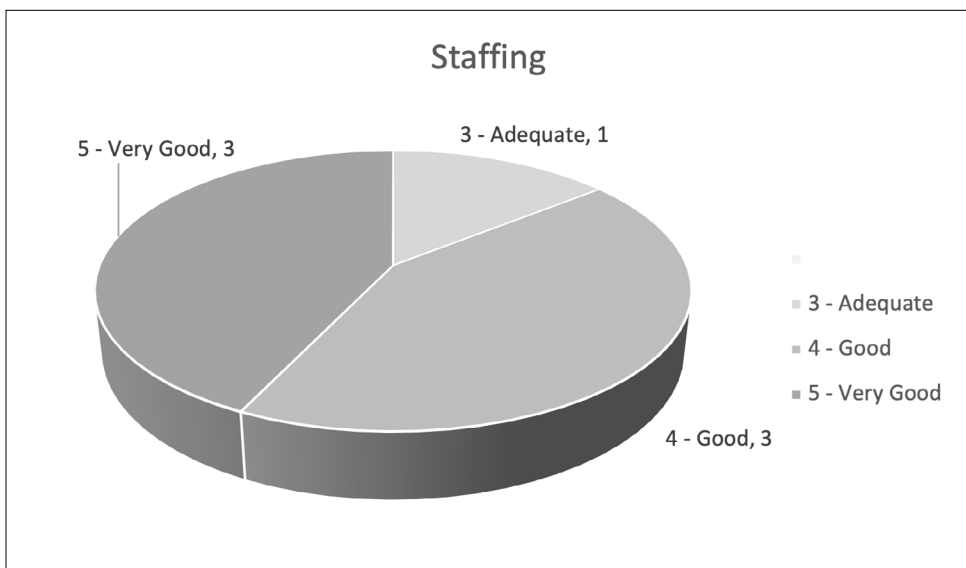
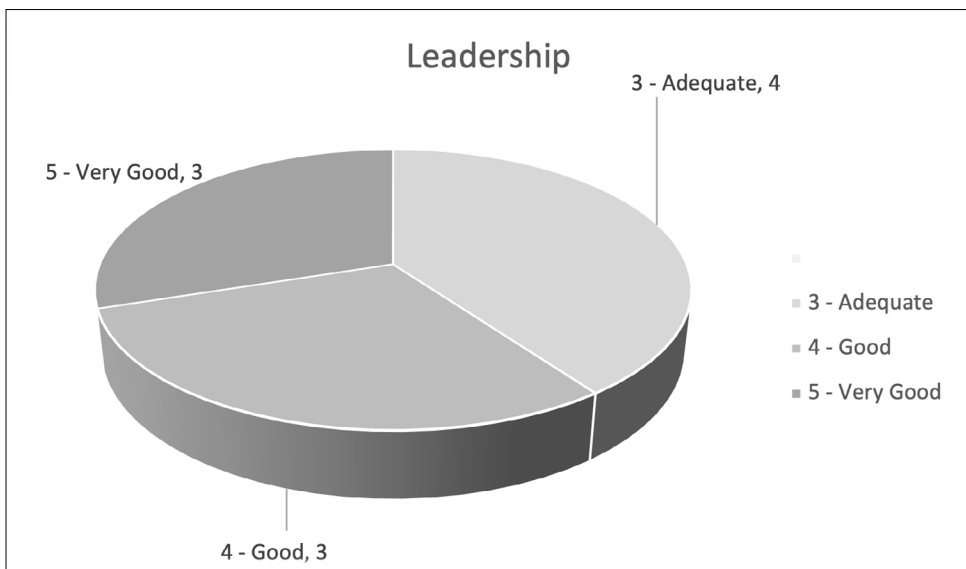
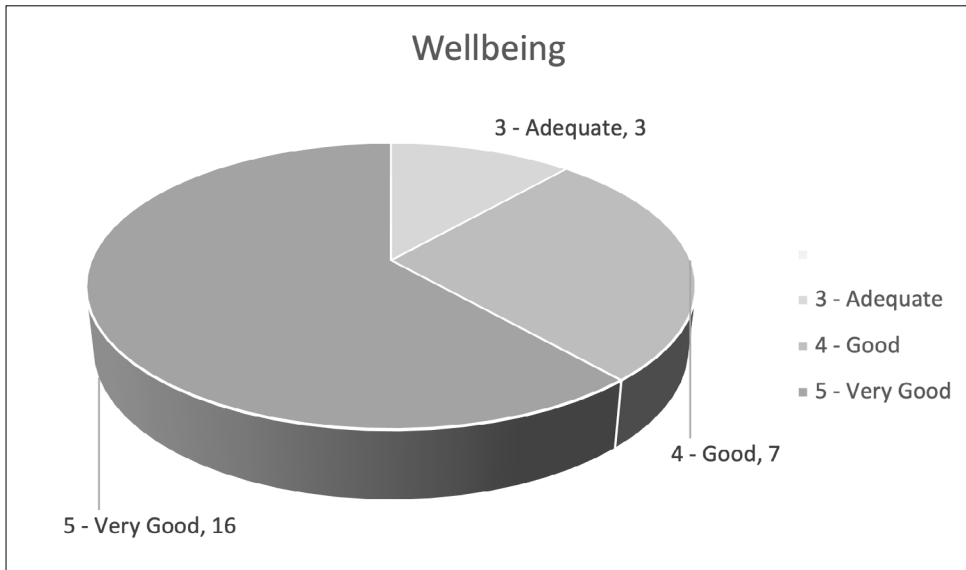
88% of our registered services inspected on this key question achieved a grade of at least 4 – Good, with 62% achieving Very Good (5)

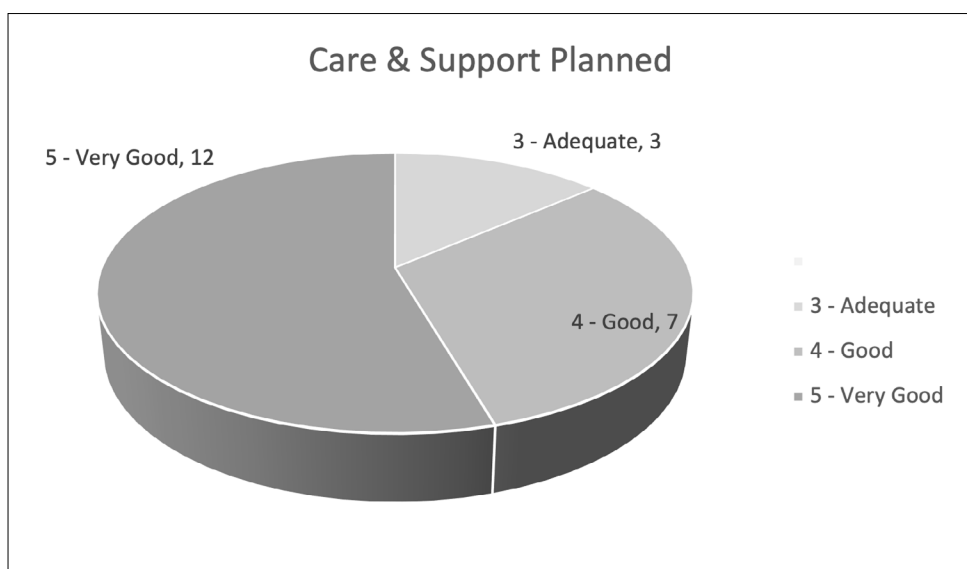
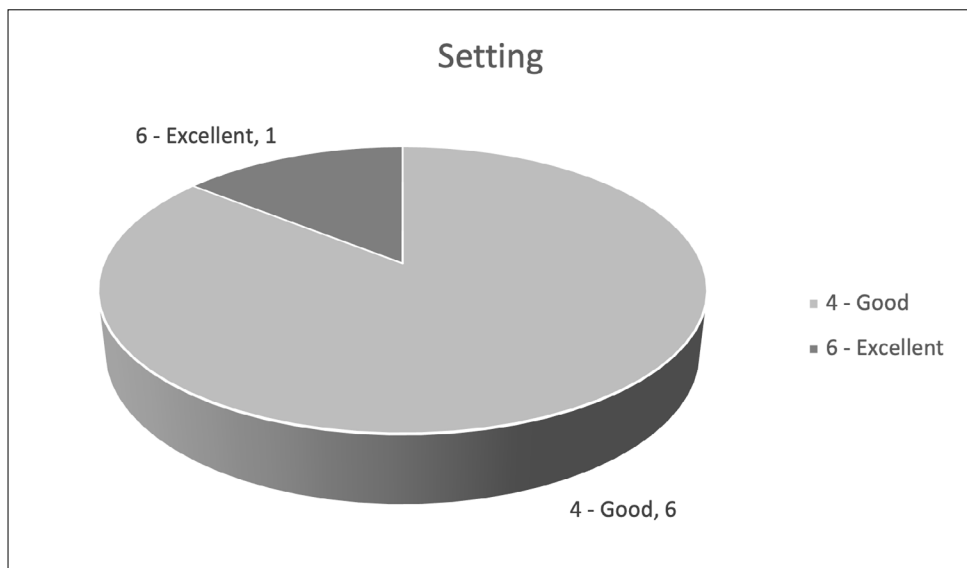
**5.2.2.4** How well is our care and support planned:

86% of our registered services inspected on this key question achieved a grade of at least 4 – Good, with 55% achieving Very Good (5)

**5.3 Care Inspectorate Grades – New Methodology**

**5.3.1** The Charts breakdown the Care Inspectorate Grades for each Quality Theme.





**5.3.2 Comparative Employee Figures**

	Comparison of Employee Numbers between 2021 and 2022							
	Full Time		Part Time		Total		Full Time Equivalent	
	2021	2022	2021	2022	2021	2022	2021	2022
Operations Staff	408	375	755	709	1163	1084	904.7	841.17
Relief Staff			439	440	439	440	98.60*	105.25*
Executive, Office Support Staff	63	62	31	31	94	93	81.49	80.38
<b>Total</b>	<b>471</b>	<b>437</b>	<b>1225</b>	<b>1180</b>	<b>1696</b>	<b>1617</b>	<b>1084.78</b>	<b>1026.8</b>

Figure calculated as average full time equivalent (FTE) roles per month.

*In the name of the Social Care Council (Known as CrossReach Board)*

THOM RIDDELL, Convener  
 SARAH WOOD, Vice Convener  
 VIV DICKENSON, Chief Executive Officer

## **Appendix 1 – List of Services**

### **CROSSREACH SERVICES**

#### **Adult Services**

##### **Justice Services**

- 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 (South Lanarkshire)

##### **Mental Health**

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

##### **Substance Use Services**

- Beechwood House (Inverness)
- Dochas Housing Support (Stornoway)
- CrossReach Abstinence Recovery Service (Glasgow)
- Rankeillor Initiative (Edinburgh)
- Tayside Support Service (Dundee)
- Whiteinch Move on Service (Glasgow)

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

##### **Looked After Children (7 small residential houses)**

- Carraig View (Port Glasgow)
- Dumbrook House (Strathblane)
- Finniescroft Farm (Lennoxton)
- Mill Muir Far (Gargunnoch)
- Mount Pleasant (Dalry)
- Rockwood House (Beith)
- The Old Lodge (Stirlingshire)
- Erskine Waterfront Campus

##### **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
- Polmont Prison Visitor Centre

## **Counselling, Support & Training**

CrossReach Counselling West and North – includes:

- Bluebell Perinatal Counselling Services (Glasgow)
- Tom Allan Centre (Glasgow)
- COSCA Counselling Training (Glasgow)
- CrossReach Counselling Inverness – Young People’s Counselling and Generic Service
- CrossReach Counselling Moray – Perinatal and Generic Service
- Workplace Counselling Service

CrossReach Counselling East – Simpson House and Palmerston Place includes:

- East Perinatal Counselling
- Recovery Counselling
- Sunflower Garden

## **Older People Services**

- Adams House (Elderslie) – Dementia
- Balmedie House (Balmedie)
- Bellfield (Banchory)
- Budhmer House (Portree)
- Cameron House (Inverness) – Dementia
- Clashfarquhar House (Stonehaven)
- Cumnor Hall (Ayr) – Dementia
- Glasgow Day Opportunities
- Heart for Heart, Bankfoot
- Heart for Art, Broughty Ferry
- Heart for Art, Carluke
- Heart for Art, Edinburgh
- Heart for Art, Galashiels
- Heart for Art, Garelochhead
- Heart for Art, Glasgow (Broomhill)
- Heart for Art, Kirkcudbright
- Heart for Art, Musselburgh
- Heart for Art, Stonehaven
- Morlich House (Edinburgh)
- Oversteps (Dornoch)
- Queen’s Bay Lodge (Edinburgh)
- South Beach House (Ardrossan)
- St Margaret’s House (Polmont) – Dementia
- The Elms Care Home (Edinburgh) – Dementia
- The Oasis Bankfoot
- The Oasis Garelochhead
- The Tryst Day Care Centre (Pitlochry)
- Walter & Joan Gray Care Home (Shetland)
- Walter & Joan Gray Day Care (Shetland)
- Whinnieknowe (Nairn)
- Williamwood House (Glasgow) – Dementia

Further information on our services can be found on our website [www.Crossreach.org.uk](http://www.Crossreach.org.uk)