



Key Annual Review 2017



Welcome to Key's Annual Review

Key was set up by a group of passionate, committed families with a vision for their sons and daughters to lead full lives at the heart of their local communities. We are proud that some of these families are still involved and that our organisation continues to be shaped by the views and experiences of people with disabilities and those close to them.

The active participation of people we support is at our very core. Our strong partnership with TAG (The Advisory Group) - a Scottish Charitable Incorporated Organisation run by people with disabilities – supports people to play a central role, alongside our Board of Trustees, in shaping the strategic direction of the organisation and ensuring the quality of our services.

Key's (and its subsidiary Community Lifestyles) primary focus is to provide high quality, personalised support to people in their own homes and communities. Originally set up as a Housing Association we continue to provide specialist housing to over 700 tenants and have properties in 15 local authority areas.

2017 at a glance:



We supported 2000 people

Worked with 15 Local Authorities



Employed 1800 staff



Chairperson's Report

The beginning of the year brought some change for the organisation with the retirement of Key's Director, Malcolm Matheson, in March 2017. Malcolm's role in shaping our organisation for the past twenty-nine years has been outstanding. His leadership, dedication and commitment has been an inspiration to us all in Key and also more widely within the social care sector.

Malcolm's lasting influence will be ensuring we continue to foster a culture of respect and inclusion, as was evident in the recruitment of our new Chief Executive. This included an interview panel of people supported by Key, assisted by a Board member; they brought great skill, knowledge and wisdom to the process and I would like to express my sincere gratitude to all those involved.

The Board and National TAG also worked closely to develop our new Strategic Plan. From this joint planning our strategic themes of community connecting, workforce development and co-production emerged. This partnership with TAG and how, together, we can support people with disabilities to lead full lives as included citizens is becoming increasingly important as expectations rise and resources reduce.

Our strategy also prioritises supporting our management and staff teams who do a tremendous job in often very challenging circumstances. We welcome the Scottish Government's commitment to valuing and investing in the workforce through additional funding to support the continued delivery of the Scottish Living Wage. However, additional pressures related to the Apprenticeship Levy, SSSC Registration and overnight support

arrangements are placing more demands on social care budgets, meaning funding will remain a challenge for the foreseeable future.

Finally, this year marks the end of my term of office as Chairperson and I will be stepping down after September's Annual General Meeting.



As I get ready to hand over the role of Chair, I would like to express my sincere thanks and gratitude to my fellow Board members, all of our staff and the members of TAG for their ongoing support, commitment and dedication. Everyone involved with Key knows that our ethos and values are our strengths. They will continue to influence all we do and how we face the challenges ahead.

Joanna Pearson
Chairperson of Key

Chief Executive's Report

I am delighted to become CEO at a time when we have such an important role to play in strengthening and promoting the commitment to Self-directed Support (SDS) across Scotland. This year has seen much greater consideration given to the impact of SDS and while inconsistencies in implementation remain, there are also many examples of innovative, creative approaches which increase people's choice and control and support better outcomes.



We have always believed that better outcomes happen when support fits around, complements and develops people's relationships with their communities. A highlight of our year was the findings of an external evaluation of our community development partnerships with TAG (The Advisory Group) and Community Lifestyles.

The evaluation highlighted the projects' particular successes in creating new opportunities for people with disabilities to be more included in community life,

increasing their influence on the services they receive and in making a reality of 'natural supports'. This year's review celebrates the networks, partnerships and resources that have been developed through this work.

The launch of the new National Health and Social Care Standards brought a welcome renewed focus on ensuring human rights underpin social care delivery. People supported by Key and our staff were involved in shaping these standards and there was widespread support for a more person-led, outcome-based approach which describes what people should experience rather than how support should be delivered.

Delivering support which is consistent with these principles and rooted in a human rights approach requires a skilled and engaged workforce. Throughout this year I had the privilege of seeing this first hand as I met staff across most of the areas in which we work. I was incredibly impressed by their commitment, respectful and thoughtful approach and determination to deliver support that empowers people and promotes independence against an increasingly complex and shifting background.

Our review shows how we have been developing our learning and development strategies to support staff and celebrates our employees' skills, experience and creativity.

Finally I wish to thank the Board and our staff for their warm welcome following my appointment and for their ongoing commitment to the work of Key and Community Lifestyles. With their hard work and dedication we will continue to support people to live ordinary lives while achieving extraordinary things.

Andrea Wood
Chief Executive

TAG Chairperson's Report

Last year saw the joint work between TAG and Key go from strength to strength. TAG designed a consultation workshop called, 'Getting Together – Getting it Right'. Based on the new National Health and Social Care Standards, TAG facilitated a number of these workshops across the country to make sure that the people supported by Key understand their rights and know what they should expect from their support. Each workshop included presentations and videos produced by TAG members. Key will use this feedback to continue to improve the service they provide.

TAG's community development work continues to flourish. Our community café in Invergordon has taken on a plot in the local allotments and is now producing homemade jam, which is helping the café to cover their running costs. We've also recruited a number of local gardeners as volunteers to help us improve our gardening skills.

During the year, TAG, Key and Community Lifestyles were successful in receiving an 'Awards for All' grant to evaluate the community development initiatives. Lots of people who were involved were asked what they had got out of the work. A report has been put together with all the evidence of how the projects have got people more involved in their local communities. We will use this report to apply for more resources to make sure this work continues.

2016 also marked TAG's 20th Birthday. To celebrate and commemorate this we ran 'Step Up for TAG' during the month of August. Four hundred people signed up for the competition and wore pedometers to count their steps.

William from Glasgow East picked up the prize of an iPod for clocking up the highest number of steps; a massive 643,543 steps in total!

TAG continues to host a number of events and campaigns throughout the year. You can find out what's going on in your area through the TAG website and Facebook pages.

www.theadvisorygroup.org.uk



Paul Cannop
TAG Chairperson



Getting Together - Getting It Right



Empowering people to be at the centre of their support and genuinely listening to them, their families and friends has been a longstanding commitment for us. We want to really understand what impact the support we provide has on people's lives and ensure their feedback shapes the things we do.

This year we commissioned TAG to develop a series of consultation events which would provide an opportunity for the people we support, their friends and families to come together in their local area with other stakeholders to talk about the support they received. The events were designed around the new National Health and Social Care Standards to make sure that people understood their rights and knew what they should expect from the support provided by us.

So far, TAG have delivered 10 'Getting Together - Getting it Right' events across Scotland involving over 400 people. The workshops are expertly facilitated by TAG members using videos, presentations and poster exercises to encourage conversations about dignity and respect, compassion, being included, responsive support and wellbeing.

Feedback highlighted just how important warm, respectful relationships with support teams are to the people we support, and their families. Also important was being listened to, especially when things go wrong. The majority of people knew and understood how to make a complaint, either to us or to the Care Inspectorate, and there was huge confidence among people we support that by talking to a member of staff or a manager, most things could be resolved quickly. One person told us:

"I have been with Key for two years now and before that I had been with lots of different services. For most of my life I haven't been listened to but that changed when I came to Key. Key are the best at supporting me."





The events demonstrated that the people we support have a great understanding of their individual rights. It was very clear from people's participation that they knew exactly what to expect from their workers and what it feels like to receive good support.

Attendees highlighted how successful the events had been in bringing together people with support, and their families and friends, with our staff to share experiences of being supported by us. Their feedback will ensure the organisation and our staff can learn from these views to improve what we do.

What people with support said

The events were a good way of having the chance to speak up as although I feel that I am good at voicing my opinions, it hasn't always been like this and I didn't always get listened to when I was younger. So it was great to be involved with something that helped lots of people have their say.

There were lots of good ideas at the event about how we could all make our support better and you could hear that all the groups were talking about different things. It was good to hear the presentations from people who get support too. One of the presenters had done lots of things in his life and by being involved with Key. It was good listening to him speak.

Like we talked about at the events, I have lots of ideas about what I would like to do with my life in the future, so I will be talking to my co-ordinator and team about how we can make some of this happen.



What families said

I thought the event was really good. Everything was explained well and people with support really understood what they were there to talk about. There were lots of good ways of being involved, like seeing videos, using pictures and so on, and we felt we got the chance to talk over our views with the right people.

There was a good mix of participants at the event which gave you the chance to hear lots of different views and also to see how many different people get support. The nicest part of the day for us was being there with our brother and seeing how everyone genuinely knew him personally.

What staff said

The approach used for the events was well thought out and emphasised the experiences of people we support; it felt right that the people we support were leading the event. The use of different media really helped to pace the day and supported people's engagement. Also it was really nice to see people and families who wouldn't always go along to an event like this were there and really get something from it.

It was really good to have the chance to take a step back from the everyday aspects of the job and think about the support we provide in a relaxed and informal way.



Getting It Right for our Workforce



Our skilled and committed workforce are at the forefront of providing good quality person-centred support which empowers people to live active, healthy and included lives.

We recognise there are a number of pressures currently facing the social care workforce, therefore our workforce development strategy to 2020 places great importance on nurturing and developing the skills of our staff.

Our approach to learning, development and qualification attainment is based around the principles of outcome-focused, community-based support with a commitment to continual improvement at its core.

We have developed a new Leadership and Management programme which acknowledges the complex issues facing our front line managers, and is designed to develop, sustain and motivate staff to have the knowledge, skills and values necessary for high quality leadership at every level of the organisation.

A review of our staff induction and development programme has built in development opportunities and broadens access to leadership roles for more experienced staff while retaining a focus on promoting self direction, dignity, independence and choice.

All of our programmes make the best possible use of digital and online technologies as part of a blended approach to learning and professional development. This year saw the launch of our e-learning induction modules which all new workers complete in the early days of their employment. Building upon this we are developing modules for more experienced staff and are exploring the potential of utilising other online tools.





Underpinning our overall strategy is a commitment to co-production and all of our learning and development activities are informed by people we support.

This year 364 new staff heard first hand from a Co-Trainer, a person we support who is employed to deliver an input to new workers about the importance of individual support in their life. This session is at the very beginning of our induction programme, ensuring workers are clear from the outset that they take their lead from the people we support.

My role as a Co-Trainer

It's important workers hear from someone with support, like me. They need to know that my support is totally different from another person's and how diverse our lives are. At the end of my presentation I want workers to understand that they should start with the getting to know the person they support and that as a worker your responsibilities will change as their life changes.

The positive impact of Co-Training

Working alongside a Co-Trainer to deliver induction is vital. When the Co-Trainer talks about their lives and support, you can see it really brings the Codes of Practice alive for workers. Many workers on the course may not have previous experience of support work and this really helps them to understand their role.

We know from course feedback, and how often workers talk about a Co-Trainer's presentation, just how important this is. The Co-Trainer's input makes a big impact on them and how they go on to do their jobs.



This year we hosted another celebration of the SVQ achievements of around 147 of our workers across Key and Community Lifestyles.

We were delighted to have Karen Reid, Chief Executive of the Care Inspectorate, deliver our keynote address at the Graduation Lunch. In her speech she emphasised the need for workers to see the person not the task and to remember it is the small things which can make all the difference.

Karen's presentation to our SVQ Graduates happened to take place the same week as the launch of the new National Health and Social Care Standards. This provided a perfect opportunity to introduce these to our workforce and highlight how they will support better outcomes for people using social care services.

It's hard work but worth doing: my experience of SVQs

I already had my SVQ3, and wanted to complete the SVQ4 in Leadership and Management. At the same time as studying I took on a promoted role at work with more responsibilities, so it was a struggle at times to devote enough attention to getting my qualification. All in it took me almost 2 years to complete and the support of my assessor really saw me through this, she was brilliant.

I am really glad that I did it. I enjoyed gaining new knowledge and I felt reassured that I was getting things right with my practice. I also enjoyed how reflective the process was and this has really stayed with me. Since finishing I find I'm much more focused on the what, how and why of my approach to the work I do.



Getting It Right in People's Communities



Throughout our history we have believed that the best places for people with support to enjoy full and valued lives are in their local communities.

This began with the families who created our organisation. They believed in their sons' and daughters' rights to have their own homes in the communities they know well, and close to their families and friends.

Because of this belief our support worker roles have always focused on getting alongside the person to explore, develop and maintain links within their communities.

Over the past few years we have taken this approach a stage further by employing a number of Community Development Workers in several areas across Scotland.

We work very closely with The Advisory Group (TAG) on these projects and in some areas they are the lead partners in delivery.

Currently there are five community development projects ongoing in Dunbartonshire, Easter Ross, Glasgow, Inverclyde and North Lanarkshire, which each have a different focus:

- Inverclyde, led by TAG, has Self-directed Support at its core
- Dunbartonshire, also TAG led, focuses on healthy lifestyles and keeping active
- Easter Ross operates a community café providing a service to the community but also for people to develop employability skills
- Glasgow has been developing a range of day opportunities
- North Lanarkshire have been developing opportunities for community involvement through volunteering and leisure activities.





Common to all areas are strong partnerships with peer organisations and community groups, alongside achieving outcomes for people we support.

Ongoing project monitoring and anecdotal experiences had provided some indicators of the projects' successes, but we felt it was important to have an evidence base for the impact and sustainability of the work.

TAG received a small grant through 'Awards for All' to fund an external evaluation of all five areas. This was carried out by Wren and Greyhound, who specialise in third sector organisational development.

The evaluation used a mix of research methods including focus groups, face-to-face interviews and document analysis, to seek the views of the stakeholders involved with the projects and identify key findings.

Six project outcomes were used to measure success and the research found evidence of progress for all of them:

1. People have greater choice and control in the services they receive

"The project has had particular success in creating new opportunities, both for people to influence services and to be more included in community life."

2. People have increased personal capacity

"People are more aware of the opportunities available to them, their knowledge and interpersonal skills are growing and they are playing an important role in co-producing the project, services and planning structures."

3. Community capacity is increased

"There has been a marked increase in people wanting to engage. New networks, partnerships, activities and resources have been developed as a result of the projects' work."

4. Inclusion is increased

"The project has particular strengths in making a reality of natural supports."

5. Multi-agency organisations are better equipped to offer personalised services

"I now have a much better understanding of self directed support and don't fear the changes as they are positivethis will benefit our clients no end."

6. Social care workers better understand SDS

"(Staff) are quite blown away by the fact that it is not hard to understand and not to be frightened of the measureable part of it. The feedback from staff has been great and we have put that into action as well. It's about developing and supporting services round people, not fitting people into services."

Overall the evaluation found that all of the projects had been successful in bringing people together in local networks, making connections and creating new opportunities for people to contribute to and benefit from community life.

Growing Success Through a Community Allotment

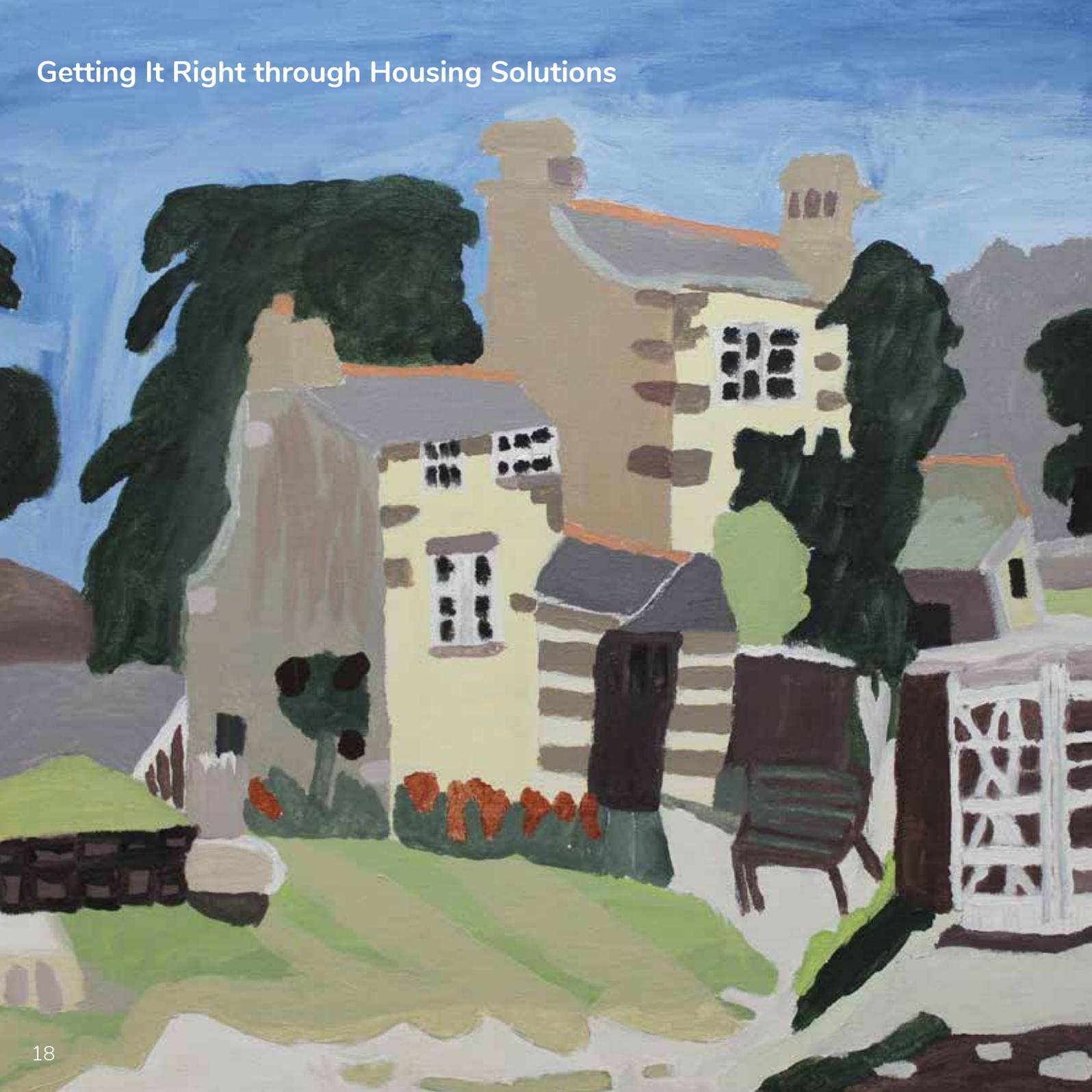
In Dalmuir, some people we support are nurturing the shoots of community development through their allotment.

The group took on the allotment three years ago and in that time everyone has benefitted from being involved. Decisions about what to grow and future plans for the allotment are made jointly by the group, plus a number of local organisations and individuals have plots on the land so there is a strong sense of community; they often share tips, ideas and plants with one another. Some of the gardeners pass their harvests onto local sheltered housing tenants and others, meaning the wider community benefit too, plus the ground is well-tended and so improves the environment.

For the individuals themselves they very much enjoy time in the outdoors whilst developing their gardening skills and taking pride in what they have achieved with their area. For some the plot has reacquainted them with friends from the past and for those with only small amounts of support, they can pop along to the allotment and be among friends.



Getting It Right through Housing Solutions



As a **Registered Social Landlord**, we have both expertise and knowledge in tailoring and, where necessary, sourcing homes which better meet people's needs.

Developing the right environment along with appropriate assistive technologies, telecare and housing adaptations can be crucial in assisting people to establish and retain their homes. Often even small adaptations can have a significant impact and we continue to invest extensively in these. Recently we have also taken forward a range of larger scale adaptations, involving the building of extensions at Golspie, Falkirk and Stranraer.

We are also able to source a wide range of high quality, suitable housing. In particular, we have been able to secure accommodation from the private sector which has not been traditionally available in the social rented sector. When required this has allowed us to access housing which is either detached, with high space standards and private garden areas, or within rural areas where housing can be difficult to secure.

Our overall approach as a housing provider is characterised by the involvement and influence of our tenants. The 'My Home Group', comprising a cross section of our tenants, meets regularly and plays a vital role in shaping our activity and in making sure that our focus remains on meaningful, relevant issues. In particular the past year has seen the Group focus on our approach to anti-social behaviour, as well as testing our new website.

You can read more about our housing activities in our annual Scottish Social Housing Charter Report. This is available to download from the Publications section of our website: www.key.org.uk





Getting it right with housing - a place to be yourself

For one young man, relocating to a house in a rural location has increased his quality of life immensely.

Prior to the move, he lived in a one bedroom flat in a small town. His support team were concerned that this was not suitable for his needs, as he found living alongside his neighbours difficult and didn't have access to adequate outdoor space for him to enjoy safely.

Working alongside a Housing Officer, the local manager began the process of finding suitable accommodation through researching local social housing and the private rented market. They built lots of links with local estate agents and visited many potential properties until a two bedroom house was found. This provided the quiet, rural location with the outdoor access he needed. It was also still close enough to his community and his parents' home to maintain these important links.

Having found a suitable place, everyone important in the young man's life worked together to carefully plan and manage the transition to his new home. This partnership included his parents, support team, housing colleagues, social work, the Community Learning Disability Nurse and Speech and Language Therapy.

Everyone knew his familiar objects needed to be exactly where he'd want them on first arriving at his new home. To ensure this, his team worked really hard to recreate his previous living space as closely as they could in the new flat. When he arrived, supported by his team, they knew they had got it just right as he immediately sat at his computer in his usual chair; which is important part of his life.

The move has benefitted him greatly. He has the freedom that so much open space allows and can enjoy some of his favourite outdoor activities right on his doorstep. His parents are delighted too at how much happier and more settled he is in his new place.

Our Board

Key's Board is at the very heart of everything we do. Our Board benefits from the wide range of experiences and knowledge of its members, who include family members of people with disabilities, professionals, and people we support through their strong links with TAG:

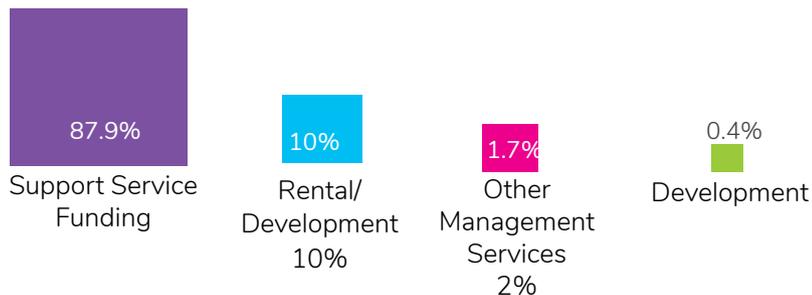
- **Joanna Pearson (Chairperson)**
Joanna is a human resources specialist with a background in the private and education sectors.
- **Bill Mooney (Vice Chair)**
Bill is a founding member of Key and a retired chartered engineer.
- **John Paterson (Vice Chair)**
John is a former Head of Adult Services in Renfrewshire.
- **Angus Turner (Vice Chair)**
Angus is a retired minister of the Church of Scotland.
- **Gillian Anderson**
Gillian is a clinical psychologist with NHS Lanarkshire.
- **Duncan Sim**
Duncan is a retired academic from the University of the West of Scotland.
- **David Meechan**
David is an auditor with Audit Scotland.
- **Dave Le Sage**
Dave is the former Director of Access Apna Ghar Housing Association.
- **Sheenagh Simpson**
Sheenagh is a research consultant with a special interest in housing support services.
- **Anne Finnegan**
Anne was formerly Special Needs Manager with Glasgow City Housing.
- **Laura Finnan Cowan**
Laura is the Self-Directed Support Manager at Alzheimer's Scotland.
- **Robert Parry**
Robert is a senior nurse with a career in clinical practice, education and regulation.
- **Jack Crombie**
Jack is a retired solicitor and founding member of Key.
- **Agnes Kelly**
Agnes is the former Chairperson of The Advisory Group (TAG).
- **Paul Cannop**
Paul is the current Chairperson of The Advisory Group (TAG).



Financial Information 2016/2017

A full copy of Key's annual accounts for the year ending 31 March 2017 is available on request from The Secretary, Key, The Square, 70 Renton Street, Glasgow, G4 0HT.

Key Income



Auditors:

Scott Moncrieff, 25 Bothwell Street, Glasgow.

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.

Key Expenditure



Some points to note in respect of the 2016/17 financial information include:

- Our turnover has increased by 6.1% from 2015/16
- Operating costs increased by 6.8%
- In 2016/17 salary expenditure increased by 5.5%
- We invested £668,000 in replacement components for our housing stock
- We invested £51,000 in other fixed assets
- There was an overall increase in cash in the year 2016/17.

Our Year at a Glance

There has been much to reflect upon and celebrate at Key this year.

It was with much fondness that in March we bid farewell to our Director of twenty-nine years, Malcolm Matheson.

There was excitement too at the launch of our new website and updated visual identity in May.

We worked closely with many groups within the organisation, including staff and people we support to test our new website. The photos opposite show members of our 'My Home' group putting the website through its paces at one of their meetings.

We were grateful also for the support of CKUK's computer group in providing web user feedback.

So just in case you missed our new logo when it was launched earlier this year, you can see it below. We feel our refreshed look really captures our organisation as one which is warm, friendly and has people at its very heart.

And finally throughout this year's publication we have featured the artwork of several people we support. They all also attend arts workshops at Project Ability. We would like to thank Doreen, Martin, John and Cameron for allowing us to use their incredible paintings and are very grateful to Project Ability for their help with this.



www.key.org.uk

With grateful thanks also to Robert J Smythe, Haiwyre Design and all the people who kindly agreed to the use of their photos in this year's review.





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