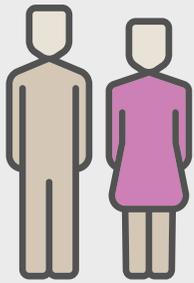




## At a glance



We support  
56% male,  
44% female



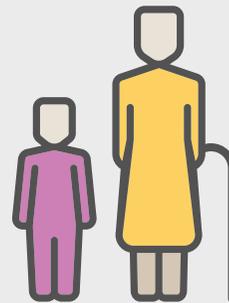
900

people we support have  
an individual budget



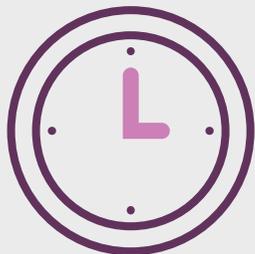
2,305

staff members



91

The oldest person  
we support is 91, the  
youngest is still in school



66,785

Number of support hours  
provided per week



735

tenants



Thurso

is our most northerly service

Portree

is our most westerly service

2,000+

We support over 2000 people  
from Thurso to Stranraer

Blackburn

is our most easterly service

Stranraer

is our most southerly service

## Foreword by the CEO

In a year where themes of reform and change have been at the forefront of discussions about social care it has never been so important to listen to people who use support. More than just listen though, we must make sure that our work is shaped by what is important to them now and in the future.

It is an approach which underpins everything we do across Key and Community Lifestyles.

Listening to people may not seem innovative, but it ensures that we understand what matters most to the people we support and their families. People tell us they want flexible, creative, outcome-focused support, so that is what we continue to provide.

In this report we feature just some of the many unique contributions and achievements of the 2000 people we support to live the life they want in their own homes and communities. Through these stories we celebrate the lives of disabled people, their abilities and their determination to enjoy opportunities that many take for granted.

Their stories not only inspire us but remind us of the part our incredible workforce play in assisting people to achieve their ambitions and live their life well. They deserve huge recognition and gratitude for their dedication and I would like to thank them personally for their hard work, creativity and commitment again this year.

Andrea Wood







## Chair's report

**Throughout 2018/19 we have maintained our steadfast commitment to delivering excellent person-centred support which is focused on achieving the best possible outcomes for people.**

This has meant a busy and productive year for Key and Community Lifestyles in which we have developed new support arrangements for 178 people living in 15 local authorities and recruited 321 new staff.

We were pleased that our partnership with The Advisory Group (TAG), with its clear focus on community connecting, reducing stigma and promoting choice, was one of four initiatives featured in the 'Collaborative Providers' study funded by the Scottish Government. The report, produced by CCPS and Collaborate for Social Change, highlighted that genuine partnership, built upon a shared vision and trusted relationships, can deliver wide-ranging positive changes for both individuals and communities. We couldn't agree more.

Our hope is that the core principles of dignity, respect, participation and inclusion are common across all that we do, including in our role as an employer. Fair work is an issue which has rightly gained national attention this year with the Fair Work Convention's report emphasising how factors such as having an effective voice, security, fulfilment and respect are all vital to having an engaged, motivated and well-supported social care workforce.

As an employer to over 2200 people in social care roles, we work hard to make sure we offer staff good working conditions with opportunities to develop, learn and have a voice on what matters to them. This year's staff survey showed overall high levels of satisfaction on key aspects of their role, the level of support they receive, the teams they work in and their confidence in the services we provide. However, we also recognise, as highlighted in the Fair Work report, challenges remain such as increased workloads and access to learning and development opportunities.

We place huge importance on building warm, compassionate relationships and promoting human rights, and are committed to making sure that people have as much genuine choice and control in their lives as possible. The Scottish Government's 'Coming Home' report reminded us that for some people that is not yet a reality. We are determined to work closely with partners to ensure that everyone, no matter how complex their needs, has the opportunity to live well, close to loved ones, with support from people who care about them.

*John Paterson*

## The Advisory Group's Chairperson's report

This year we have continued with our consultation events for the people supported by Key and Community Lifestyles. Across the country we held 18 'Your Life, Your Support' workshops which 600 people attended. Based on the National Health and Social Care Standards, we focused on choice and control.

We asked people about the support they got to make decisions, from the small day-to-day choices to the big things that matter in life. We also included a section on the support people get to be healthy. The reports from these events have been handed over to the managers of Key and Community Lifestyles who will turn people's ideas and suggestions into local action plans.

We were delighted to hear that our grant application to the Scottish Government's 'Support in the Right Direction' fund was successful. This extends our work to promote Self-directed Support (SDS) in two new areas: Renfrewshire, and Stirling and Clackmannanshire. More about this on page 28.

Last year as World Cup fever took hold, we held an Activity World Cup. Over sixty teams took part in men's and women's competitions. Each team kept a diary of all the physical exercise they had done during the competitions, with the winning teams getting their very own World Cup trophy.

In the bigger picture, TAG got involved with the Scottish Human Rights Commission. Their job is to make sure that people know about human rights. To help to do this they have made an easy read leaflet about human rights-based approaches and they came along to National TAG to see what we thought.

We were also approached by the Scottish Commission for Learning Disability (SCLD) to take part in the largest survey of people with learning disabilities in over ten years. It is really important that we get involved in these things to make sure people's voices are heard.

At a local level, all of our regional groups have been very active, from local government consultations in Dumfries and Galloway to family fun days in Falkirk. In Glasgow we're starting an exciting new venture with Key and Community Lifestyles in partnership with Kelvin College to help people gain qualifications and employment in catering and hospitality. And in the Highlands, we've got three new TAG groups so even more people can get involved in TAG's work.

*Rebecca O'Donnell*



## Rights respecting

Embedding a human rights-based approach within social care delivery has become increasingly important over recent years. National policy and regulatory frameworks continue to emphasise the need to demonstrate how people's support both respects and promotes their human rights.

Therefore in the year which marked 10 years of the Scottish Commission for Human Rights, it seemed appropriate to pause and reflect upon how people we support are being enabled to enjoy their human rights.





## Katie: my right to an independent life

**Katie got the keys to her own home on her 35th birthday. The nerves she felt at moving out of her family home were mixed with the excitement of realising her dream to have a place of her own.**

As Katie is visually impaired, it was a move she had planned carefully alongside her social worker with the support of her parents and her team from Key.



It was so important for Katie to live near her parents so she could continue to enjoy the very close relationship they have. And also vital was a carefully thought through layout to make it easy for Katie to navigate her home safely whilst on her own.

Katie had already been receiving some support from Key to participate in local activities. This familiarity with members of her team very much helped Katie feel confident and well-supported as she made the transition to living independently. In preparing for the move her team worked closely with local Sensory Centre colleagues to ensure her home fitted her needs and that their approach to supporting Katie would help her further develop her independent living skills.

What Katie is enjoying most is having her own space and the chance to have a bit of time to herself to enjoy some of her pastimes which include sewing and TV detective programmes. She also continues to take part in a number of local social activities and she's keen to get along to the events that are part of TAG's community development project in the area.

Perhaps foremost in her mind though is planning her first holiday without her parents. She and her team are looking at options for her to visit London later in the year to enjoy another of her passions – musical theatre!

## Cameron: my right to participate in life, recreation and sport

Football is Cameron's passion in life, but he is not content to be just a spectator. While he does enjoy watching his team, he is every bit as keen to be on the pitch as he is to be cheering from the stands.

Over the past year he has taken his passion for the game one stage further by successfully completing several Scottish Football Association (SFA) coaching badges.



As a result Cameron is now coaching the Community Lifestyles and Key football team. The team brings together a number of people supported by us who have been playing regularly for around two years. They meet every Wednesday evening to train.

Cameron now leads the training sessions with the support of his worker James, who regularly assists Cameron in his football endeavours. Cameron's leadership has produced some great results on the pitch as the team were successful in lifting the winners' trophy at the Local Area Co-ordinators' football tournament in only their second year of entering.

For this year's tournament Cameron arranged a brand new kit for the team, which they were absolutely delighted with. However, sadly the team were disappointed to take home runner-up medals rather than retain their title.

Cameron, however, remains ambitious for himself and the team. He now has his sights set on gaining his UEFA coaching qualifications. This will mean regular travel to Edinburgh with James. He's also keen to further expand the existing team and perhaps gauge interest in starting up a women's team too.

Away from the football pitch Cameron has other types of goals in mind; namely moving into a place of his own as he currently house shares with two of his teammates. Although this has helped his transition from children to adult services, his growing confidence and independence means he is keen to plan for a future where he lives on his own.

## Stacy's story: our right to family life

Stacy is mum to four children all of whom are under seven years of age. Our involvement in Stacy and her family's life came around three years ago when it was recognised that she could benefit from some support to manage the busy life of being a mum.

At the time a number of professionals were involved with her family, something which Stacy sometimes found difficult. She also needed a bit of support with household budgeting. Having this support enabled Stacy and her family to do more fun things together and gain some confidence when dealing with professionals.

The positive impact of this small amount of support led to a review and changes to Stacy's support. This enabled her and her team to focus on supporting her family's life, for example developing practical parenting strategies such as visual bedtime routines.

With support from her team and wider family Stacy is now enjoying a bit of time for herself, such as recently attending a local charity gala. And another highlight for the whole family was a week's holiday at a caravan park.



## Stuart and Amy's Story

Stuart has been receiving support from us for a number of years. The main focus of this support has been assisting Stuart with his independent living skills, such as food shopping and cooking, alongside ensuring he has the confidence to deal with the demands of daily family life.

Stuart shares his life with partner Amy and their young son. He can't always be as involved in their son's care, which his team noted was impacting on Amy too. Working alongside Stuart and Amy they approached Stuart's social worker to have the situation reviewed and it was agreed that some additional support would help ease some of the pressure on them.

This has enabled the team to offer practical support to Stuart in his role as dad, so that he can enjoy time on his own with his son and take a more active role in his son's day-to-day caring. Amy has very much benefitted from this too as she now has some valuable time to herself away from her caring responsibilities.



## My Home Group: our right to participate in public and political life

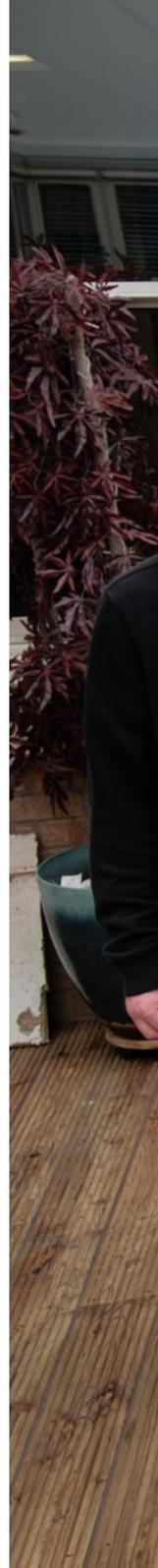
Across the year Key Housing's tenant engagement group, the 'My Home Group', continued to make their mark not only within Key in influencing our housing activities, but on the wider policy landscape too.

Among the issues the group have focused on is 'value for money' for your rent. This is a sizeable topic which the group are tackling in themes. The first of these was 'Maintenance and Repairs' which they explored with the help of Key's Property Manager who presented to them on our 'Planned Replacement Programme'.

Many other guests have participated in the group's meetings over the past year. The aim of having guest speakers is to ensure that our tenants have access to good information on varied topics and that housing sector colleagues understand the needs of our tenants. One such input involved Home Energy Scotland who spoke to group members about how to save money on energy bills and fielded their questions on energy companies and smart meters. This information was then made available to our wider tenant audience through our website.

Perhaps foremost among the year's highlights was being asked to participate in the Scottish Human Rights Commission's consultation on their easy read leaflet on understanding human rights.

The Commission's Participation Officer attended one of their meetings and led a lively, interactive session on human rights, with a particular focus on the right to housing. She was delighted with the group's feedback on the accessible resources they are developing. Their views have helped the Commission to review and adapt their materials to ensure they are as inclusive as possible.





key

community  
lifestyles

FIRE EXIT





## Workforce matters

It was a year of celebrating and acknowledging the achievements of our workforce and the huge passion they bring to their roles.

Each day they demonstrate their commitment to the core values of our organisation through the support they provide.

There have been a number opportunities for many of our local staff to come together to share, learn, reflect and celebrate.

## Team Managers' conferences

In November 2018 we hosted our inaugural Team Managers' conferences to which we welcomed over 90 of Key's frontline managers.

The events had a clear purpose to recognise the huge commitment, compassion and hard work of Team Managers across the organisation whilst providing opportunities to inspire and motivate them through a varied programme of speakers, workshops and interactive activities.



All participants attended three workshops on: 'Just Enough Support' which explored options for enabling people with a range of support needs; 'Evidencing Good Practice' which offered time to reflect on the different ways teams deliver good outcomes for people we support and how we can evidence these within the context of the National Health and Social Care Standards; and 'Managing Difficult Conversations', which explored techniques to help further develop skills and confidence in these situations.

Plenary presentations covered topics such as our integrated information management system ('Evolve'), TAG's community development work and an update on our Management and Leadership programmes.

A range of engagement tools were used to capture learning from the events and included an ideas tree as well as opportunities to share thoughts on "what's working well?" and "what we could do even better?".

Participant feedback showed just how much our managers valued the event and also demonstrated the huge amount of talent and passion they bring to Key.

*"I felt more valued by the end of the day as there was recognition that we are doing a difficult job as well as we can."*

*"Really enjoyed it, going back with enthusiasm and energy."*







## SQA Award Ceremony

We were delighted to welcome staff from across Key and Community Lifestyles to The Square in recognition of their achievements in Scottish Social Services Council (SSSC) recognised qualifications.

In the two years since our last ceremony an amazing 136 candidates have successfully completed a qualification ranging from SVQ2s through to Leadership and Management awards.

We had a number of guest speakers on the day, including Lorraine Gray, Chief Executive of the SSSC and Rebecca O'Donnell, Chairperson of National TAG.

Both also shared personal perspectives on the importance of staff taking the time to reflect on how they do their job and the benefits this can bring for staff, the people we support and their families.

They congratulated the graduates on their hard work and this was acknowledged through the certificates they received from Angus Turner who presented them on behalf our Board.



## Positive partnerships

This year has brought important opportunities for us to enjoy a range of positive partnerships.

These relationships have connected us with a wider community of disabled people, peer organisations, colleagues in the statutory and public sectors and others who share our vision for improving the lives of disabled people.

Most importantly they are partnerships which have directly benefitted the people we support, extended our influence and ensured that the experiences of people we support are reflected in local and national policy developments.





## North Lanarkshire's learners

**Consultation with people supported by our North Lanarkshire service revealed that people wanted to have their skills and learning recognised through an accredited qualification and this led to the opportunity to work alongside Linking Education and Disability (LEAD) Scotland.**

We were looking for a flexible qualification that was accessible to everyone we work with and through research discovered the Adult Achievement Awards. These are accredited and offer an accessible route to gaining a qualification as part of the Scottish Credit and Qualification Framework (SCQF).

The awards presented a good fit for the people we support as they recognise prior learning within a range of community-based settings such as workplaces, volunteering, colleges and so on.

LEAD Scotland came on board as partners to deliver this locally and together we hosted an information session for people supported by us and other partner organisations in the area.

From this ten learners signed up to complete the award, which began in August 2018. Each learner was supported to meet a number of learning outcomes on a topic of their choosing.

Learners created their own reflective journals which provided the opportunity to recognise the many talents, skills and abilities they already had, whilst also highlighting the huge contributions they have made within their communities.

The award's flexibility and informal approach to learning really suited the wide range of experiences and interests of the group; some people focused on past volunteering in places such as charity shops, others preferred to focus on hobbies and interests such as sports.

Everyone found the award to be a really positive experience and enjoyed the opportunity to gain an accredited qualification. Some people also reported that they had made new friends, increased their confidence and gained the self-belief to consider accessing future learning opportunities as a result of the course.





This is to certify that  
**ANIELLA**  
has successfully completed an  
**ADULT ACHIEVEMENT AWARD AT RQF LEVEL 2**  
awarded by  
**BEWRATTLE ABBEY COLLEGE**

This is to certify that  
**ANIELLA**  
has successfully completed an  
**ADULT ACHIEVEMENT AWARD AT RQF LEVEL 2**  
awarded by  
**BEWRATTLE ABBEY COLLEGE**

This is to certify that  
**DALEEN**  
has successfully completed an  
**ADULT ACHIEVEMENT AWARD AT RQF LEVEL 2**  
awarded by  
**BEWRATTLE ABBEY COLLEGE**

This is to certify that  
**DALEEN**  
has successfully completed an  
**ADULT ACHIEVEMENT AWARD AT RQF LEVEL 2**  
awarded by  
**BEWRATTLE ABBEY COLLEGE**

This is to certify that  
**KAITLIN**  
has successfully completed an  
**ADULT ACHIEVEMENT AWARD AT RQF LEVEL 2**  
awarded by  
**BEWRATTLE ABBEY COLLEGE**

## Implementing *The keys to life* strategy

Over the past year we have worked closely with a number of national partners in the Scottish Government's review of its national 'The keys to life' strategy.

As part of the working group hosted by SCLD we had the opportunity to contribute to a revised implementation plan for the strategy. We very much welcome its broad focus on people with learning disabilities' lives and the recognition of the need to engage with wider Scottish Government policy in order to progress the strategy. Also helpful was closer alignment with the government's existing priorities for disabled people: 'A Fairer Scotland'.

The revised implementation framework outlines four priorities for delivering improved opportunities for people with learning disabilities to live happy, healthy, fulfilled lives. These are:

- A healthy life – people with learning disabilities enjoy a high standard of living, health and family life.
- Choice and control – people with learning disabilities are treated with dignity and respect, and are protected from neglect, exploitation and abuse.
- Independence - people with learning disabilities are able to live independently in the community with equal access to all aspects of society.
- Active citizenship - people with learning disabilities are able to participate in all aspects of community and society.

We were delighted to be involved with this work and welcome the renewed energy it will bring to supporting better lives for people with learning disabilities.



## Making connections

Last year the Scottish Government launched its new tranche of funding to enable people to get better access to SDS. The Support in the Right Direction fund was set up for organisations to put more resources into supporting people through the SDS process.

Building on the many achievements of their Inverclyde project, TAG, in partnership with Key and others, co-ordinated a successful funding application to expand this work into Stirling, Clackmannanshire and Renfrewshire.

The grant has enabled TAG to appoint two Community Development Workers to take forward the initiative. The project's focus is on helping people understand some of the jargon associated with the SDS process, such as 'outcomes', so that people can play their part in developing their own outcome-focused support plans.

Through the programme people are supported to explore the range of resources available in their local area. Using a mix of workshops, pub quizzes, taster sessions and community networking, people are supported to identify and include community-based activities within their plans. These community resources can be in addition to or as an alternative to traditional forms of paid support.

In each of the project areas, local TAG groups have been established to enable people to discover what their wider community has to offer, identify any gaps and work alongside community partners to achieve a more accessible, inclusive society. TAG members have already been busy designing a programme of participative events as a way of finding this information out.

The initiative will run until 2022 with a clear aim to work in close partnership with local provider organisations, Health and Social Care Partnerships, and a whole range of community groups, clubs and facilities that are not routinely associated with delivering social care. Ultimately the project's goal is that people will find imaginative, creative ways to achieve their outcomes.



## 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 disabled people, professionals, and people we support through their strong links with TAG.

### **John Paterson (Chairperson)**

John is a former Head of Adult Services in Renfrewshire.

### **Joanna Pearson (Vice Chair)**

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

### **Sheenagh Simpson (Vice Chair)**

Sheenagh is a research consultant with a special interest in housing support services.

### **Bill Mooney**

Bill is a founding member of Key and a retired chartered engineer.

### **Angus Turner**

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 Meehan**

David is an auditor with Audit Scotland.

### **Dave Le Sage**

Dave is the former Director of Access Apna Ghar Housing Association.

### **Laura Finnan Cowan**

Laura is the Self-Directed Support Manager at Alzheimer 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.

### **Ann McGuigan**

Ann was formerly Head of Quality and Contracts at The Richmond Fellowship Scotland.

### **Paul Cannop**

Paul is the former Chairperson of The Advisory Group (TAG).

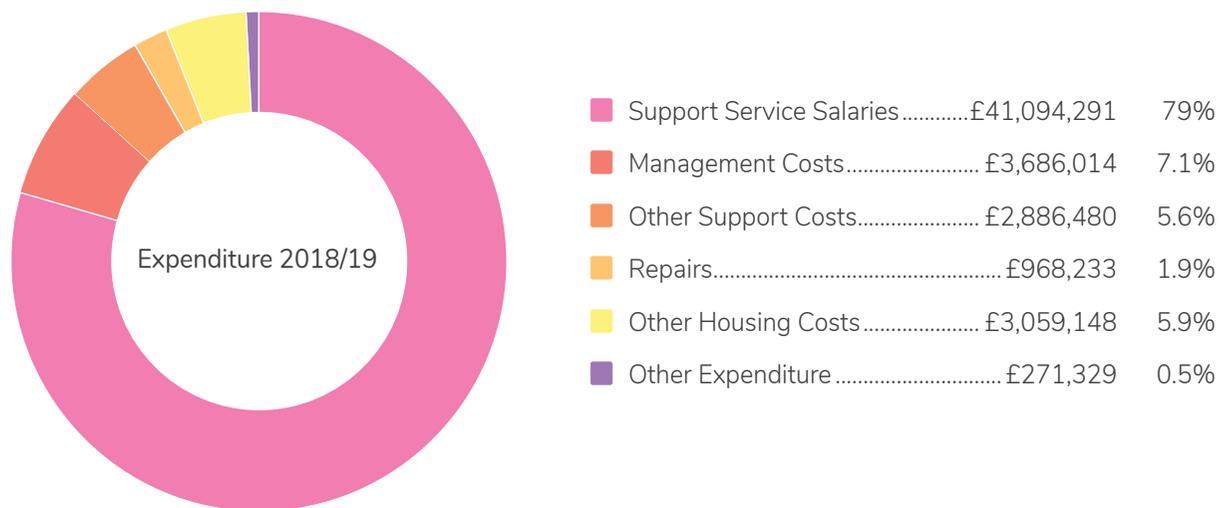
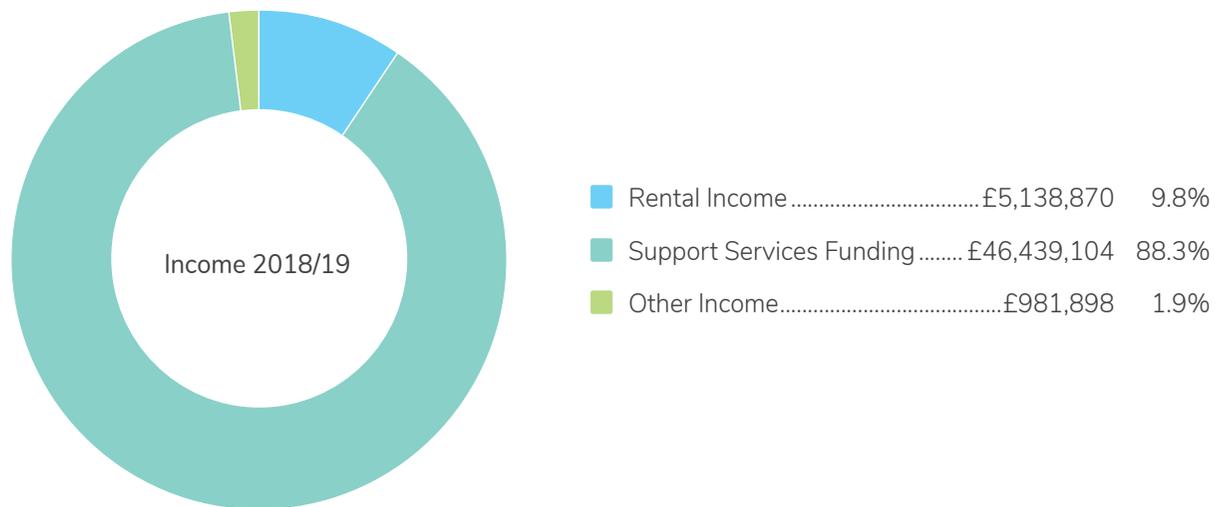
### **Rebecca O'Donnell**

Rebecca is the current Chairperson of The Advisory Group (TAG).

During the year Anne Finnegan retired from the Boards of Key and Community Lifestyles after many years of service on both.

## Financial information 2018/19

A full copy of Key’s annual accounts for the year ending 31 March 2019 is available on request from The Secretary, Key, 70 Renton Street, Glasgow G4 0HT.



Key is a society registered under the Co-operative and Community Benefit Societies Act 2014, company number 1938 R (S) and with the Scottish Housing Regulator, registration number 141. Key and Key Housing are names used by Key Housing Association Limited, a charity registered in Scotland, charity number SC006652. Community Lifestyles Limited, company number SC186901. A subsidiary of Key Housing Association and a charity registered in Scotland, number SC028041.

Cover art by  
Robert Cornish

You can also view our Annual Review  
on our website which gives access to  
a range of accessibility options.

[www.key.org.uk](http://www.key.org.uk)



70 Renton Street  
Glasgow G4 0HT  
0141 342 1890  
[www.key.org.uk](http://www.key.org.uk)