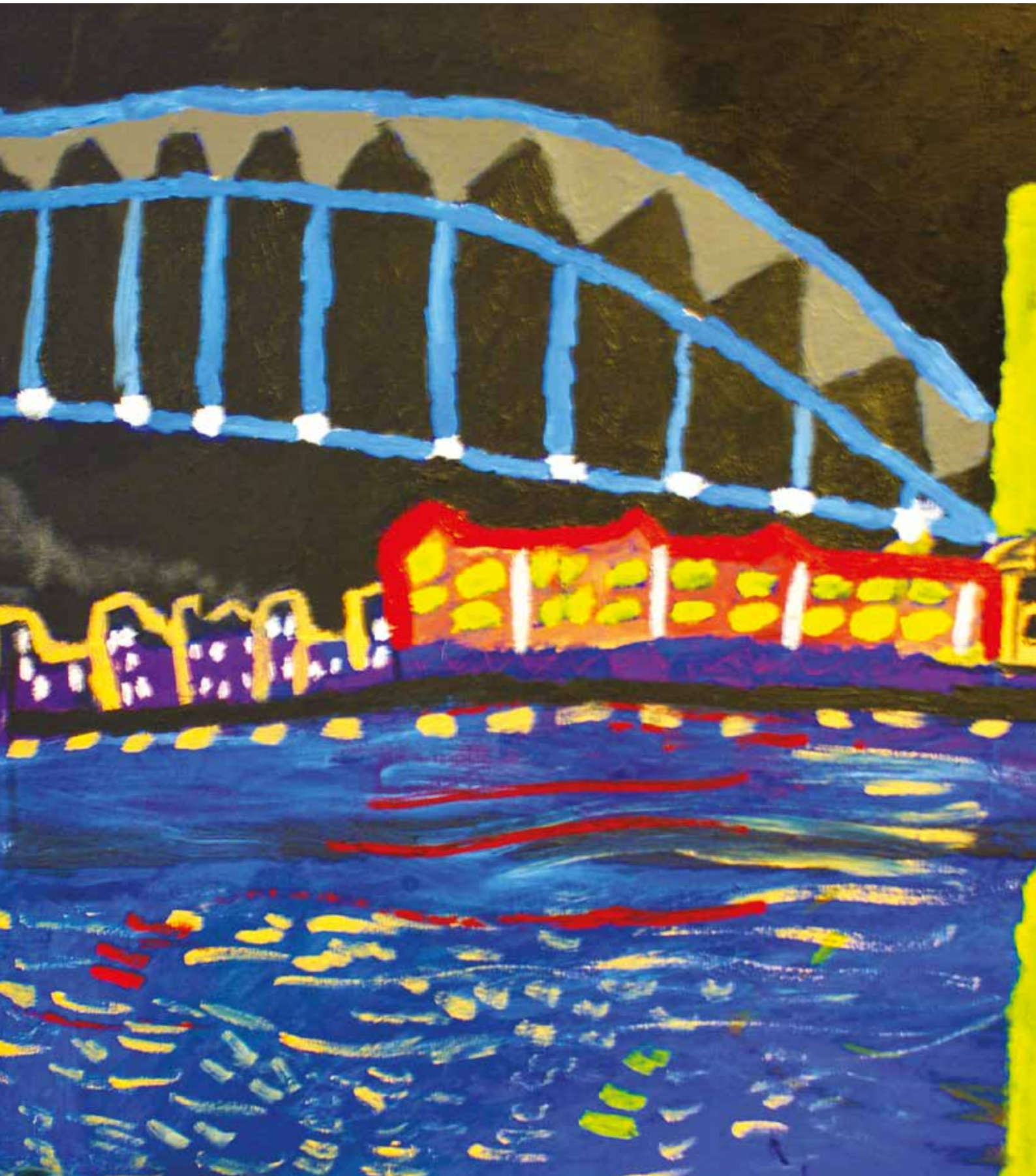


# KEY Annual Review 2014



A journey through life...

# Foreword by KEY's Director

In many ways there has never been a time of more potential in social care than there is now. The national policy framework in Scotland provides a very positive steer towards individuals having as much control as possible over their lives, with the right support to help them achieve what they want out of life. 'The keys to life' provides a renewed national strategy, and there is an impetus to move forward with the integration of health and social care, a policy aim that has at times seemed elusive, but one that is essential given the increasing need for social care that exists.

We are also seeing positive developments in the commissioning and procurement of social care, partly as a response to the personalisation of services, and partly as EU and national policies on procurement recognize the special nature of social care services differentiating them from other types of services.

The fact that these positive developments are coming at the same time as continuing funding cuts in social care does not diminish the value of the approach; rather, it emphasises the importance of developing services that meet individuals' aspirations, instead of diverting resources to those which do not. It also emphasises the critical importance of recognising our local communities as a rich resource. People's lives will be richer when



**Malcolm Matheson, Director**

they, as citizens, have greater opportunity to be more fully involved in their local communities and all that they have to offer.

What this means for providers is that, as well as being competent in supporting people with daily life and all that that entails, they also have to become much more aware of the assets and resources in the local communities where the people they are supporting live. Not just in a passive way, but actively making links, connections, developing networks and relationships, so that the rich resources within our communities can be unlocked for the benefit of the people we are supporting.

In KEY we have been working towards this over a number of years, and have, both directly and in partnership with others, developed community connectors, networkers and community development workers in a number of areas. Working alongside TAG has also given rise to a number of community initiatives. Our innovative 'Outcomes for Living' course provides a bridge between the individual and community, and helps people to create opportunities that would otherwise have never existed.

We built this thinking into our Strategic Plan Review last year, alongside the articulation of our experience and approach to supporting people with a wide range of complex support needs and continuing to explore new ways of communicating with the increasingly wide and diverse audience that self-directed support brings.

Our focus on the individual first and foremost is backed up by an experienced team of positive behaviour professionals, and staff

development experts, who can provide high quality advice and support strategies that are consistent with our core values, but which at all times sees the person first and not the label that only ever describes a small part of the individual.

Our Review this year reflects our work across a wide range; supporting young people and their families as they start to map out an independent life plan, supporting people as they build lives on their own terms in their local community, and providing the right quality of support at difficult times when people need consistency and commitment as well as the back up of specialist supports.

As always we have set our strategic direction in keeping with the core values that KEY has been built on over many years, and we will work together with our friends and colleagues in the statutory and voluntary sectors, and in the communities in which we work to help people with disabilities build the lives they want in every part of their journey.



Workers celebrate their SVQ success at the annual awards ceremony

# Reflections on a year

Personal thoughts from the Chairs of our Management Committee (Jo Pearson) and National TAG (Michael McKernan) in an interview with Jan Murdoch

**Q** Jo, this is now your second year as Chairperson of KEY. What are your thoughts about the past 12 months?

**Jo:** It's been a busy year as ever, with lots of achievements, as well as some real challenges. Probably the most important thing was the work on our new Strategic Plan, planning ahead, keeping our core values at its heart, and taking into account the wider challenges for social care. We brought in some new governance requirements, and we went digital with all our Board papers - it is a much more effective way of doing things, and it's a great relief quite frankly not to hear the thud of the post coming in on the Friday or Saturday. But the real achievement was in the difference that we made in people's lives across Scotland, despite the funding challenges.

**Q** And Michael, this is TAG's second year as a charity in its own right. Has this made a difference to the group?

**Michael:** Yes, it has made a difference. Looking back, we can see how much we have done with all the work we've been involved with. It's been a busy year for TAG. We gave our views to people from the Care Inspectorate about how people who are supported can have an input to inspections, we talked to NHS Greater Glasgow and Clyde about health

services, and have had lots of discussions about the Independence Referendum. And we've had the TAG Bake-off, and the Summer Fair, which have been great fun.

**Q** Jo, you mentioned the new Strategic Plan, can you tell me a little bit about how that was developed?

**Jo:** It was a collaborative process. As well as discussions at Board level with senior staff, there were discussions with National TAG, and our National Conference of Service Managers in November was used in part to feed in to the Plan. Our starting point was, "Are we providing the kind of support that allows people to live life to the full and in a way that they want to?"

**Q** And how were The Advisory Group involved Michael?

**Michael:** We had a meeting in November between National TAG and the Management Committee. As well as discussing KEY's plans, we talked about what TAG was going to do for the next 3 years. We split into different groups and in different regions, and we wrote up our thoughts - everyone took part.



**Q** One of the other big things in 2013 was the move to a new central office at The Square, still in the centre of Glasgow - so what was the thinking behind this move?

**Jo:** The lease for our old offices was coming to an end, and we wanted somewhere with better access. We looked at a number of alternatives, but on cost, quality and accessibility The Square won hands down. It's easily reached by road, bus, rail and foot. It's totally accessible, and we were able to plan the whole internal layout. We've used it already for a number of national events (our SVQ Awards Ceremony, and a National Managers' Conference). It's also used heavily for training, and is ideal for TAG meetings. Having the central atrium has been great – it's large and informal, and very welcoming.

**Michael:** It's a lot better than the old place was. There's great wheelchair access. At the other one sometimes you never knew if the lifts were going to work or not. At The Square it's just straight in. It's a lot brighter too than the old place. We've also had the TAG Bake-off, the Christmas Fair, an Information Day, and the Summer Fair, with lots of arts and crafts from different areas.

**Q** You've both talked about collaboration and how much joint working there is across different parts of the organisation from the Board, TAG and the staff. How do you think this is achieved?

**Jo:** We have shared values and a common purpose, and we know each other well. At all the big events that go on within KEY, for example the AGM, the SVQ Awards, the National Conference, TAG is always an integral part.

**Michael:** Yes, TAG has played a big part in KEY's work. At the SVQ awards I made a speech in front of more than 80 people. I congratulated everyone on how well they had done, how important it is to listen to the people they support in their jobs. And at the AGM I spoke to over 100 people about TAG's first year as a charity. Mind you, I was terrified.

**Q** And to finish, are there any particular thanks and personal highlights you would like to share?

**Jo:** Well, the first thing is to thank absolutely everybody who is involved in KEY - people on the Board, TAG, the staff and all of our colleagues in other agencies. The people in KEY share a deep commitment to supporting people to lead the kind of lives that they want to, and it shines through in so many ways. In terms of a personal highlight, possibly going to the Care Accolades Awards. Being there with members of LD Links was just fantastic. They were very justifiably delighted to be there and to go home with the prize.

**Michael:** And I want to thank everyone involved with KEY and TAG, and I just want to say how well they've all done. And my highlight was that first AGM, that and the Summer Ball.

The Advisory Group (TAG) was set up by KEY in 1996 to enable people with learning disabilities to have a stronger voice in the services they use and in their local communities. In 2012 TAG became a Scottish Charitable Incorporated Organisation run by its members. TAG promotes social inclusion and the creation of a Scotland where the gifts and talents of everyone is recognised and every citizen is seen to have equal value in society.

# Stepping into adulthood

## Dunoon Youth Group – planning a bright future

Leaving school is a big milestone in anyone's life and for many young people with disabilities and their families it can be a time of uncertainty as well as excitement. Families and young people need the opportunity to consider their options and be part of deciding their own future, and the support and care they will need. In Dunoon, KEY got the chance to do this by leading a transitional planning process with a group of 4 young school leavers; Ailsa, Martin, Sean and Demilynn and their families.

KEY facilitated a group-based planning event using the Pathfinders model, which is based around getting people together to plan what they want to get out of life and has a focus on the skills and talents they have which could get them better connected with their communities.

The Dunoon Pathfinders event took place in September 2013 when the young people and their families came together in the local youth club to explore the kinds of lives they wanted to live on leaving school. Each young person and their support circle looked at developing a range of options in their local communities, such as college, work, and leisure activities, and found solutions to making these ideas happen. Since then the young people are



already achieving some of the outcomes they had aspired to through their

plans. Ailsa has great artistic ability and has begun to sell her products featuring her artwork through local craft fairs. Demilynn's interest and talent lies in hairdressing and has since enrolled on a hairdressing course at college, as well as securing a work placement in a local hairdresser. Martin has a gift for drama and would like to pursue a career as a professional actor. With KEY's support he successfully registered as an extra and had a part in a well known Scottish soap! And Sean's passion is his music so he has hooked up with a local musician to further his guitar playing skills.

The group's review event is coming up in September 2014, so hopefully Martin, Ailsa, Demilynn and Sean will have enjoyed even more successes by then!

## Robyn - feeling proud, feeling positive

KEY started supporting Robyn, who is 24, 2 years ago after her previous placement broke down and she was living in hospital. Robyn faced many challenges in those early days as she decided who was going to support her to move on from the hospital and she spent time really getting to know and trust her small team of workers. She actively recruited people who could listen to, understand and respect her and who were able to help her manage challenging situations and stick with her during the difficult times as well as the good ones.



**“Robyn’s team were committed to helping her develop the coping mechanisms and strategies she needed to deal with situations, which tested her daily.”**

Two years on Robyn lives in her own house near to her family. She volunteers in her local Shelter charity shop, is a regular at the gym, has lost 2 stones attending Weight Watchers (which she is really proud of!) and has just started going to a dance fitness class which she loves. She has also recently joined Dunbartonshire TAG and would like to get more involved in this along with doing some training and interviewing for KEY.

Her big dream is to get a job in beauty therapy. So with the support of her team, Robyn has found a beauty therapy taster course and is hopeful she’ll get a place on this so she can work towards getting the qualifications she needs to achieve her dream.

Robyn still gets a lot of support from her team, but is starting to think about a time when she feels she won’t need as much support in her life. She has begun to spend some time on her own and although she says she misses her workers she is enjoying having this time to herself.

Robyn’s team are very proud of what Robyn has achieved in just 2 years and continue to stick by her. **“Robyn has grown in confidence and although she continues to face challenges, she has the security of knowing her team are there to help her grow and achieve her dreams.”**



# Living a full life

## Jim: My home, my life

Jim has been a tenant of KEY and supported by us for 22 years now. Jim lives in North Lanarkshire, where the council offers self-directed support. As a result his support is funded through an individual budget.

With his support Jim enjoys a full life, trying new things, keeping in touch with friends and getting out and about. And as someone with physical access needs he has always been a strong advocate for people with high support needs having access to housing that is adequate and has enough space to accommodate these needs.

Therefore when KEY undertook refurbishment work on their housing in the area last year, this meant a big opportunity for Jim. For 20 of his 22 years with KEY he had shared a flat with 3 other people, but had recently become keen to have a home where he would have more space for himself. As part of the refurbishment work a new flat was created for Jim, which affords him the space he needs for himself, but also for the equipment he requires for daily life.

He is also able to use assistive technology in his new home. As the technology is voice activated it means Jim can now spend more time on his own and it's contributing to increasing his independence. Over the past



year Jim has also grown in confidence and been able to spend periods of time in his home without the need for support.

Understandably Jim is delighted with his new home. It better meets his needs and gives him the opportunity to have space and support on his terms, which crucially is not influenced by anyone else's needs.

*"I've never looked back since getting my own flat and my dad has seen a big difference in me too. I am more independent now."*



## Lucy: My job, my life

Lucy is a young woman who was looking to get into work. When she was successful in getting a clerical post with her local housing association, her employer recognised that her particular varied needs would mean she could benefit from having a job coach. With her new employers she approached Job Centre Plus to find out what kind of support she could get. Various options for provision were considered, but as the housing association already had a successful working relationship with KEY, they approached us to see if we could offer Lucy the required support.

Although this was a completely new kind of request for the team, they were confident that they could offer Lucy what she needed. The team were successful in gaining a contract through Access to Work to provide on the job support to Lucy for an initial period of 12 weeks.

During this initial phase Lucy and her team concentrated on working out a person specification for the job coach and matching the best person to this role. This was vital as

the person taking this on would be required to have some background in clerical work to enable them to work alongside Lucy with her daily office duties.

Sheena, who has worked for KEY for many years, was identified as a really good match for this opportunity due to her previous experience of admin roles. Lucy and Sheena work really well together and their typical day will include processing mail and invoices, as well as fielding internal calls. Recently Lucy has begun studying for an SVQ in Business Administration, which again Sheena supports her with and they spend one afternoon per week working through this.

Lucy has now had her Access to Work funding confirmed for a further 2 years and to allow her greater flexibility she has also added Debbie, another of the local support workers, to her team.

“My experience with KEY has worked out very well. I like having a variety of help and support within my working days. Both of them keep me on task which helps me get through my SVQ and work.”



# Facing difficult times

## Supporting end of life care



Doris was a funny, feisty lady who had spent a large part of her life in Lennox Castle until she returned to the community in 1996. It took Doris a while to adjust to her new way of living, but she settled down in her single tenancy and came to love it. Her home became very important to her as did her small team of workers with whom she developed very strong relationships.

Doris was 72 when she became ill. She had cancer in her gall bladder, abdomen and intestines. The team were told her cancer couldn't be treated. As Doris could not communicate her wishes for the end of her life, it was down to others to use their knowledge of her to make plans. Members of the Learning Disability team, the local Hospice and the support team (several of whom had been with Doris for over 20 years) worked

together to make sure Doris was pain free and able to stay in her own home up until the end.

The team made sure that Doris's final days reflected her personality and her life. It was summer, the middle of June, when Doris got her diagnosis. But Doris's favourite time of year was Christmas. So it became Christmas every day in Doris's house. The tree was up, the house decorated from top to bottom. Staff posted Christmas cards to Doris every day, and found Christmas crackers to put on the table. She loved candles too, so when Doris became too ill to get out of bed her room was lit with loads of candles every night.

Following Doris's death a member of the councils Learning Disability Team nominated KEYs support team for the Linda McEnhill award for 'outstanding end of life support of an individual'. She said about the team:

**“As the people who knew Doris best, they advocated for her when she became ill, persevered until she obtained a diagnosis and provided loving and highly personalised care during the four months**

from then until she died. They were an outstanding illustration that long term paid carers can be like family, and deserve to be listened to and respected in the same way.”

The team won the award and were recognised at the ceremony in Birmingham. The judges commented:

“The standard of this year’s nominations was extremely high, but the seven judges were unanimous in their choice of KEY as the winners. Doris’ story was absolutely outstanding and profoundly moving. This was clearly a real joint effort, bringing in all relevant expertise and best practice. There was a very clear appreciation and use of each other’s professional roles. Perhaps most of all, we were impressed

how this team, that had no previous experience of end of life care provision, rose to the challenge and supported Doris in such a beautiful way. This shows how much can be achieved with the right support, but also how important it is to have a team of committed carers who are prepared to embrace the unknown. They learnt a lot together which I’m sure will continue to serve them well.”

Since their award the team has been asked to contribute to a pilot study which has been developing a new palliative care pathway for people with learning disabilities. The ‘Supporting People with Learning Disabilities through the Palliative Care Journey’ is a joint initiative between The Scottish Government, NHS Greater Glasgow and Clyde and The Prince & Princess of Wales Hospice.



Doris’ team with Management Committee member Angus Turner

# A change of pace

## Stranraer short-break service - flexible and person-centred

It has been an exciting year for KEY in Stranraer with the opening of a personalised, flexible short-break service and community-based hub. The service includes a new, fully-accessible, self-contained flat dedicated to providing overnight breaks for individuals on their own (with or without support) or with their family and friends.

The short-break service is used in a range of creative ways. Families and individuals can book breaks at times and dates to suit them, and we provide support in times of crisis or to provide a level of spontaneity for families.

James used the service to support him with returning home from an out of area children's placement. His stays enabled him to reconnect with the local area and enjoy some time with his family and friends before moving back permanently.

Lewis and his family get support from the short-break service after a prolonged period of not receiving any services at all. We provide a flexible package of support so he can enjoy regular social opportunities in his local community complemented by overnight stays, which provide a break for the whole family. His breaks also give him the chance to develop a range of independent living skills and social networks.

The short-break service also supports a young woman who receives an intensive 24 hour package. The flat offers the space and equipment necessary to meet her health and care needs whilst the family enjoys a break.

The accommodation is complemented locally by a community hub which has a drop-in feel. Young people using the short-break service can hang out together to play the X-Box or Wii. Recently movie nights and shared interest group activities have started, focusing on encouraging social networks, developing life skills and increasing independence.

Everyone who uses the service has an outcome-based plan, which identifies their aspirations and wishes in relation to short-break activities. People are enthusiastic about their experiences:

"I am happy on my weekend at the flat, I love it. The town centre is only a wee walk away and when I am there I come and go when I want. It is the best."



"I enjoy the break and can recharge. I get some time to myself, not that I do much, but if I have things to do then I can plan ahead. KEY's service is second to none."

# A year of great achievements

## Cameron's an inspiring artist, inspired by life

Cameron will be well known to many in KEY, as will his passions in life, of which art is among the most prominent. He is a self-taught artist who has been attending workshops with disability arts organisation, Project Ability, since 1991. Through this relationship Cameron has been developing his skills and talents as an artist, whose work has been exhibited both nationally and internationally.

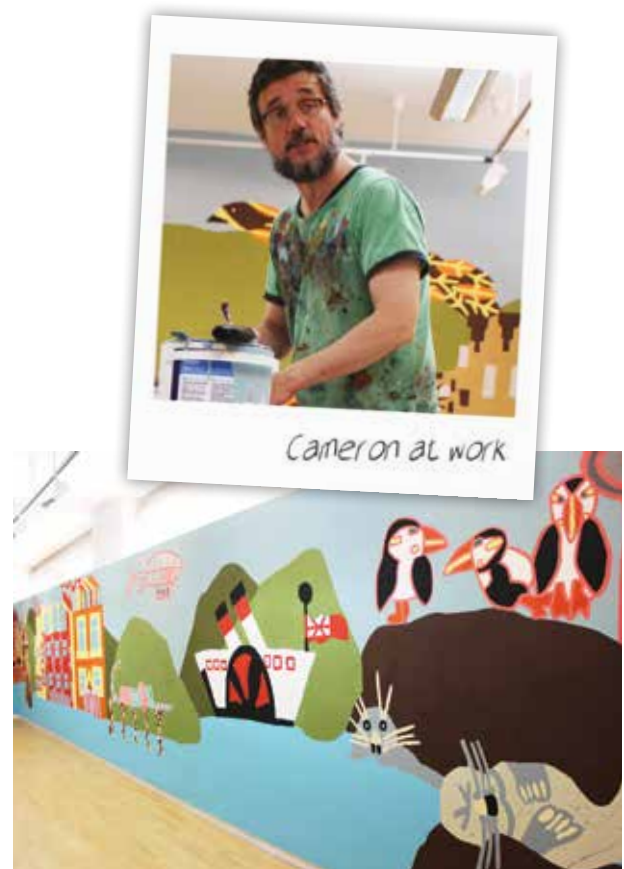
Over the past year Cameron has undertaken his most ambitious project to date, when he was commissioned to do a mural for the Generation national visual arts festival. Generation is an exhibition programme running right across Scotland, celebrating 25 years of contemporary visual art in Scotland and is funded through a partnership between Creative Scotland, the National Galleries of Scotland and Glasgow Life.

To undertake such a huge piece of art required tremendous commitment, dedication and hard work from Cameron, so much so that he became resident 5 days a week at the gallery throughout the month of June to make sure the mural was finished for the exhibition opening. He admits that he had to “get a crack on nearer to the end” to make sure it got finished on time and was grateful for the help he got from his assistant artist, Jason, and many others at the Project Ability gallery.

The mural depicts images from places across Scotland, many of which Cameron has visited through his other passion in life – hill walking – and walks you round Scotland's most iconic landscapes and landmarks.

Given the scale of what he has achieved, Cameron is characteristically under-stated about his work “I'm very pleased with it, yes you could say I'm quite pleased with how it's turned out.” And would he like to do something like this again?

“Well, I wouldn't say no.”



## James' boots are made for walking

James hit the headlines in April this year when he heard the news that he had been nominated to carry the Queen's Baton, on Thursday 19 June at 12:01 pm. This was a huge surprise to James as he was not aware that he had been nominated or chosen until we sprung it on him during lunch at The Moreig Hotel where all his friends gathered to let him know. James was in shock for a while and very emotional, but said it was a fantastic feeling.

James was nominated by his fellow walkers and KEY workers due to his tireless efforts with his walking group and good community spirit. James became a walk leader through training with Paths for All Scotland; he ensures that everyone is safe while out and also his good humour keeps the group amused.



On Baton day James was all suited up in his Queen's Baton Relay uniform and enjoyed every minute of the experience. He took over the Baton with Scottish pride at our local council offices in Dumfries and walked with a huge smile and much determination to handover the Baton to the next candidate.

## Sandra's Commonwealth Games

Sandra is one of several people we support who signed up to volunteer at the Glasgow 2014 Commonwealth Games. Here she shares her experience of being a Clydesider (the name given to the volunteers):

"I volunteered at the Glasgow 2014 Commonwealth Games. This involved handing out maps and leaflets to visitors to our city. I also gave people directions to different places. I really enjoyed the experience. I met lots of interesting people and even had my picture taken with Alex Salmond, the First Minister, who came to the Mitchell Library to

congratulate all the volunteers for putting in the time and effort. It was an experience I will never forget and I was so proud to represent my country."



## A big cheer for LD Links!



As we were going to press, the LD Links SDS Collective won a prestigious Care Accolade for their achievements in the 'Personalisation of Services' category. Group members, Faye, James, Essie and Kaley enjoyed afternoon tea at a ceremony in Perth Concert Hall.

They were joined by LD Links' supporter, Louise Rae, Margo McKie and Richy Lewis from KEY in Dumfries, Essie's niece, Fiona, and Management Committee members Joanna Pearson and Gillian Anderson.

The groups' response on hearing their name called out as winners was a huge cheer! And Faye Cattenach, LD Links Chairperson, had this to say about their success:

"It's fab! I wouldn't swap my life for anyone's today!"



# Achieving high standards

Our services were inspected on all 3 quality themes during 2013-14. 100% of our services were graded as good, very good or excellent. Below is a break down of the gradings awarded and the comments are taken from Care Inspectorate reports received during the period.

## Quality of care and support

100% of KEY's services were awarded grades of Very Good or Excellent

One of the things that is great about my job is taking every opportunity, planned or not, to make every moment count. - **KEY worker**

All through this inspection we saw KEY's commitment to helping people who use the service to get involved in decisions affecting them. - **Care Inspectorate**

*I feel included in all decisions about my support. - Person supported by KEY*

## Quality of staffing

100% of KEY's services were awarded grades of Very Good or Excellent

*[The workers] have taken time to get to know my son, the care is very person-centred and they've built a fantastic relationship based on mutual trust and respect. They have worked hard to maximise his potential. - Family member*

People supported by the organisation were trained as co-trainers... This had a very positive effect on any new staff. - **Care Inspectorate**

## Quality of management and leadership

100% of KEY's services were awarded grades of Good, Very Good or Excellent

*The quality and frequency of communication with families is excellent. - Family member*

KEY continually focuses on how to achieve good outcomes for people they support. They are very committed to seeking feedback on these outcomes and looking at ways to improve the way they support people. - **Care Inspectorate**

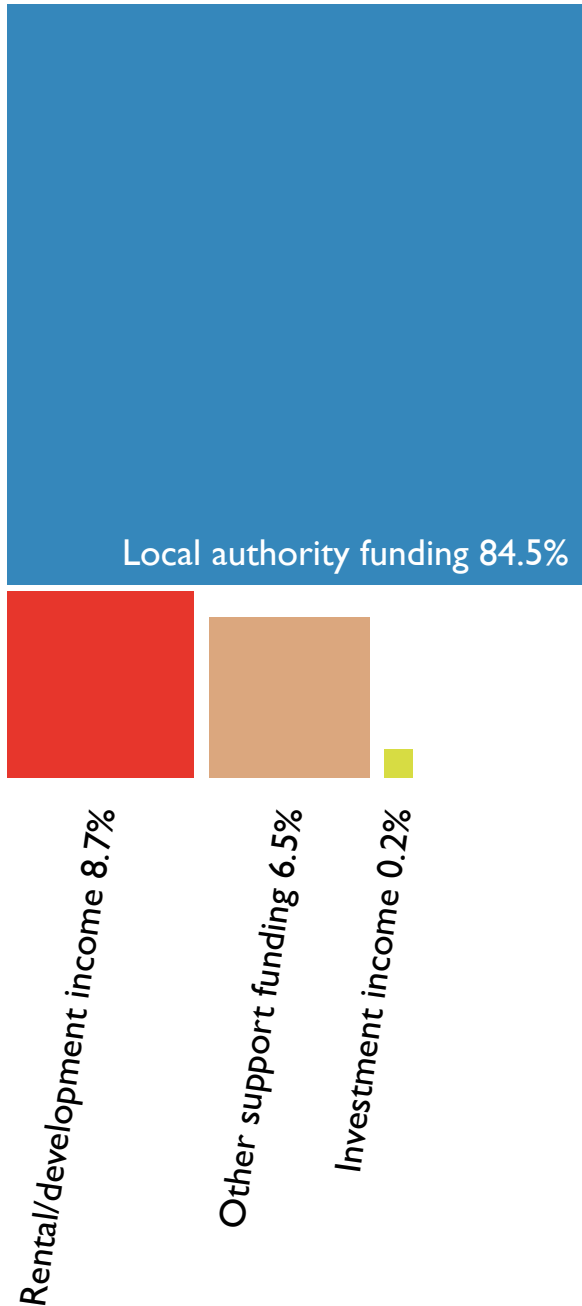
The Care Inspectorate grades service providers on a scale of 1 Unsatisfactory to 6 Excellent



# Money Matters

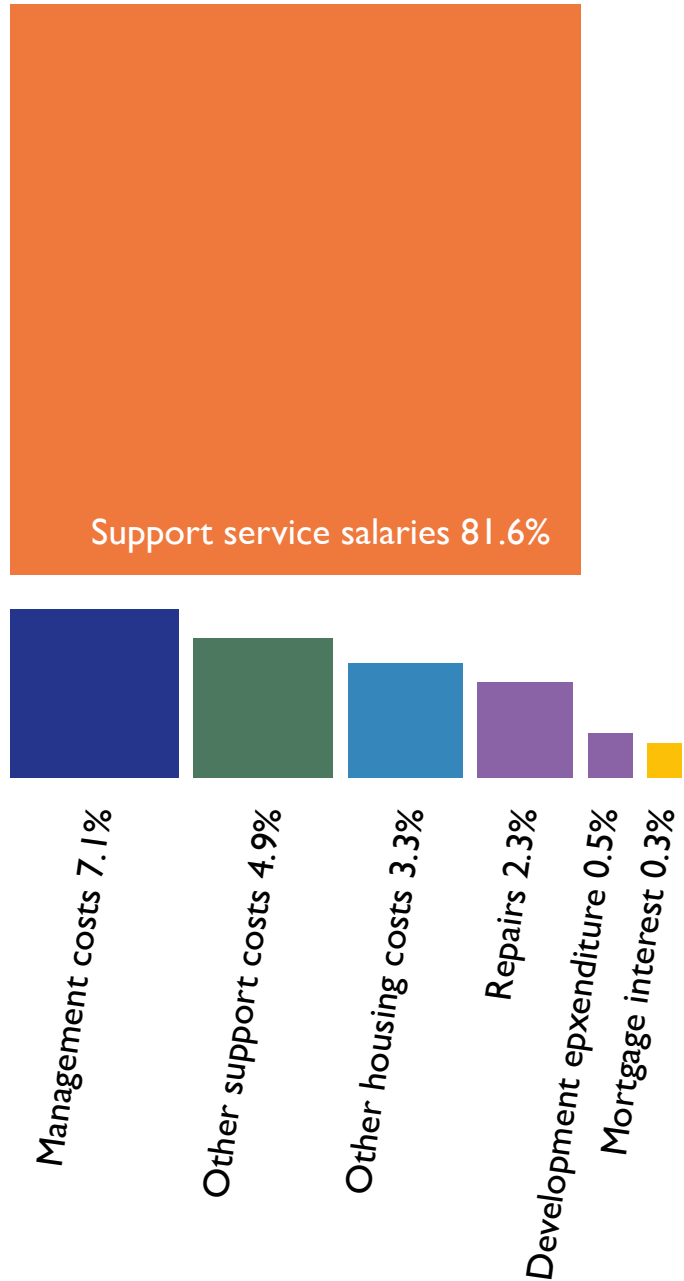
A full copy of KEY's annual accounts for the year ending 31 March 2014 is available on request from The Secretary, KEY, The Square, 70 Renton Street. GLASGOW, G4 0HT

## Income



The past year has brought challenges in the funding of pension costs, challenges which have required detailed and time consuming engagement with our main multi employer pension provider who has been addressing a pension scheme deficit, a common theme in pension schemes in recent years.

## Expenditure



Discussions over the detail of KEY's level of annual contribution to the deficit were ongoing at 31 March 2014, and the Board and senior staff are active in progressing these matters with all the relevant parties.

# Management Committee

## Joanna Pearson (Chairperson)

A human resources specialist with a background in the private and education sectors.

## Bill Mooney (Vice Chairperson)

A retired chartered engineer and a founding member. Board member of Community Lifestyles.

## Sandra Blair (Vice Chairperson)

Glasgow City Social Work (previously a Community Care Development Officer with North Lanarkshire Council).

## Angus Turner (Secretary)

Retired minister of the Church of Scotland. Board member and Secretary of Community Lifestyles.

## Anne Finnegan

Formerly Special Needs Manager with Glasgow City Housing. Board member and Chairperson of Community Lifestyles.

## Gillian Anderson

A clinical psychologist with NHS Lanarkshire.

## Margot Duggan

Formerly Assistant Head of Drumpark School in Monklands.

## Duncan Sim

Reader and Academic Director with the School of Social Sciences at the University of the West of Scotland.

## David Meechan

An auditor with Audit Scotland (also Treasurer of KEY Trust).

## Dave Le Sage

Director of Access Apna Ghar Housing Association.

## Alex Davidson

Consultant with the Scottish Government's Joint Improvement Team and former Head of Adult Services with South Lanarkshire Council.

## John Paterson

Independent convenor for the adult protection committees of 2 council areas and former Head of Adult Services in Renfrewshire.

## Sylvia Sills (Co-optee)

Past chairperson of The Advisory Group (National) meeting.

## Michael McKernan (Co-optee)

Current chairperson of The Advisory Group (National) meeting.

# With thanks to

## Auditor

Grant Thornton, 1 Atholl Crescent, Edinburgh

## Internal Auditor

Chiene and Tait, 61 Dublin Street, Edinburgh

## Bankers

Clydesdale Bank, 120 Bath Street, Glasgow

Bank of Scotland, 54 Sauchiehall Street, Glasgow

## Solicitors

Brechin Tindal Oatts, 48 St Vincent Street, Glasgow

Naftalin & Duncan, 537 Sauchiehall Street, Glasgow

VI Pensions Law, 2 West Regent Street, Glasgow

## Insurer

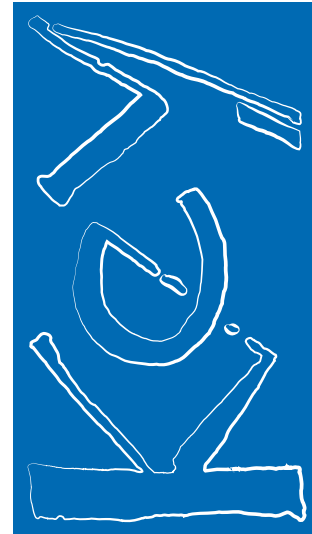
Zurich Municipal, 215 Bothwell Street, Glasgow

## Architect

Holmes Miller, 89 Minerva Street, Glasgow

## Building Contractor

J B Bennet, Banton Mill, Kilsyth, Glasgow



KHA Developments Limited is a trading company operated by KEY. It provides property development services to KEY Housing.



Community Lifestyles is a subsidiary of KEY. The organisation specialises in supporting people with complex needs in a dynamic, responsive service tailored to their individual needs.

**This year, for the first time, we will be publishing a separate report on our housing work. This will be sent to all our tenants, detailing how we are achieving the standards required by the new Social Housing Charter.**

## About our cover artwork

This year's cover image is a painting by Martin Sloss. With the theme of our Annual Review being 'a journey through life' Martin's night-time scene featuring Glasgow's famous 'Squinty Bridge' seemed just perfect. Thank you Martin!



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[www.keyhousing.org](http://www.keyhousing.org)

*KEY, KEY Community Supports and KEY Housing are names used by KEY Housing Association Limited, a charity registered in Scotland, charity number SC006652.*



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