



Race for Life by Doreen Kay



Key Annual Review 2023

An artist's dream come true *For this year's cover artwork we wanted to acknowledge the long relationship we, and people we support, have enjoyed with Project Ability.*

We commissioned some pieces from artists who get support from us and attend Project Ability workshops. In return, we got a hard decision to make!

Seven artists submitted a combined total of 16 pieces, making it a tough choice. See the back cover for an idea of just how tough!

In the end we chose Doreen Kay's colourful portrait of her and her sister doing the Race for Life.

It captures some of the things that perhaps the pandemic has helped us appreciate even more.

Spending time together again, giving back, and being successful in a challenge you've set yourself.

Doreen Kay is the artist behind this year's cover artwork.

She's had an exciting year, so let's find out a little bit more about her. Doreen has been a Key tenant since 1986 and was among some of the very first people to move into Key's housing in Glasgow. She has contributed much to Key's story across these years.



Her real passion, though, is art, and she has attended Project Ability's artistic workshops for many years. During this time, she has developed her painting's distinctive style, and her work has graced many exhibitions.

During lockdown she developed her skills in a new technique - embroidery. She has shown a real talent for this new venture and created some beautiful pieces. Indeed, her new creations featured in the 'Stitched' exhibition at the Trongate 103 Studios earlier this year.

And the news just got better. Following on from 'Stitched', her piece 'The Cat Speaks' was accepted into the Royal Academy of Arts 2023 Summer Exhibition. All the pieces selected for display are chosen by a panel of artists, so it is a great honour to be part of the exhibition.

Doreen was characteristically modest about it: "It was a surprise to have my piece picked for the exhibition."

Foreword by the Chief Executive *Over the past year, life has felt more normal for most of us. We have been getting together again to catch-up and check in.*



In this year's review we are putting a spotlight on some of the things we have done to connect with the people we support, their families and our workforce around what matters most to them and the support we offer.

At regional and national forums, hosted in partnership with TAG, we have been considering what we can do better and above all, how we can keep people at the centre of what we do now and in the future.

Taking the time to recognise and celebrate how the people we support are playing an active role in Scotland's communities has certainly helped us keep positive, even in the face of the difficulties social care currently faces.

Our review, therefore, also celebrates how the people we support are living their best lives, in all kinds of ways, with the help of good, personalised support that encourages, values and respects their contributions.

These stories also pay tribute to our incredible workforce who continually strive to enable people to achieve the best life possible and inspire us every day with their commitment and hard work.

Thank you to each and every one of them for the important work they do.

Andrea Wood

Chair's report *I am delighted to be delivering my first Chair's report. It has been another busy, productive and, at times, challenging year.*

Over this past 12 months, we have seen some very difficult financial conditions which have put immense pressure on people's household budgets and affected so many aspects of our lives. These financial pressures have impacted on social care funding too which in turn directly affects the pay, terms, and conditions of the social care workforce.

Because of this we have joined together with other organisations in our sector to actively campaign for fair social care funding. Funding that allows us to continue to provide the flexible, creative, outcome-focused support that people want, and which properly rewards the workforce for the vital work that they do.

Scotland needs a strong community of social care providers who can deliver on choice, control, and human rights for people who rely upon support. To do this effectively, providers

like us need investment in social care which enables us all to be innovative, financially sustainable and have a workforce which is well supported, informed, and skilled.

We recognise that together we are stronger, that we need to add our voice to the issues that affect us and our workforce. So, over the past year we have worked alongside our peers through the Coalition of Care and Support Providers (CCPS) to achieve greater parity for our sector.

And as you will read later in the review, we have proactively sought opportunities to influence national policy agendas too. This has ranged from the plans for a National Care Service, through the new National Dementia Strategy, to the Scottish Social Services Council's (SSSC) plans for social care workforce qualifications and registration.



The lack of investment in social care has impacted recruitment too. To address some of these challenges, we launched a new recruitment campaign, *Make Every Day Matter*, in January. The key messages for this campaign were developed in partnership with our staff and everyone who featured in the materials

Make Every Day Matter also clearly shows those qualities that our workers have an abundance of: honesty, a willingness to listen, and creativity. And while being a support worker brings great reward and enjoyment, it also demands skill, patience, professionalism, and judgement.

And we were delighted to have received good and very good grades from the Care Inspectorate for the Quality of our Support in every service that's been inspected since the pandemic.

We are, however, not complacent. As a board, we will retain our focus on quality improvement to inform what we do. For example, at this year's joint strategy session with TAG, we explored the impact of recruitment difficulties with the people we support and built strategies to improve recruitment into our plan for 2023/24.

We also renewed our long-standing commitment to ensure that the people we support are always involved in choosing their own staff.

I want to take this opportunity to thank TAG, and in particular Rebecca, the outgoing Chairperson, for their contribution to our work. TAG's creativity and energy in supporting people and communities to be active, engaged and connected is outstanding and we are grateful to everyone involved.

As we approach the next year, I am confident that our strengths – our workforce, our board, our partnership with TAG, and our relationships – will serve us well in facing the new challenges and opportunities it will undoubtedly bring.

Sheenagh Simpson

We were also delighted to have received good and very good grades from the Care Inspectorate for the Quality of our Support in every service that's been inspected since the pandemic.

either work for, or are supported by, us. I am, therefore, grateful to our staff, the people we support, and everyone behind the scenes who contributed in any way to this initiative.

At its heart, *Make Every Day Matter* captures that good support comes from the quality of relationships which exist between the people who work for us and the people they support. These are relationships which are based on empathy, kindness, and respect.

Our staff have that in abundance too! They greatly deserve our heartfelt thanks and recognition for their dedication and hard work again this year.

As we have gradually adjusted to post-pandemic life, we have been keen to hear from the people we support, our staff, families, and other stakeholders. We have been asking 'how are we doing?'. Overall, we have received excellent feedback from the range of surveys and consultations we have done with our key audiences.

TAG Chair's report *I'd like to introduce myself, I'm Brian Kemsley, the newly elected Chair of National TAG.*



You can read a little bit more about me on the next page. But for now, I will start by paying tribute to my predecessor, Rebecca O'Donnell, who holds the title of being the longest serving National TAG chair in history! Rebecca did brilliant work keeping us going during the dark days of Covid and I'm looking forward to joining her as National TAG's reps on Key's Board. Thank you, Rebecca, for your dedication and hard work for TAG over the past five years.

Rebecca's extended time as Chairperson reminds us how much life has changed over the past year.

After three years of Covid restrictions when we couldn't hold in-person TAG meetings, we were thrilled to get the band back together in 2022.

Not only was it great seeing familiar faces again, but we've also been blown away by the number of new members we now have. People who started getting involved through our social media during the pandemic have made a welcome addition to our bi-monthly meetings, bringing with them lots of new ideas of things for us to do.

The rise in our membership has led to us creating some new TAG branches too. Dumfries and Galloway have split into the new Galloway, Dumfries, and Annan branches. There are plans on the horizon, too, for the folk in Upper Nithsdale, and a new vibrant TAG has been established in South Ayrshire.

The end of Covid meant we could also restart our consultation events for Key and Community Lifestyles. As part of our Service Level Agreements with both organisations,

TAG facilitates workshops to find out what the people they support think about the service they receive. There is more on this later in the Annual Review.

You'll also read more about the fantastic *Strictly All Ability* extravaganza. This was a huge celebration of some of TAG's great community development work in Renfrewshire, Stirling, Inverclyde, and the Game Changers programme in Glasgow.

We are relieved that life has got back to normal, and that TAG's work can continue once again. We've got a full programme planned for across the country, from campaigning for people's rights to getting more involved in our local communities. You can follow what we are doing on the TAG Facebook pages.

We are looking forward to a new year working closely with our partners in Key and Community Lifestyles to make a real difference in the lives of the people they support.

Hello Brian, thank you Rebecca *Brian is taking over from TAG's longest-running Chair, Rebecca. Let's find out a little more about him.*



Brian lives in Alexandria where he is supported by our Dumbarton team. He's been involved with Dunbartonshire TAG for some time now and admitted that he hoped that one day he would get the chance to become the Chair of National TAG. Now that he has succeeded in achieving this goal, he's looking forward to taking on the role and helping TAG achieve theirs.

Brian is passionate about raising awareness of the barriers facing disabled people. He's particularly keen to improve the accessibility of Scotland's communities. He'd like to see wider pavements which are well-maintained and big improvements in public transport with buses and trains having plenty of space for people with access needs.

Believe it or not Brian assures us that he does have some spare time. And when he does, he loves gardening and horse riding.

He's also been known to enjoy some of Dates'n'Mates' social events.

As mentioned, Brian is taking over from TAG's longest-running Chair, Rebecca O'Donnell. She has been a brilliant support to TAG and Key's board over the past five years when everyone was facing such difficult times with the pandemic.

Although Rebecca is stepping down from the Chairperson role, she will continue to be a National TAG representative on Key's board which we are sure will be appreciated by Brian, as he steps into his new role, and Key's board members.

Now that Rebecca should have a little more time to herself, we hope she will enjoy living life to the full, just like she did on her trip to Disneyland Paris earlier this year!

Strictly FAB-YOU-LOUS! A highlight of the year was *Strictly All Ability*: a feel-good extravaganza that paired amateur dancers with professional partners.



It was an event which perfectly showcased the talents of the contestants who took part, all of whom were disabled people.

The event came about through the various dance classes which TAG facilitate through their community development work in Glasgow and Renfrewshire. One of these takes place in a dance studio managed by Hillhead charity, who support vulnerable families in communities across Scotland. With their team of professional dancers, Hillhead had experience of running Strictly type events with young people. They were so impressed by the quality of dancing at the TAG sessions that they were inspired to have one for disabled people, and TAG were the perfect partners for this. So began the journey of making the dream of *Strictly All Ability* become reality.

Like any journey there was lots of hard work involved. The 9 participants, who were paired with the pro partners at a prestigious launch event in Glasgow's Doubletree Hilton Hotel, had to put in eight weeks of rehearsals.

They chose the music, helped choose which type of dance they would do, inputted to the choreography, and did all their own fundraising activities to support their involvement in the competition. This included sponsored walks, 10K races, and dance a-thons. TAG also supported the fundraising through hosting quiz nights, an afternoon tea at Key and Community Lifestyles' main office in Glasgow and a live music night in Paisley.



On event day, all the dancers arrived at the Doubletree Hilton for a full programme of dress rehearsals, hair and make-up and costume fittings. It was worth it, though, as the evening was a glittering affair attended by 350 people.

The atmosphere on the night was electric. There were cheers, claps, and even some tears as each couple took to the floor and treated the audience to spectacular dancing in a diverse range of styles.



Key and Community Lifestyles were lucky to be represented in the competition by 4 hugely talented dancers – Stephanie Ann, Malcolm, Victoria, and Barry. We were beyond proud of how hard they worked to get ready for their performances and they absolutely danced their hearts out on the night.

It truly was magical and everyone – dancers and spectators - were winners just by being a part of it. However, it was a competition and the trophy on the night went to James, and partner Leah, who performed to 'Dance with Me Tonight' by Olly Murs.

The night was also a huge success in raising funds for both TAG and Hillhead who received £11, 000 each towards the vital work they do.

It is virtually impossible to capture, in words, just how magical the evening was, so please do watch the video highlights to get a flavour for this wonderful event.

We are incredibly proud of everyone who took part and of TAG, who worked so hard to make it happen. It only remains to ask: when can we do it all again?!

Watch online: youtu.be/wWrMOc2vFU0

Checking in on the work we do. *An important part of our work is seeking feedback on the quality of what we do.*

The pandemic meant fewer opportunities to get this feedback from our key audiences: people we support, families, staff, and other stakeholders. So, this past year we have been re-engaging with people and are grateful to everyone who shared their views with us.

Over the next few pages, we share some of the headlines from what people told us.

Getting back together, moving forward

In his TAG Chair report, Brian talked about the consultation workshops that TAG facilitates for us. These help us get feedback from the people we support and their families. Unfortunately, they had to take a break during the pandemic, but the relaxed restrictions mean they have restarted, which is brilliant!

The *Getting Back Together, Moving Forward* workshops are a chance for us to hear from the people we support. Where people can tell us about the quality of the service they receive and how we can do even better in the future.

The workshops are accessible and use images and graphics to encourage discussions. The topics range from how people experience dignity and respect, through to practical things like rotas and support plans.

The emphasis is on choice and control, and ensuring people receive support that meets their needs and wishes.

The sessions also help us to find out if people get support to stay healthy and well, and if their support is flexible. It's important that we know how easy it is for people to change their support and how they use it.

People's feedback and suggestions are captured through detailed workshop notes and compiled into reports. The reports go to service managers who share them and then produce action plans for their areas. This ensures that suggestions for improvements are acted on and implemented.



“Staff are friendly & very helpful, they accommodate to what suits us as a family which is very much appreciated.”

TAG facilitates a similar workshop for family members. These provide an opportunity for families to hear what people we support have said and to offer their own experiences of their relative's support. It's a vital part of checking the quality of what we do. We see families as important partners in delivering support and very much value their role in helping us find out about how people with more complex needs experience their support.

The day's highlight, though, is hearing about all the achievements that people we support have enjoyed in the past year and what they have planned for the year ahead!

What people we support told us

Across all the workshops, some central themes emerged. People we support were clear about what they expected from their support, what makes a good support worker and how to raise concerns about any aspect of their support. They highlighted the importance of:

- Privacy.
- Workers getting to know them.
- Relationships.

People want workers who

- Are friendly.
- Smile.
- Share interests with them.
- Make suggestions but know it's the person's right to choose.

Good support is helped by

- Small teams.
- New staff having plenty of chances to shadow more experienced staff.
- Getting rotas in plenty of time.
- Accessible rotas, using photos, etc.
- Good communication.

What families told us

Family members' views were sought through their participation in TAG facilitated workshops or a survey questionnaire which was completed by 340 people. They echoed similar themes to those of people we support. They highlighted the importance of:

- Consistency in worker teams.
- Good communication.
- Being involved in their family member's support life.

They want workers who are

- Caring.
- Respectful.
- Supportive.
- Encouraging.
- Adaptable.
- Compassionate.
- Reliable.
- Well-organised.

Good support focuses on

- Health and wellbeing.
- Encouraging independence.
- Varied activities.
- Understanding people's unique needs.

“They are just great and I trust them always to have my son's best interests at heart. They ‘get him’ and to me, as his mum, that's the most important thing.”

“I can see first-hand the changes support makes in people's lives and I am proud to be a part of it”

“They help her to do things that in the past she would not have attempted.”

What stakeholders told us

We used a survey questionnaire to gain feedback from stakeholders such as professionals across social work, health, and advocacy, among others.

They agreed that:

- Our staff treat people with dignity, compassion, and respect.
- People are supported and encouraged to take decisions and make choices about their lives.
- People's health and wellbeing are improved by the support they receive.
- People's support is flexible and focused on meeting their outcomes.

“All staff are very willing to help, communication is excellent, very friendly and efficient service.”

“I always find the staff and management staff extremely supportive in supporting the people who I work with. Communication is always good, and they keep us informed of any concerns or changes to or for the person.”

What staff told us

Staff were asked to complete a web-based survey to share their thoughts and suggestions. Just under 800 of our staff responded to the questionnaire and the majority of them told us that they:

- Are proud to work for Key and Community Lifestyles.
- Feel confident and motivated in their role.
- Have the knowledge they need to support people well.
- Agreed that the people we support are valued and treated with respect.
- Feel confident that we support people to keep healthy, happy, and safe.

“I find my job very rewarding and how much of a difference we make to help individuals live a happy, healthy, and independent life”.

What the Care Inspectorate told us

Care Inspection visits are taking place again and some of our services have been inspected over the past year.

During visits, the Care Inspection officers speak to people we support, family members, staff and stakeholders to ask about their experience of our services.

“Conversations with staff demonstrated a strong core values-based workforce in keeping with the Health and Social Care Standards.”

Based on these visits, all the Key and Community Lifestyles services inspected so far have been graded as ‘Good’ or ‘Very Good’ for how well they support people’s wellbeing.

Care Inspection Officers commented:

“We observed positive, caring and nurturing relationships between staff and people being supported. Staff supported people at an appropriate pace and involved each person when designing and delivering support.”

“The service supported people to get the most out of life through supporting them to develop their skills and confidence in daily tasks, activities, and engagement with other people.”

“People using the service were treated with compassion, dignity, and respect. They received support that was kind and respectful. We saw those using the service being relaxed around staff and happy to see them. People felt safe as there were trusting relationships between staff and the people they supported.”

Moving forward

We are delighted with the feedback received from across our quality improvement activities, however, we know there is always room to improve.

We recognise the areas where our stakeholders have made suggestions around what we can do better. These include:

- Ensuring our systems support people to do their jobs well.
- Advocating for increased staff pay and rewards.
- Focusing on staff recruitment and retention.
- Further improving communication.

Across the organisation from our board through our central office teams to our local management structures, we are developing action plans to address these identified areas for improvement and will communicate progress with these to our key stakeholder audiences.

Making every day matter



♥
Graham made us all giggle as he & Stephen took us a tour round Drumpellier Country Park



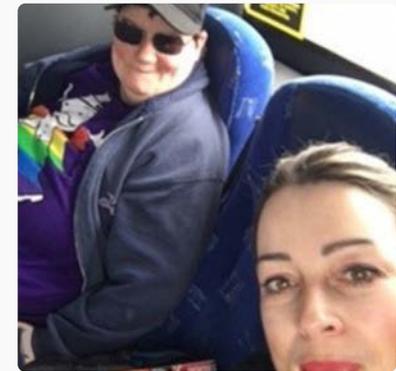
♥
Michaela achieved her dream of going horse-riding



♥
Lanark love a great day out



♥
Carol took a holiday of a lifetime to Singapore where she was born



♥
Claire passed her driving theory test



♡
Upper Nithsdale got caught up in Coronation fun

Days here and there



♡
Scott & Paul made the sun shine on a chilly day at Ardrossan beach



♡
Sara Jane & Clare helped us to Make Every Day Matter



♡
The Dunoon Young Team had ribtide thrills and spills



♡
The Community Lifestyles Key Glasgow FC were jubilant once again



♡
Stranraer made sure the town planters looked their best

Hobbies and interests



There was a Inverclyde & Dunoon lads' holiday to Salou ... plus Clare



Ryan successfully completed Forestry Scotland's Branching Out Programme



Courtney graduated from her Help Yourself Grow college course



Steven enjoyed a lovely autumn walk in the Fairy Glen



The Keynotes kept on singing



Corrie won a volunteering award for his work at Glenfinart Walled Garden

Birthday celebrations



Lynn celebrated turning 60



Lindsay celebrated being fab at 50



Isobel turned 70 years young



Kevin loving life at 40



It was party time for Mel's 40th



Ellen rocked her 80th



Jackie and David celebrated birthdays with a lovely meal out

Influencing the national agenda. *Within our current strategic plan, one of our identified priorities is to be a collaborative partner.*

Given we support around 2000 people, employ about the same number of staff and work across 17 local authorities, we recognise we have much to contribute to national and local policy developments affecting social care, its workforce and the people in our communities who rely upon support.

Following on from the Independent Review of Adult Social Care, sometimes known as The Feeley Review, it's a landscape which is ever-changing.

Therefore, it was vital that we added our voice to the debates.



The National Care Service

The Scottish Government's plans for the National Care Service (NCS) have emerged as their response to The Feeley Review. The NCS represents their vision for the future of health and social care and since the plans were first published in 2021, we have actively engaged with its developments.

This has included membership of the NCS Key Stakeholder Reference Group, as well as participation in a range of online and in person events, hosted over the summer. These have enabled managers and the people we support, via their involvement with TAG, to share their views on topics such as information sharing; rights and responsibilities; keeping care and support local and; valuing the workforce.

Nationally, we have worked closely with CCPS to contribute to NCS forums on core areas such as Adult Social Care Reform, Ethical Commissioning, Collective Bargaining and Fair Work. We also have strong local and national connections to implementing the recommendations of the 'Coming Home' report.

These activities have taken place in parallel with the NCS Bill being considered by several Scottish Parliament committees. It is their job to scrutinise the proposed legislation and ensure that it will deliver on what it intends. As part of this process, the committees take evidence from organisations and individuals who will be impacted by the legislation. Through our involvement with CCPS we were delighted to welcome members of the Scottish Parliament's Health, Social Care and Sport Committee to our offices at the Square.

Committee members had the opportunity to have informal discussions with people we support and some of our staff to hear first-hand about the everyday reality of receiving and delivering social care support, and people's views on what a NCS could deliver. Everyone who attended felt listened to by committee members and that they showed a good understanding of the issues currently facing us.

Our own aspirations for the NCS are that it delivers on more robust implementation of Self-Directed Support (SDS) for everyone who accesses social care support in Scotland.

It is our core belief that SDS can deliver better outcomes and greater choice and control for people we support and their families.

Therefore, building on this commitment to SDS we contributed to the recent draft SDS Improvement Plan through a formal response as well as through our active membership of the National SDS Collaboration.

A focus on dementia

Dementia is a policy area we have had a keen interest in for several years now. During this time, through the invitation of Professor Karen Watchman at the University of Stirling, we have contributed to two ground-breaking dementia research projects. *Stand By Me* is the most recent of these and arose directly from the experiences of a person we support, Andrew Doyle MBE. Having been diagnosed with dementia, he was concerned about the support that would be available to his wife, especially as his condition progressed.



Starting from Andrew's personal experiences, *Stand by Me* is a partnership project between the Universities of Stirling and Edinburgh, Alzheimer Scotland and Key and Community Lifestyles, funded by Dunhill Medical Trust. Together we explored the stories of couples with learning disabilities where one partner also has a diagnosis of dementia. Stories were gathered from people with learning disability and dementia, partners, family members, and support staff.



The themes emerging from this work included human rights, person-centredness, equality of access and empowerment. The study also highlighted where there is commonality of experience across people with dementia, with and without a learning disability, and where those experiences diverge.

Given our involvement in these projects, as well as the growing number of people with dementia, with and without a learning disability, we support, it was important that we inputted our views to the Scottish Government's A National Conversation on Dementia consultation.

In formulating our response, we facilitated several hybrid feedback sessions with staff in teams who are supporting people with dementia. This included staff in local management and direct support roles.

Through our involvement with the *Stand by Me* Advisory Group, we also hosted a discussion between group members, some of our staff and the Scottish Government's policy lead on dementia.

This provided an opportunity to share our views and experiences directly to the policy team.

A focus on workforce

How we attract and retain our workforce remains at the heart of our activities – not only within Key and Community Lifestyles but in the wider sector as a whole. To this end, in addition to our active involvement in the Fair Work agenda through the NCS and membership of CCPS, we have sought opportunities to influence how to induct, support and develop staff across all roles within social care.

We continue to engage in the work of the Scottish Social Services Council (SSSC), the regulator for the social work, social care, children, and young people workforce in Scotland. This has included the ongoing conversation around the legislative changes associated with the outcome of the SSSC's consultation *A Register fit for the Future* in 2022.

Earlier this year, we also contributed to the SSSC's consultation on revised Codes of Practice for Social Service Workers and Employers. Such has been the scope and pace of change in the sector that it was necessary to update them from the previous version published in 2016.

The involvement of our workforce from across our support services, in partnership with colleagues from human resources and learning and development, meant we submitted a highly detailed response.

We called for the Codes to embody human rights, build upon current practice, use clear, accessible language, alongside recognising the importance of relationships, and the unique needs of individuals, carers, and staff.

The Codes consultation was also an opportunity to highlight the role they play in supporting the social care workforce's wellbeing.

And indeed, workforce wellbeing has and continues to be an important focus for our managers in all roles and parts of the organisation. Whether this be through our wellbeing commitment, our mental health first aiders or our membership of the newly created Supporting Mentally Healthy Workplaces - a National Learning Network for Employers, an initiative by the Scottish Government, Public Health Scotland, and See Me.

In an already busy year, we are grateful to everyone who has contributed their voice to shaping these policy and practice developments.

We hope our efforts will help to bring about positive change and investment in social care to ultimately promote the human rights and dignity of the people living in our communities who rely on support, while also being a strong voice for the people who deliver that support.

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)

Paul Hush

Brian Kemsley

David Meechan
(Chairperson –
Community Lifestyles)

Karen Jamieson

Dave Le Sage

Gillian Anderson

Ann McGuigan

Jack Crombie

Liz Matheson

John Paterson

Rebecca O'Donnell

Dee Fraser

Joanna Pearson

Musab Hems

Angus Turner

Susan Hunter

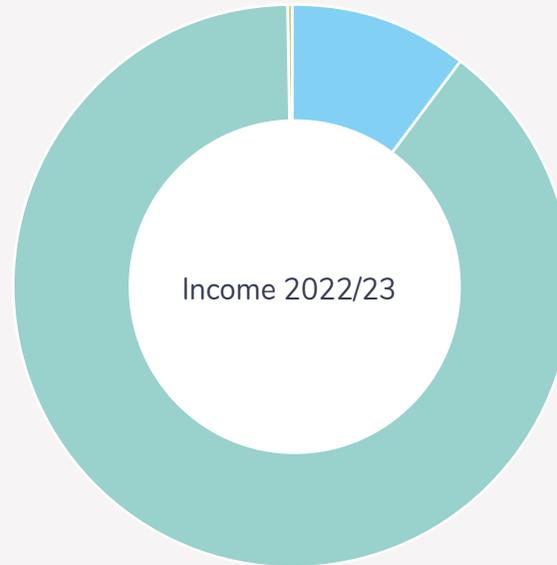
Mary Parker



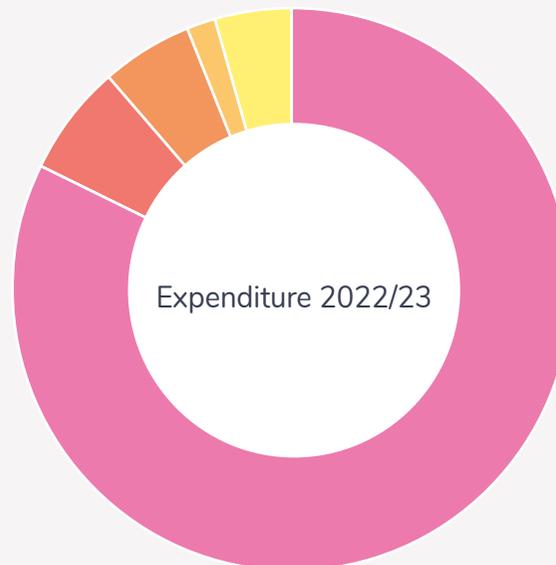
Financials. *A full copy of Key's 2022/23 annual accounts is available on request.*

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.

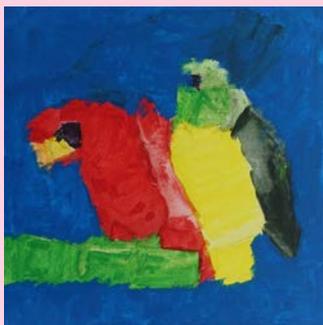


Rental Income.....	£6,609,399	10.16%
Support Services Funding.....	£58,414,759	89.81%
Other Income	£17,131	0.03%



Support Service Salaries.....	£54,658,773	83.1%
Management Costs	£4,083,954	6.2%
Other Support Costs	£3,156,710	4.8%
Repairs	£1,076,953	1.6%
Other Housing Costs.....	£2,810,178	4.3%

Cover art submissions



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Glasgow G4 0HT

0141 342 1890

www.key.org.uk

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

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

www.key.org.uk