

Key
Annual Review
2024

Foreword by the Chief Executive. In my role, I see time and time again the incredible professionalism, skill, and commitment of our workforce.



Thanks to CCPS for use of this image.

In a year where calls for reform and improvement in the way Scotland invests in social care grow ever more urgent, yet the pace of change remains slow, it has been more important than ever not to lose sight of why change is needed.

In my role, I see time and time again the incredible professionalism, skill, and commitment of our workforce. Every day, through their dedicated and thoughtful support, they ensure that people's rights are respected, protected, and fulfilled. They deserve huge recognition and gratitude for what they do, and I would like to thank them personally for their hard work again this year.

Our staff are supported by a team of talented, experienced, and passionate managers who inspire with their generosity of time and spirit, and selfless commitment to our work. This year, I have been fortunate to be able to join several management team meetings; listening to how they are facing local challenges and opportunities, and exploring how we can best support them in their role.

Their feedback has been remarkable, illustrating the creativity, resilience, and positivity of our leadership teams across Scotland. Regardless of the difficulties we face in social care, they remain upbeat, and solution-focused, making the most of community resources while encouraging mutual support and innovative practice. We could not be better served.

Our entire workforce's dedication, and that of all social care workers across Scotland, deserves better recognition.

Our entire workforce's dedication, and that of all social care workers across Scotland, deserves better recognition. And we will continue to champion their right to be respected, valued, and rewarded for the job they love; a job which is so vital.

We continue to campaign for greater investment for our sector, alongside the Coalition of Care and Support Providers (CCPS), trade unions and other stakeholders. My hope is that collectively we can strengthen our shared message that investing in social care, and its incredible workforce, will improve outcomes for all.

This year, the people we support added their voices by sharing their views on the importance of consistent support from workers who know them well and can build warm, respectful, and empowering relationships with them and their family. Over 800 people came together in local consultation events to tell us about the things that matter most and to provide feedback on the quality of our support. You can read what people told us on pages 18 and 19.

Spending time with the people who make up Key and Lifestyles - people we support and our staff - is a huge privilege. It was among my personal highlights of the year, and I was incredibly impressed with the confidence and openness with which people shared their thoughts and views. I was also delighted to hear so many stories about the positive difference our support makes to their lives.

Hearing from those we support, and employ, helps us to remember that whatever change or reform is required, the work we do is all about people and the lives they want to live.

Our review features just some of the amazing stories of how their support is helping people live life to the full in their own homes and communities, no matter how complex their support needs. All of the stories are inspiring, but I want to mention the achievements of three people in particular.

Andrew Doyle MBE, Louise Boustead, and Lynn Doyle have been at the heart of a much-valued partnership between Key and Community Lifestyles and Professor Karen Watchman of the University of Stirling.

For several years now, they have blazed a trail for researching the lives of people with learning disabilities who are also living with dementia.

Their passion, commitment and determination have been crucial to the completion of two ground-breaking research projects which have not only captured the experiences of people with lived experience of learning disability and dementia but also informed practice.

We are immensely proud of their contributions which you can read more about on page 16.

Andrea Wood

Chair's report. We have continued to play a key role in supporting the rights of disabled people, and their families, to live their lives to the full.

Throughout the past year, Key and Community Lifestyles have continued to play a key role in supporting the rights of disabled people, and their families, to live their lives to the full.

We have developed new support arrangements for over 100 people and remained wholly committed to the delivery of flexible, outcome-focused, personalised support. This determination to maintain the quality of our support was evidenced through our Care Inspectorate gradings, with 100% of our services receiving grades of either good or very good.

This has been despite another challenging year of difficult financial conditions and political uncertainty. The resulting pressures of funding restrictions, staff shortages and growing demand for social care support are not unique to us. Indeed, they are mirrored among our peers across the sector.

Nonetheless, our focus has remained firmly on what the people we support tell us is important: to be fully involved and have as much choice and control as they can over how their support is arranged, managed, and delivered.

Our approach is not, and should not be, innovative. Genuine collaboration with disabled people should be at the heart of everything, whether that's shaping the future of social care, or shaping the future of our how our society can deliver for all its citizens.

It's an approach which should underpin the creation of a National Care Service (NCS), ensuring that it truly delivers the improvements in social care that people need and want.



These improvements must include fair pay for the workforce and delivering on the commitment to properly implement Self-directed Support (SDS).

Issues that we have actively campaigned on again this year include contributing to the Scottish Parliament's Post-legislative scrutiny of the Social Care (Self-directed Support) (Scotland) Act 2013.

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Through our response, we highlighted the different ways in which SDS had improved people's experiences of social care.

And, in her role as Convenor of CCPS, Andrea took every opportunity to reiterate the vital importance of properly valuing and rewarding the social care workforce.

As we do our best to shape the changes required, it is essential that we continue to focus our energies, and resources, on creative

initiatives that help people live good lives, of their choosing, and ensure the workforce is valued for the important work they do.

These are priorities for everyone across Key and Community Lifestyles - those we support and those we employ - and will form the basis of our new strategic plan from 2025.

We began the process of building our plan with the people we support during our joint strategy session between the Board and National TAG earlier this year where we explored the themes of Citizenship, Quality and Workforce.

Our focus on community connecting, harnessing digital solutions, increasing workforce wellbeing, collaboration, and inclusion will support our vision that people can stay in their own homes and communities, living the life they choose, supported by people

who feel valued and engaged.

Fundamental to that vision is the contribution of my fellow Board members and the members of TAG.

All of them have worked tirelessly with professionalism, energy, good humour, and compassion, and I would like to thank them all for their ongoing commitment and hard work again this year.

Sheenagh Simpson

TAG Chair's report. We were delighted that two new TAG groups - Dumfries and Annan - are now up and running.



We started off last year with the fantastic celebration of Strictly All Ability. 400 people enjoyed the dancing extravaganza at Glasgow's DoubleTree by Hilton hotel. Plans are now afoot for a second event next Spring and we're looking for competitors to take part from across Scotland.

We were delighted that two new TAG groups - Dumfries and Annan - are now up and running. That brings us to 15 regional TAGs and an expanded national group making sure the voice of disabled people is heard.

Across the country the regional TAGs have contributed to local and national consultations, welcomed a wide variety of guest speakers, including community police, the fire service, and volunteering organisations, all while co-ordinating a full social calendar for TAG members.

TAG continued to facilitate the programme of consultation events for Key and Lifestyles. Most areas have now had the opportunity to take part and help the organisations review the quality of the support they provide.

In May, National TAG held its annual strategy meeting with Key and Community Lifestyles' Boards. This year's focus was the new strategic plan for both organisations. This enabled people supported by Key and Lifestyles to begin the conversation on what they would like to see happen over the next three years.

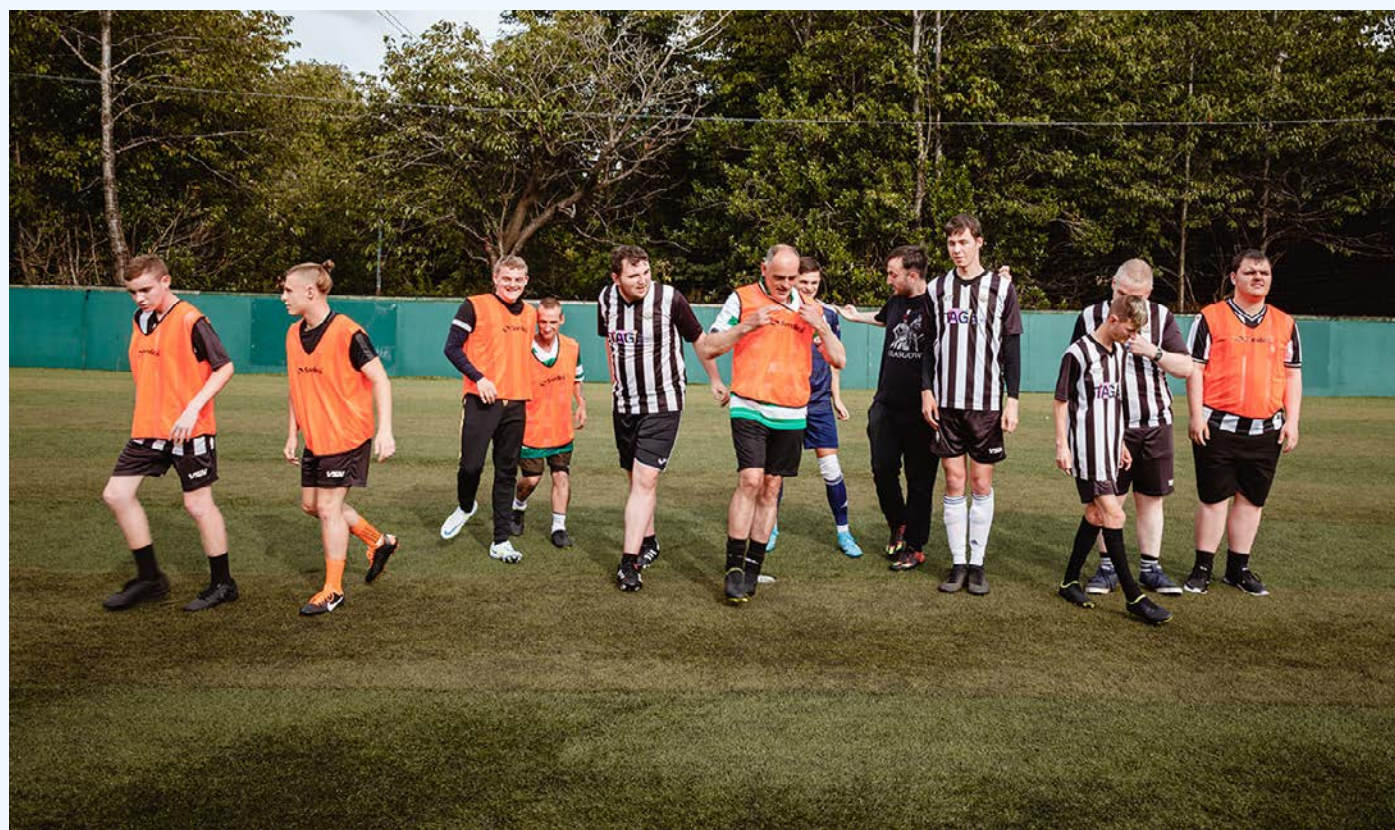
After 6 years, our work promoting Self-directed Support (SDS) in Renfrewshire, Clackmannanshire and Stirling came to an end. The funding for our community development work from the Scottish Government's Support in the Right Direction fund finished in March 2024.

We've had some great successes, including the establishment of an accessible football team with St. Mirren, direct planning with over 200 people and a host of new opportunities for disabled people in all three areas. Our inclusion work has moved into Glasgow, where our partnership with Community Lifestyles is enabling us to create exciting new initiatives.

In Glasgow, TAG's inclusion team have facilitated group and individual planning. From the information they have gained from this, they have formed a network of partner organisations who are delivering a rolling programme of accessible activities and learning experiences across the city. Opportunities range from drama, dance, music, Spanish, and virtual reality, to football, sailing, golf, pool, boxing, and yoga. The new drama group in Glasgow also helped design and create two new videos for people supported by Key and Lifestyles. The How to Make a Complaint can be seen on the Key website and YouTube (<https://youtu.be/fjGylnLK3-E>). Preparing to be an Interviewer helps supported people take part in interview panels for new staff and has been shared with Key and Lifestyles' staff.

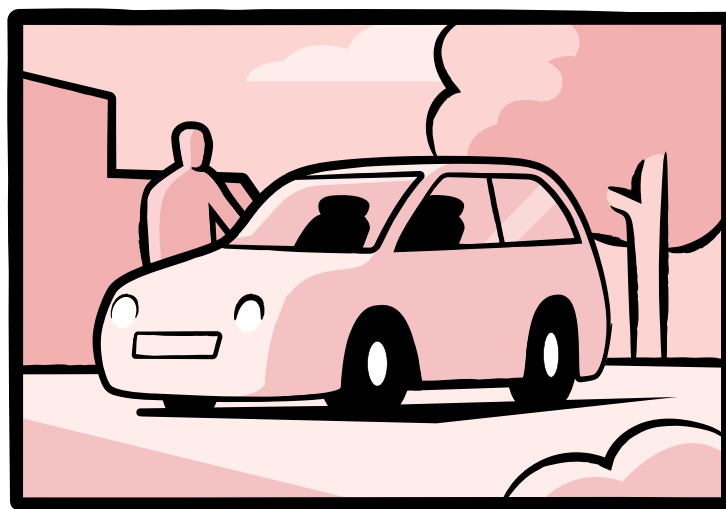
I'd like to thank all my fellow TAG members for the fantastic work they've put in over the past year and look forward to more exciting times in the future.

Brian Kemsley



Coming home... staying home!

A founding principle was that disabled people should be supported to live at the heart of their communities, close to the people they love.

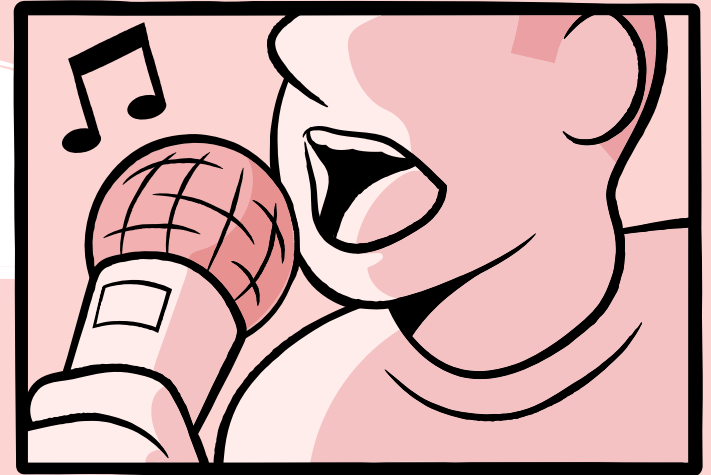
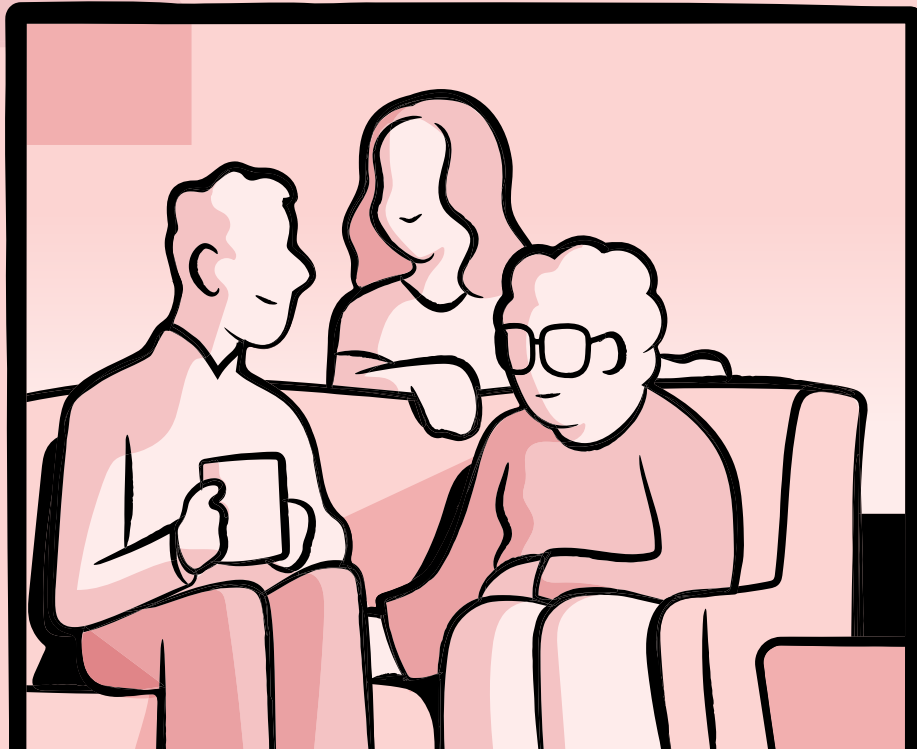
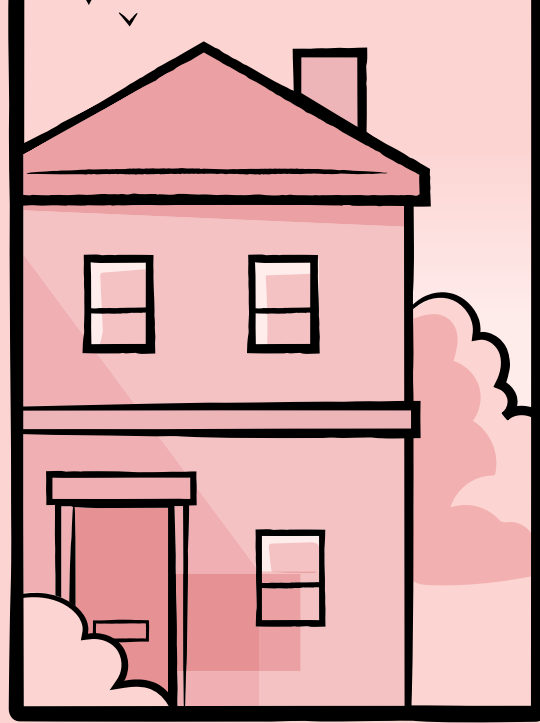
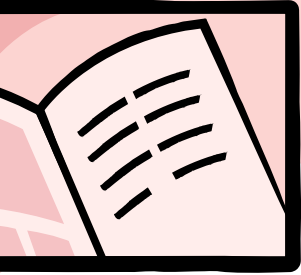


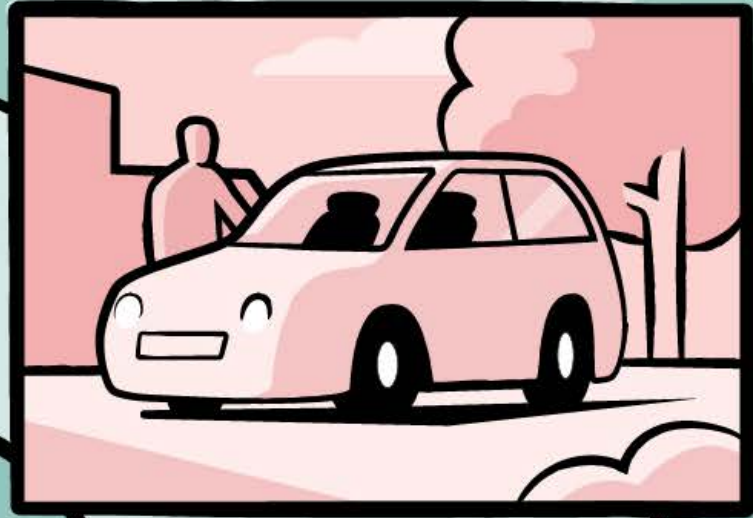
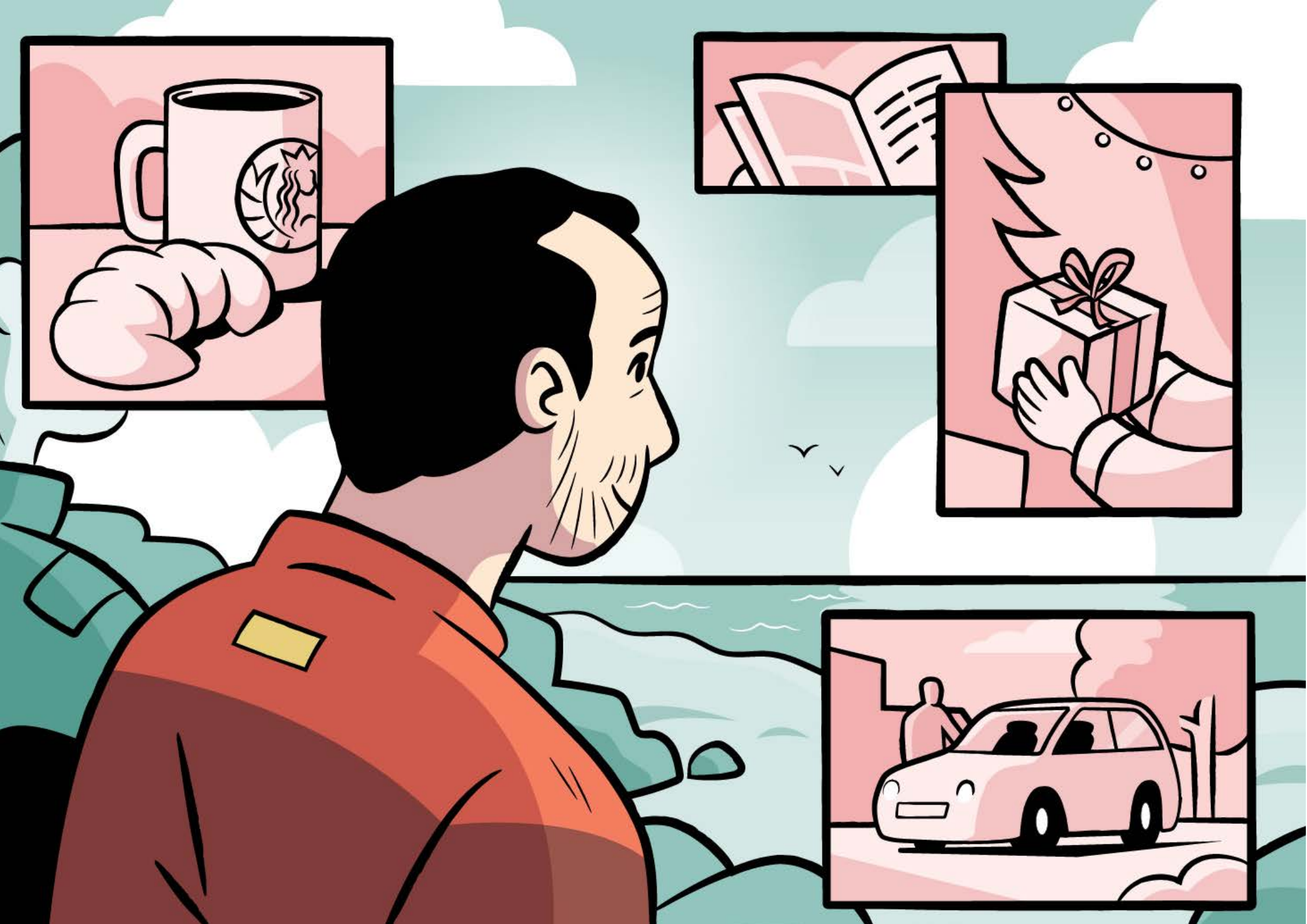
The Coming Home report was a milestone moment in adult social care, making a real commitment to people with learning disabilities, and other complex care needs, to be supported to live in their own community. And yet, after nearly two decades of work to deliver that promise, a considerable number of people sadly remain in hospital settings and have been left behind.

A founding principle of both Key and Community Lifestyles was that disabled people should be supported to live at the heart of their communities, close to the people they love.

For decades, we have played an integral part in ending lengthy, inappropriate hospital stays and unwanted out of area placements for many people. We have supported them to move from institutional settings to their own homes where they are living good lives.

Over the next pages, our feature stories clearly show that living close to home, surrounded by people who love, value and care about you should be the reality, not just the aspiration, for everyone.





David lives in the Highlands. He is a funny, witty man who loves visits to Starbucks, food shopping, and magazines.

David has multiple diagnoses and during his teenage years, he found it increasingly difficult to manage life and the challenges he faced. As a result, it was decided that he needed specialist input, which wasn't available in Scotland. This led to him being placed in a secure institutional setting outside London. This was followed by another institutional placement in Newcastle.

In total, he spent 17 years in secure settings, several hundred miles from his home and family in the Highlands. And through time this, understandably, took its toll on David and his family. He wanted to be back home, and this impacted upon how he responded to his environment and those around him.

It was agreed that David should move back closer to home. While this is what David wanted, everyone knew it would take planning to help him make the transition to a new home.

To get him ready for the move, our staff visited David at his placement in Newcastle. And it was important that his new accommodation was right too. It needed to be specially adapted to ensure it would be as safe as possible for him.

He moved back to the Highlands last year and the focus of those early days was building relationships and trust between David and his team. He has a small team who work closely with David and each other. David has been through a lot, so he and his team also know when he needs time to himself.

Now that David has good, trusting relationships with his team, he is getting more involved in his local community. Having access to a car has transformed his life. He is out and about most days. This includes regular visits to the beach, going to see his parents, and popping to Starbucks when he fancies it. He has found his voice, and he chooses what he does and doesn't want to do each day.

Best of all, he spent his first Christmas with his family in 17 years. And this meant choosing the presents he wanted to give them for the very first time.

Lisa loves a bit of karaoke.

Folks who know her say she is kind, thoughtful, caring, funny and generous.

She also makes a mean macaroni cheese and a brilliant pot of lentil soup!

Lisa has had a lot of health challenges in her life. These have led to prolonged hospital stays due to her physical - she almost died of swine flu - and mental health. It's important to her that people know that these experiences have had a big impact on her.

We began supporting Lisa around 5 years ago. During the handover of her support, the language that was used to talk about Lisa was very negative, and it focused more on Lisa's challenges than what she enjoys and wants from life. She wasn't being supported to look after her home or her health and wellbeing. Not surprisingly, Lisa found it hard to trust people, as she had often been let down by those around her.

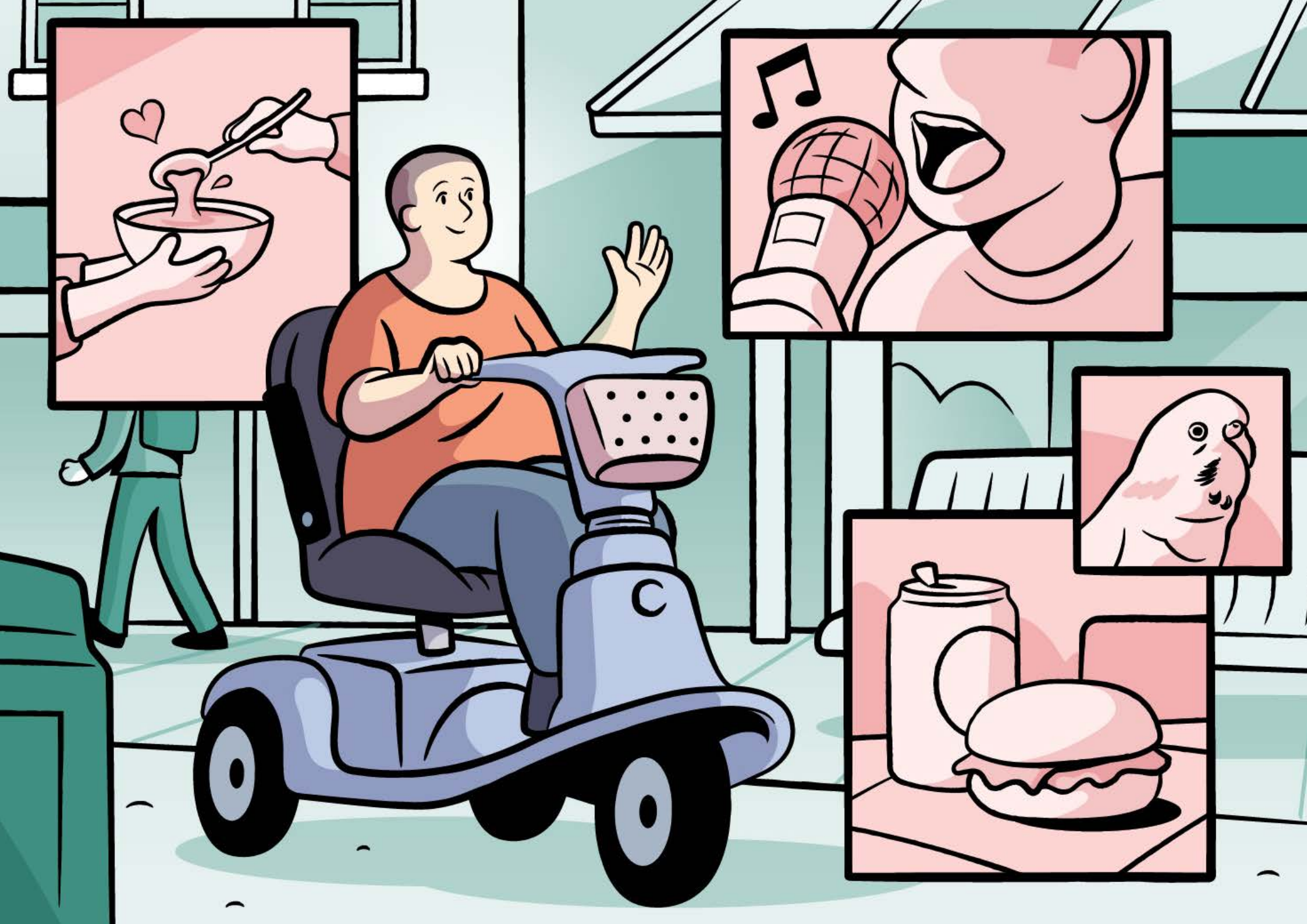
The first thing her new team did was to sit with Lisa, so that together they could write her new support plan.

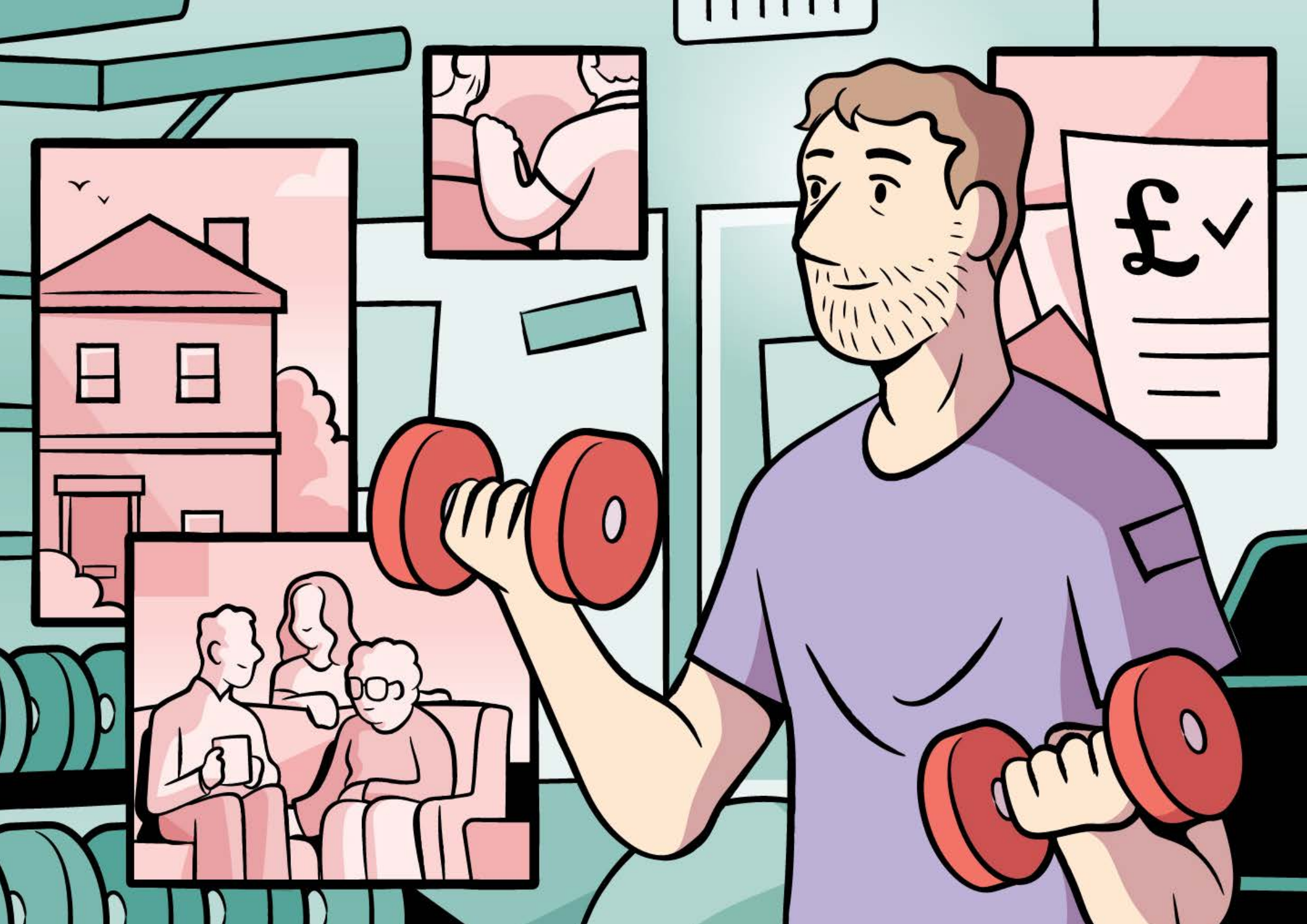
One which removed the negative language and reputation that had been attached to Lisa's life. Above all, they listened to her and got to know her. And as a result her new plan, while being honest about her challenges, acknowledges all the brilliant things about Lisa too. It tells her team exactly how to support Lisa to make sure that she experiences more good times than difficult ones.

She has a small team, most of whom have worked alongside her since she first began being supported by us. They are extremely committed to Lisa and know how important it is to not let her down. They support her in ways which are positive, calm, and non-reactive.

And five years on, Lisa is maintaining her own tenancy and is in better health. She is a well-known, well-liked member of her community and is often seen scooting around the shops on her mobility scooter. She is a regular at her local Greggs where she enjoys a latte and a bacon roll with brown sauce and will often treat her friends to lunch too. Her kind nature extends beyond her friends, as she likes to buy food or hot drinks for local homeless people too.

Lisa does still occasionally have hospital stays because of her physical and mental wellbeing. However, these are temporary because of the support Lisa has in place which ensures she can return to her own home.





Family is so important to John. His daughter lives with his mum, and he takes the 45-minute bus journey to visit them as often as he can, which is usually several times a week.

In his past, though, John experienced long-term addiction problems. As a result, he has spent a lot of time between hospital, prison, and residential rehabilitation settings. These experiences have greatly impacted his physical and emotional wellbeing, meaning he has faced several health challenges over the past few years.

We began supporting John around 2½ years ago. He uses his support time to get help with budgeting and maintaining his flat, and his team are also on hand to ensure he's taking his medication when he needs to.

For John, life is good now. He is happy, and he is well. He has worked hard to get to this point in his life and is full of praise for his team at Key for supporting him in this.

He says they are great; so kind and interested in him.

They want to see him do well, and are at his side, encouraging him and celebrating with him, as he's made the changes to his lifestyle that he needed to.

He still faces challenges. Recently, he found himself engaging in some of his past behaviours again. His team picked up on this quickly and they responded well, reassuring John that there is no judgement for having a setback. They got him support from his Community Psychiatric Nurse (CPN), and he felt safe enough to talk about what happened.

He was able to do this because his team are committed to supporting him to stay in his own home. Previously, a situation like this may have led to his return to hospital, which John is keenly aware of. But having the right support around him means this has been prevented, and he can be supported to manage the risk of this happening again.

It means John can look forward to his future: watching his daughter succeed in her studies; being there for his mum like she has been for him; enjoying his day-to-day routine at home and in his community; and possibly planning a few more holidays.

Stand by Me. We commit to be at the side of each person we support, and their family, no matter what life has in store for them.



Commitment is important to all of us at Key and Community Lifestyles. We commit to be at the side of each person we support, and their family, no matter what life has in store for them. And the longer we have the privilege of being in someone's life, the more we must be ready to support them through life's ups and downs.

We are incredibly lucky to have been in some of the people we support's lives for many years, and much has changed for them over this time. As change happens, it's important that we adapt our support in response to this.

And while many life changes can be positive, some can be worrying, sad and difficult too, especially as the people we support age. How to support people with learning disabilities to live well as they age, and specifically, to live well with dementia is something which has been under-researched and yet is something that many of the people we support could face.

Therefore, several years ago we gladly accepted an invitation from Professor Karen Watchman at the University of Stirling to support her inclusive research into the experiences of people with learning disabilities who also have a dementia diagnosis.

This initial study, 'Life Through a Lens', broke new ground in understanding the kinds of activities which could support people with learning disabilities and dementia, to live well and continue to enjoy life.

It looked at the impact of using meaningful music, technology, reminiscence, environmental adaptations, and other non-drug focused supports to provide some much-needed evidence on how these could improve quality of life for people with learning disabilities living with dementia. Find out more about 'Life Through a Lens': www.learningdisabilityanddementia.org/lifethroughalens.html





Just as important as the research findings, though, was the approach to gathering and understanding the evidence. People with learning disabilities were co-researchers and advisers on the steering group for the study. Three people supported by Key became integral members of the research team – Andrew Doyle MBE, Louise Boustead, and Michael McKernon.

Such was their passion for the subject, that once ‘Life Through a Lens’ was nearing its completion, Andrew, Louise, and Michael were actively looking for new opportunities to find out about the experiences of people with learning disabilities and dementia.

Some of this passion was personal. Louise had seen friends and family get dementia diagnoses which motivated her to do more to help others understand it. And for Andrew, it became even more personal when he himself got a diagnosis of dementia just as ‘Life Through a Lens’ was coming to an end.

As a married man, he was concerned about how his diagnosis would affect him and his wife in the future. He wanted to find out about other couples with learning disabilities where one partner also had a dementia diagnosis, and crucially what could support people in their relationships as the person with dementia’s condition progressed.

Andrew’s idea led to Professor Watchman successfully applying for a research grant from Dunhill Medical Trust, to work in partnership with Alzheimer Scotland, the University of Edinburgh, and Key and Community Lifestyles on a new project – ‘Stand by Me’.

Sadly, Michael was unable to continue his involvement with the new project, but Andrew and Louise were joined by Andrew’s wife, Lynn. Sitting alongside professionals and academics from the research partners, they formed an inclusive research team which guided all aspects of the study and ensured it was grounded in the lived experiences of people

with learning disabilities and dementia.

In keeping with the impact of ‘Life Through a Lens’, ‘Stand by Me’ was first-of-its-kind research. It revealed and celebrated the many successful, loving relationships enjoyed by people with learning disabilities across the UK. It shattered stereotypes about the nature of these relationships and highlighted how many people with learning disabilities find themselves in caring roles for their partners as they age. It demonstrated the key elements of providing good support to couples with learning disabilities living with dementia. And it provided a platform for showing how inclusive research, driven by people with lived experience, can produce findings which are inspirational and richly drawn.

Their work has not gone unnoticed. After picking up a 2023 The Herald and GenAnalytics Diversity Award for Diversity Through Education, they then won the Diversity in Dementia Award at the inaugural Dementia Care Awards earlier this year. And rightly so, for together they have blazed a trail for increasing awareness of the experiences of people with learning disabilities and dementia, improving learning disability and dementia practice, and demonstrating the true value of inclusive research. Watch a video about Stand by Me: www.youtu.be/al4WEMV6_XU

A year of listening and engaging with people we support, our staff, and our wider colleagues on the issues that are important to us.

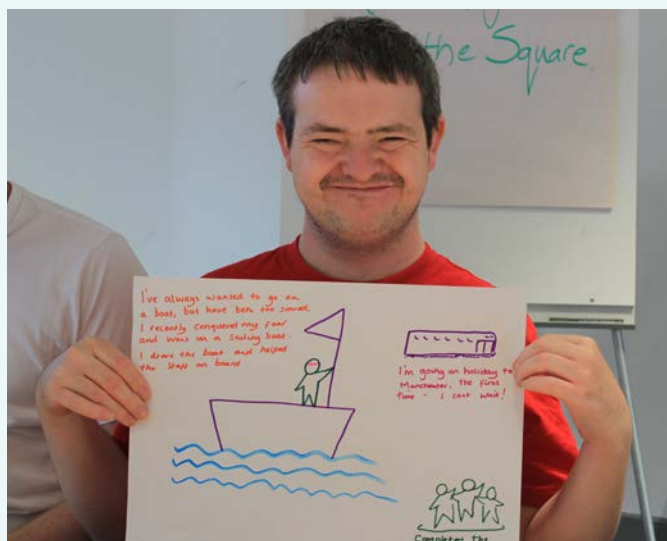
Across the year, there have been many opportunities to engage with people we support, our staff, and our wider colleagues on the issues that are important to us. Here we reflect on some of the highlights of these activities.

These have included people we support participating in TAG facilitated consultation events, hosting a conference for our local managers, and contributing to a national event on supporting people to live in their own homes in their own communities,

In addition to this, all but two of our services have now had their first Care Inspectorate inspections since the pandemic.

Getting Together, Moving Ahead

Over the past 2 years, around 800 of the people we support have participated in quality assurance workshops facilitated for us by TAG. The focus of the Getting Together, Moving Ahead events has been to encourage people we support to speak up about the quality of the support we offer and how it is organised. Through these we have also heard lots of ideas on how things could improve.



What people we support told us

People were clear on the standards they expect from their support staff. In every workshop people gave examples of how workers showed respect and common to all discussions was the importance of establishing friendly, trusting relationships between workers and the people they support.

Dependability and good communication were highly valued too. As was having workers who had shared interests and were enthusiastic about supporting people to live full and active lives. People knew what behaviours and attitudes were unacceptable, and everyone, without exception, could describe what actions they would take and who they would talk to if they were dissatisfied with the support they received.

There were some regional variations around rotas, and the organisation and communication of support. Most areas had systems in place to inform people of who would be supporting them and when, in a format that suited the individual. These included using photos, emails, phone calls, diaries, and picture boards. Most people also knew they could change their support time if they wished and would also be notified if changes arose due to staffing issues e.g. sickness.

In areas facing recruitment challenges, people were less satisfied with their support. This could lead to people sometimes not knowing in advance who would support them, less flexibility in rotas, and increased use of agency staff which people particularly disliked.

People were generally very happy with the way their support was reviewed. People could invite who they wanted to participate in the review process which happened every six months. People were also clear that workers and managers regularly checked that they were happy with the support they received and knew they could amend and add to their support plan at any time without waiting for the formal review process.

Everyone had access to their support plan which was usually kept in their home. Support plans included people's dreams and aspirations, although in most areas people felt that the format of their plan could be improved by incorporating images, pictures, and photographs.

The full reports from each consultation event were given to local and area managers for our services. They have developed local action plans from their workshops' suggestions and recommendations. As these are implemented, area managers will feedback progress to their regional TAGs.

Care Inspectorate Visits

One of the roles of the Care Inspectorate is to support continual improvement within services. During inspection they look for evidence that services have robust quality assurance processes. These should enable services to identify their strengths and what they could do better as well as put effective plans in place to make improvements where these are needed.

More of our services have been inspected over the past year, with two services still awaiting their first post pandemic inspection.

Most inspections were unannounced, and during these visits inspectors use various ways to gather feedback. This included meeting people face-to-face, speaking on the phone or using surveys. Three hundred and thirty people we support, and family members have spoken with inspectors about their experience of our services during the inspections.

What the Care Inspectorate told us

Based on these visits, all our inspected services have been graded as “Good” or “Very Good” for how well quality and improvement is led. Inspection officers commented:

“People were listened to, and their wishes were acted upon. Their opinions mattered and were central to the support they received and how the service aimed to develop. As well as individually discussing their own support, many people were part of ‘The Advisory Group’ (TAG). This group would discuss service matters, developments and improvements that could be made to the overall service. People felt respected, appreciated and valued”.

“The staff and management have a positive attitude towards continual improvement and all levels of staff spoke of their commitment to make things better for the people they support by learning from things that are not working or not going well”.

“The service used regular reviews, individual meetings, questionnaires and group events to gather peoples’ views. These informed a detailed service development plan, which focussed on improving peoples’ outcomes and experiences”.

“Individuals and their families were well supported by leaders. Leaders listened and took action when issues were raised about service improvement. This helped promote a culture of openness and transparency.”

Supporting the national ‘Coming Home’ agenda

We were delighted to take part in a national event, hosted by Turning Point Scotland, earlier this year. This brought together support and housing providers, the Scottish Government, Health and Social Care Partnerships, supported people and families to look at using our combined efforts to overcome the barriers and challenges preventing people from moving into their own homes and communities.

It provided an opportunity for open discussion and collaboration, focusing attention back to the people whose needs were not met in their home community, resulting in out of area placements. Placements that are not only costly in financial terms but also have a significantly negative impact on the person’s quality of life and their family.

We also had the opportunity to recognise, reflect and celebrate the benefits of good support and the difference that makes

to people’s lives. We were able to share examples of how our teams, within Key and Community Lifestyles, were supporting people to lead ordinary lives through extraordinary, responsive, personalised support.

One example we shared was about David, who is featured on page 11 of the review. At 36 years old he had spent over 60% of his life in a range of institutional settings, several hundreds of miles from his parents.

After many years out of area, David is now settled in his own home and well supported to lead the life he wants to lead, close to his Mum and Dad.

He enjoys cooking and cleaning his home, activities he had previously been refused the opportunity to do. As you read in his story, he’s out and about in his community and sees lots of his family again.

David has achieved so much, his determination, humour and resilience has been amazing, but he has also been well supported by a dedicated, skilled, flexible, and responsive staff team – who get daily feedback on their support from David, including scores out of 10!



Supporting our local management teams

Every two years we host a conference dedicated to our local managers. This reflects our recognition of the pivotal role they play in delivering highly individualised services. Given the limited opportunities to gather in person over the past few years, 2023 brought with it a real appetite for re-establishing the conferences.

Planning began in early 2023 with views sought from local colleagues on what to include within the conference programme. Overwhelmingly, managers felt it essential to acknowledge the significant challenges

within social care while ensuring a strong focus on workforce and practice, as well as quality and improvement.

Equally important, though, was the desire to share successes, learn from and support each other, have fun, and be inspired for the year ahead.

Over two days in early November 2023, around 60 managers attended. Delegates received a warm welcome from the Chairs of Key's Board and National TAG, Sheenagh Simpson and Brian Kemsley. This was followed by a plenary session from Andrea Wood, Chief Executive, and a demonstration of our new staff Hub by Jan Murdoch, Policy and Engagement Manager and Mhairi Nisbet from our project partner, ThinkShare.

Two interactive workshops provided managers an opportunity to explore topics in more depth. This included how to support our workforce to become more confident, knowledgeable, and skilled in 'The Core of Our Work'. And a Quality Workshop introduced managers to the Care Inspectorate's Self-Evaluation and Improvement approach as a means of encouraging managers to think about how people we support, families and workers could be involved in self-evaluation and improvement plan activities.

Across the day, there were further interactive and fun activities aimed at gaining people's views and capturing successes. These included roving reporters and a Banksy-themed exercise to visually celebrate supported people and workers' achievements. An after-lunch quiz generated some 'healthy' competition, and much laughter, and the wonderful Keynotes brought each day to a close with a medley of uplifting songs that had managers, organisers, and staff based at our Glasgow office singing along and even taking to the dancefloor.



Our Board. They bring enthusiasm, energy, and passion to guiding us in everything we do.

We are privileged to have the support of a hugely talented group of people who make up Key and Community Lifestyles' Boards.

Sheenagh Simpson
(Chairperson - Key)

Brian Kemsley
(Chairperson - TAG)

David Meechan
*(Chairperson –
Community Lifestyles)*

David Le Sage

Liz Matheson

Gillian Anderson

Ann McGuigan

James Cox

Christine McKinlay

Jack Crombie

Rebecca O'Donnell *(TAG)*

Dee Fraser

Mary Parker

Musab Hemsi

John Paterson

Susan Hunter

Joanna Pearson

Paul Hush

Angus Turner

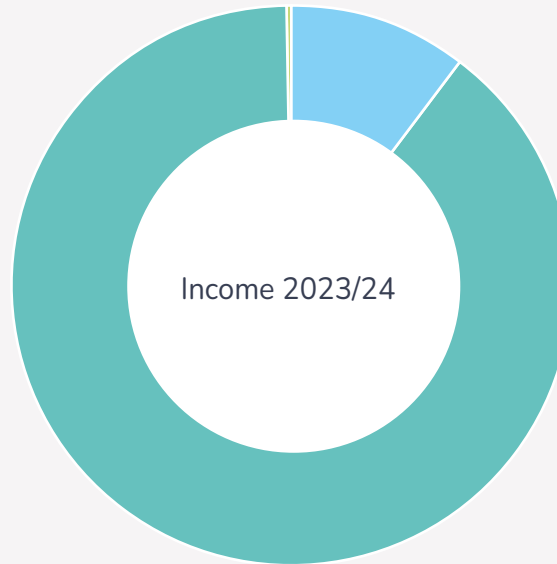
Karen Jamieson



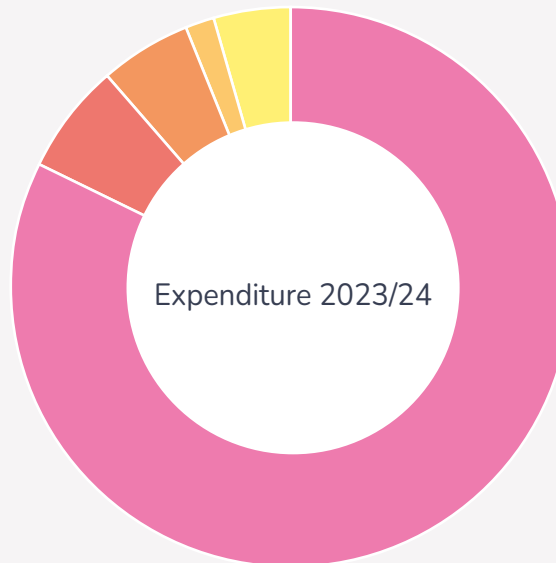
Financials. A full copy of Key’s 2023/24 annual accounts is available on request.

Registered office:
70 Renton St, Glasgow G4 0HT

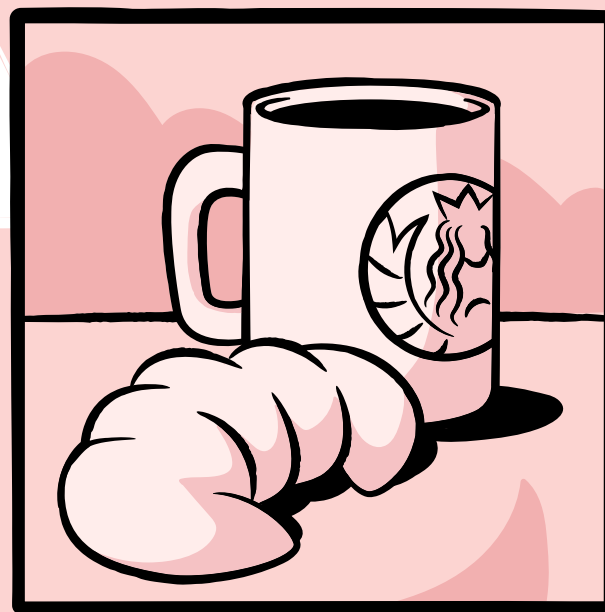
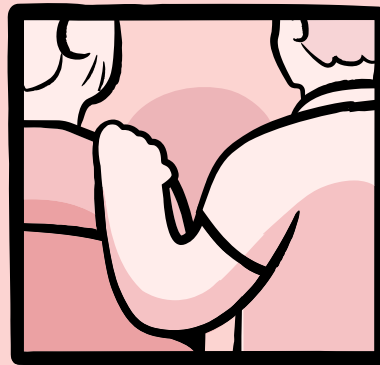
Key is a society registered under the Co-operative and Community Benefit Societies Act 2014, company number 1938 R (S) and with the Scottish Housing Regulator, registration number 141. Key and Key Housing are names used by Key Housing Association Limited, a charity registered in Scotland, charity number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



Rental Income.....	£7,129,516	10.34%
Support Services Funding.....	£61,743,926	89.52%
Other Income	£98,506	0.14%



Support Service Salaries	£56,010,543	82%
Management Costs	£4,701,257	6.9%
Other Support Costs	£3,316,035	4.9%
Repairs	£1,314,642	1.9%
Other Housing Costs	£3,001,422	4.4%



70 Renton Street
Glasgow G4 0HT

0141 342 1890

www.key.org.uk

Check out our website for more brilliant stories from across the areas we work.

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

www.key.org.uk