

# IMPACT REPORT 2019



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Supporting People & Communities

# A WARM WELCOME FROM OUR BOARD CONVENOR

I am delighted to introduce this report outlining the impact that Carr Gomm has had over the past year. We are now in our second year of our three-year strategic plan and have taken great strides towards achieving our strategic goals; thereby having an even greater impact in the lives of people, families and communities throughout Scotland.

Our commitment to excellence spans everything that we do. We ensure that we do the best that we can by having efficient and effective organisational structures and processes. Moreover, we are continually striving to implement new ideas and innovations that fill the gaps in society, develop the next generation of services, and encourage our enthusiasm and pleasure in being part of Carr Gomm.

Many of these ideas and innovations have improved our knowledge, skills and talents to enhance an already strong working environment and to help

nourish a healthy culture. In this report, you can read about specific examples having a positive and lasting impact on the health and wellbeing of our teams throughout the country.

Despite the positive impact of Carr Gomm, there are still many challenges in our ever-changing communities. We must ensure that we remain informed in order to influence change and support best practice whenever we can. In the past year, we've connected with new partners and fostered new relationships throughout the world to ensure that people have the supports they need to live full and positive lives as active citizens.

This report highlights our strategic goals for this year and what we have achieved. I commend this report to you. I believe that it illustrates the passion, determination and commitment to excellence throughout Carr Gomm.



*Anne Austin*

Anne Austin  
Board Convenor

## THROUGHOUT THIS REPORT, WE HAVE SCATTERED SHORT EXAMPLES ILLUSTRATING THE IMPACT OF IDEAS THAT HAVE BEEN SUBMITTED, DEVELOPED AND IMPLEMENTED THROUGH CARR GOMM FUTURES.

**F**utures is an online portal that poses a simple question: how can we be better?

This question encourages any colleague to contribute an idea to improve and shape the direction of Carr Gomm. So far, suggestions have spanned all areas of our work. Some apply to one person, some to one community, and some across

the whole of Scotland.

Our aim is to provoke creative thinking, brave ideas and hands-on working; using cutting-edge design methodologies to prototype possible solutions using organisational experts alongside the idea originator.

Futures allocates unrestricted fundraised income and donations,

to ensure that proposed projects or activities that address social isolation and loneliness can be implemented straightaway.

I hope that you feel as excited as I do when reading the wealth of creative ideas that Futures has been able to turn into a reality.

Look out for the Futures logo as you read this report.

## FUTURES IMPACT

THE IDEA OF ADDING TO OUR VALUES HAS INSPIRED THE PLANNING OF AN ORGANISATION-WIDE CONVERSATION.

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# STRATEGIC OBJECTIVE 1

**TO HAVE ORGANISATIONAL STRUCTURES AND PROCESSES THAT SUPPORT OUR ABILITY TO DELIVER SERVICES EFFICIENTLY AND COST EFFECTIVELY, BUT ALSO THAT ENHANCE AND ENCOURAGE OUR ENTHUSIASM AND PLEASURE IN DOING WHAT WE DO.**

Facilitating positive outcomes in people's lives requires a commitment to excellence. Every day, there are examples of excellence throughout our workforce, because every day we make a difference to people, families and communities.

We recognise that excellence is inextricably linked to a well-rewarded, well-motivated, well-led staff team, with opportunities for continual professional development. We are committed to ensuring that Carr Gomm offers security, fulfilment, respect, opportunity and effective voice to every one of our employees.

## OPERATIONAL EXCELLENCE



In June 2018, we redefined the frontline role by introducing our Support Practitioner post. This recognised the skills in our teams and ensured that we have a flatter, more progressive operational structure that leads

to wider-ranging benefits for more people. Pay increases are now related to length of service and qualifications, complementing SSSC registration and SVQ attainment, and encouraging talented and dedicated individuals to achieve a rewarding career in social care.

In 2019 we were formally accredited as a Living Wage Employer. (one of only six large charities in the country to hold the accreditation<sup>1</sup>).

1. The six charities are: Aberlour Childcare Trust, Carr Gomm, Quarriers, Royal Blind & Scottish War Blinded, SAMH, and the James Hutton Trust.

## PROFESSIONAL EXCELLENCE

Our work is complex because people live complex lives. We operate in dynamic environments in which practitioners must make values-based decisions, based on detailed support guidelines and risk assessments, to deliver person-centred working in practice.

All practitioners are required to register with the Scottish Social Services Council as per the Regulation of Care (Scotland) Act 2001.

The Register requires all practitioners to attain a relevant qualification.

The reflective basis of the SVQ qualification raises the standards of social care practice. We are working towards a fully qualified workforce with the knowledge, culture, and expertise to deliver excellence in practice.



## INDIVIDUAL EXCELLENCE

Throughout 2019, we have been considering the various specialist, expert and champion roles that exist across the organisation, and exploring additional options that could be developed and created. Workers have

the opportunity to increase their specialist knowledge and interests in different ways. This includes ensuring people are always involved, being part of an organisational group or committee, developing training courses, or marketing Carr Gomm at external events.

## RECOGNISING EXCELLENCE



Each year, the Time to Shine staff awards provide the opportunity to celebrate excellence throughout Carr Gomm. Over the years, winners have come from

throughout the country; our winners this year came from Dundee, Edinburgh, Midlothian and Stirling. The winners, finalists and nominees all encourage reflection on the different ways that we make a difference in the lives of people, families and communities; they inspire us all to improve and excel every day.

## REPUTATIONAL EXCELLENCE

Our reputation for excellence is based on the evidence that we contribute to the achievement of positive outcomes in the lives of people and communities. This evidence is used in tender submissions to local Health & Social Care Partnerships.

In the past year, we've celebrated the renewal and extension of our day and overnight responder services in Argyll, and tenants moving into our new service at St Stephen's Court in Edinburgh. We've also celebrated being appointed to framework contracts in Clackmannanshire, Dundee, Glasgow and Highland.

## NATIONAL EXCELLENCE

The excellence of our workers has been highlighted in numerous Care Inspectorate reports this year. Furthermore, our service at Firrhill was shortlisted as a finalist in the Scottish Social Services Awards in the Excellence in Mental Health category.

External recognition like this validates our person-centred approach and strong value base in supporting people to achieve positive outcomes in their lives.



**Facilitating positive outcomes in people's lives today also requires that we prepare for tomorrow. Our commitment to excellence in our workforce extends to committing to developing tomorrow's practitioners, managers, leaders, advocates and policy makers.**

**In 2020, we plan to invest in a new Young Worker Programme: informing and encouraging young people to consider a career in social care; supporting their development in our organisation; and facilitating their flourishing to maximise their potential.**

## FUTURES IMPACT

**THE IDEA OF SHADOWING SENIOR STAFF OR COLLEAGUES WAS TRIALLED AND DEVELOPED AS A METHOD TO SUPPORT CAREER DEVELOPMENT AND SHARE BEST PRACTICE.**

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## STRATEGIC OBJECTIVE 2

TO FOCUS OUR WORK ON INTERNAL ACTIVITIES, KNOWLEDGE AND SKILLS TO ENSURE WE HAVE A STRONG WORKING ENVIRONMENT AND A HEALTHY CULTURE INTO OUR FUTURE. ENSURE WE ARE SKILLED TO GROW OUR DIVERSITY IN SERVICE DELIVERY.

To have a positive and lasting impact with people and communities, we must ensure that we invest and support our colleagues. As such, there is a strong emphasis on supporting staff in our Strategic Plan. We are committed to ensuring the positive health and wellbeing of our employees by providing a wide range of supports and benefits.

### SUPPORTING WELLBEING



**LifeWorks**  
by Morneau Shepell

Since the beginning of 2019, we've invested significantly in providing all workers with access to LifeWorks to support their mental, financial, physical and emotional well-being. LifeWorks is a unified well-being platform:

incorporating an Employee Assistance Programme offering free and confidential information and support to employees, including access to specialist counselling. LifeWorks also includes complementary perks and benefits, including a wide range of online and instore retail and entertainment discounts.

### SUPPORTING CARERS

In June, we were delighted to be recognised by Carer Scotland as a Carer Positive organisation at the Scottish Parliament. Carer Positive aims to encourage employers to create a supportive working environment for carers in the workplace. We recognise the importance of supporting carers to manage the sometimes difficult job of balancing work with caring responsibilities.

The Carer Positive award is presented to employers in Scotland who have a working environment where carers are valued and supported, and we were thrilled to be presented with our award by Clare Haughey, the Minister for Mental Health.



### SUPPORTING FAMILIES



**YooToo**

We've always been at the forefront of developing new innovations; particularly in the use of technology to support people and families to have more control over their lives. Following the success of ClickGo, we've

developed and launched YooToo which aims to make supporting someone a little easier, less stressful and a lot more organised. YooToo is designed for families and circles of support to coordinate and manage themselves around a loved one. It ensures everyone knows what's going on and has all the key information at their fingertips; any time of day; anywhere.

## SUPPORTING FINANCES



Numerous studies highlight the negative impact that financial stress has in people's lives and so our new

partnership with Capital Credit Union aims to support our staff by providing ethical financial advice and banking services.

Our partnership was agreed in July and aims to encourage people to make sensible and informed financial choices, and provides employees with options relating to saving, borrowing and buying a house.

## SUPPORTING COMMUNICATION

We know that we perform best when everyone is actively involved, so we launched the Spark app in May to test whether this technology could make us even better.

So far, Spark has proven to be an excellent tool for colleagues to contribute to how we can shape our organisation and improve

ourselves. We've read about the first razor designed for assisted shaving, followed Carr Gomm Futures designing prosthetic hands, and shared tips for healthy eating and maintaining our wellbeing, whilst we've also gained an insight into meetings with Breakthrough Dundee, the University of Glasgow and the Care Inspectorate. Spark helps us stay informed and involved.



## SUPPORTING CONNECTIVITY

In August we started distributing new smart phone technology to teams. Technology has changed how we communicate, and it is essential that workers have access to the

right information at the right time to make informed decisions. We are delighted to be witnessing the impact of our investment already, with family members joining and contributing to support plan review meetings via WhatsApp from Turkey!

**We are committed to ensuring the positive health and wellbeing of all staff. In 2020, our positive and lasting impact throughout Scotland will endure as we continue to invest in and support our staff, including through individual career development plans and upgrading more of our systems.**

**Choosing a career with Carr Gomm is inspiring, exciting, diverse and full of opportunity. Practitioners have opportunities to work with a range of different people in different communities and can become champions in different specialist aspects of our work. A good career pathway clearly describes the learning, development and qualification possibilities available.**

**This is more than a job; this is a career.**

## FUTURES IMPACT

**THE IDEA OF CREATING COMMUNITY SPACES AS A METHOD FOR PEOPLE TO SOCIALISE, ACCESS RESOURCES AND ATTEND ACTIVITIES HAS LED TO MANY NEW OPPORTUNITIES FOR PEOPLE IN LOANHEAD AND LOCHGILPHEAD.**



## STRATEGIC OBJECTIVE 3

TO CREATE OPPORTUNITIES WHICH ENHANCE OUR POSITION OF BEING AT THE FOREFRONT OF DEVELOPING AND DELIVERING SERVICES. TO ENSURE WE TAKE ANY OPPORTUNITY TO INFLUENCE CHANGE, WHICH WILL BETTER SERVICE DELIVERY AND THE SECTOR'S WORKFORCE. WE SHALL ENCOURAGE THE PEOPLE WE SUPPORT TO PARTICIPATE IN SHAPING FUTURE SERVICE DELIVERY.

Loneliness and social isolation are severely detrimental to our health, and increase the risk of developing longer-term health conditions such as depression, dementia and heart disease. Unfortunately, millions of people in the UK experience loneliness throughout their lifetime.

Carr Gomm alleviates these issues through our contracted services, community projects and activities. We bring people and communities together to encourage connection and relationship-building, via new and additional opportunities to meet new people, create new friendships, develop an increased sense of community, and thereafter, with increased confidence and determination, to dream of new adventures in life.

### FUNDRAISING INNOVATION

A core part of our work is to fundraise to fill the gaps in society; to provide support where no one else is. Specifically, this work focuses on tackling the crippling issues of loneliness and isolation.

In summer 2018, we launched a new initiative called Team Carr Gomm, which aims to tackle social isolation and loneliness by bringing people together to get active, be social and raise some money along the way. We specifically designed the campaign to be as inclusive as possible, believing there should be no barriers to anyone getting involved.

We received immensely positive feedback on this campaign, particularly in relation to its inclusive aspect, and garnered the support of several MSPs and corporate organisations. As such, we have adopted Team Carr Gomm as our ongoing fundraising initiative, and are now leading up to a big year of fundraising challenges.

**team**  
**carr gomm**   
stomp out loneliness

## RECOGNISING INNOVATION



Our Team Carr Gomm fundraising campaign was shortlisted as a finalist at the SCVO Scottish Charity Awards in June in the Cracking

Campaign category. We were able to highlight the widespread engagement and inclusivity of our campaign, both at the awards and through a motion raised by Jeremy Balfour MSP at the Scottish Parliament.

## INSPIRING INNOVATION

2019 has been a breakthrough year for Carr Gomm Futures.

Following the appointment of a dedicated Futures manager, the programme has attracted and considered over thirty ideas from across the organisation. The innovation and creativity is exemplified throughout this report, but also includes an online swap shop; a Carr Gomm choir tackling the stigma around mental health and disabilities; journal clubs to share

knowledge and develop expertise in social care; and integrating our ClickGo software with voice command technology.

In-between developing staff ideas, Futures has also seized every opportunity to encourage creativity and innovation through fun hands-on workshops and blue-sky thinking exercises with the Involvement Group, teams, managers and our Board.

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**Despite the significant impact of our work over several years, Britain continues to be the loneliness capital of Europe. Social isolation continues to be a crushing and debilitating scourge on many people's lives. We have a responsibility to do more, and have a track record of improving people's wellbeing and sustainably increasing community resilience.**

**In 2020, Team Carr Gomm's aim is to provide opportunities for as many people as possible to do something extraordinary; something they wouldn't normally believe possible; something which brings them together with others who are passionate about breaking down barriers and achieving the impossible!**

**An impossibly extraordinary challenge will look different to each person. How will you, your friends, family and neighbours join in with the adventure of a lifetime?**

**Will you trek the Southern Upland Way or scale Mount Kilimanjaro? Will you stretch to a bungee jump or fall for an abseil? Will you host a ceilidh in your community or experiment with wheelchair rugby? 2020 is the year to accomplish the achievement of a lifetime. Whatever you choose to do: be active, be social, and raise money along the way.**

## CG FUTURES IMPACT

**THE IDEA FOR A CARR GOMM LOTTERY WAS RESEARCHED, DISCUSSED, DEVELOPED AND LAUNCHED AS A NEW MEANS OF FUNDRAISING. ALL PROCEEDS GO DIRECTLY TOWARDS OUR WORK TACKLING SOCIAL ISOLATION AND LONELINESS ACROSS SCOTLAND.**

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## STRATEGIC OBJECTIVE 4

### TO KEEP INFORMED OF WHAT WILL KEEP THE ORGANISATION RELEVANT TODAY AND INTO THE FUTURE.

The world around us and the environment that we work in is constantly evolving and changing. Policy decisions made by the Scottish Government are often interpreted and implemented differently by local authorities, especially when statutory budgets are under significant pressure.

It is essential that we remain agile and responsive to decisions made by others. At the same time, we must continue to innovate and develop imaginative solutions to the challenges in our communities to ensure that people have the supports they need to live full and positive lives as active citizens.

#### RESEARCHING IMPACT

Mental ill-health is a major 21st Century public health challenge. It is well reported that new models for supporting people are needed: more of the same will not do.

Recovery Colleges have the potential to foster individual resilience and knowledge which can support people to self-manage their mental ill-health more effectively. Throughout the year, we've been undertaking significant research across the world and we've found that whilst Recovery Colleges claim wide-ranging benefits, there is little understanding of precisely why.

Recovery colleges take an educational rather than clinical approach to improving

mental health, with a significant emphasis on co-production, co-delivery and co-participation in learning. Each student develops an individual learning plan which guides their journey through their studies, with subjects covering a wide range of health, wellbeing and practical topics.

The impact of Recovery Colleges in Scotland is currently small. We've undertaken focus groups with people across Carr Gomm and found significant curiosity and interest in this approach. There is definitely scope for creative innovation to test this approach more widely; to explore the active ingredients that make this approach work; and to share findings widely.

#### COMMUNICATING IMPACT



The launch of the third incarnation of the Carr Gomm website was an exciting and momentous event in April.

Our website is a key channel for communicating with people across the world and has been created with specific audiences in mind: jobseekers considering a career with Carr Gomm; people choosing Carr Gomm as a potential support provider; and fundraising enthusiasts looking to support our work.

Our aim is that visitors feel informed and excited, keen to ensure that Carr Gomm becomes part of their life and future.

## INTERNATIONAL IMPACT

In 2018 we welcomed visitors from Puglia and the Basque Country as part of the Scottish Government's role in the SCIROCCO programme, a global exchange for sharing best practice in health and social care. Following this, in April we were invited to speak about Carr Gomm and our role in the provision of integrated care at the international conference arranged by the International Foundation for Integrated Care in San Sebastian, Spain.



from Guangxi Province, China, in July. The delegation aimed to learn more

We were delighted to be invited to be part of a small group of providers welcoming a delegation of 25 officials

about the range of social care supports in Scotland and how these are organised and funded. Carr Gomm spoke about the wide-ranging role of the voluntary sector in delivering social care supports, especially in developing innovative new approaches, with the aim of informing social care policy and delivery in Guangxi.

Our Care Inspector in Argyll & Bute invited us to meet with an American provider, Towards Independent Living and Learning, to discuss the similarities and differences in regulatory frameworks between Scotland and Boston. As a result of this conversation, we've been able to tentatively explore options for an international exchange of ideas and practice.

Exchanging ideas and practice remains a theme; we've continued to speak to the annual cohort of Master's degree students at the University of Glasgow about our work as part of the MSc in Global Mental Health programme.

**The world inexorably changes and we must proactively shape our own destiny to continue having a positive impact in the lives of people and communities throughout Scotland. Innovative new approaches are required.**

**In 2020, we aim to build on our research by developing three Recovery Colleges in Scotland alongside NHS, academic and research partners to inform best practice in self-management of mental health and wellbeing. As well as having a positive impact in people's lives, our aim is to identify the active ingredients in this approach to inform future governmental policy and thereby improve supports in communities everywhere.**

**Recovery Colleges often include courses on healthy living, and this is a topic that can help everyone to live well. But what is healthy living?**

**In 2020, we will see the expansion of our healthy living and wellbeing project in partnership with Health by Science. We are upskilling our teams by bridging the gap between social care and specialist NHS services. Through this, we aim to raise awareness, knowledge and skills in devising and applying approaches to encourage healthier lives and improved wellbeing, including through habit change, nutrition and exercise.**

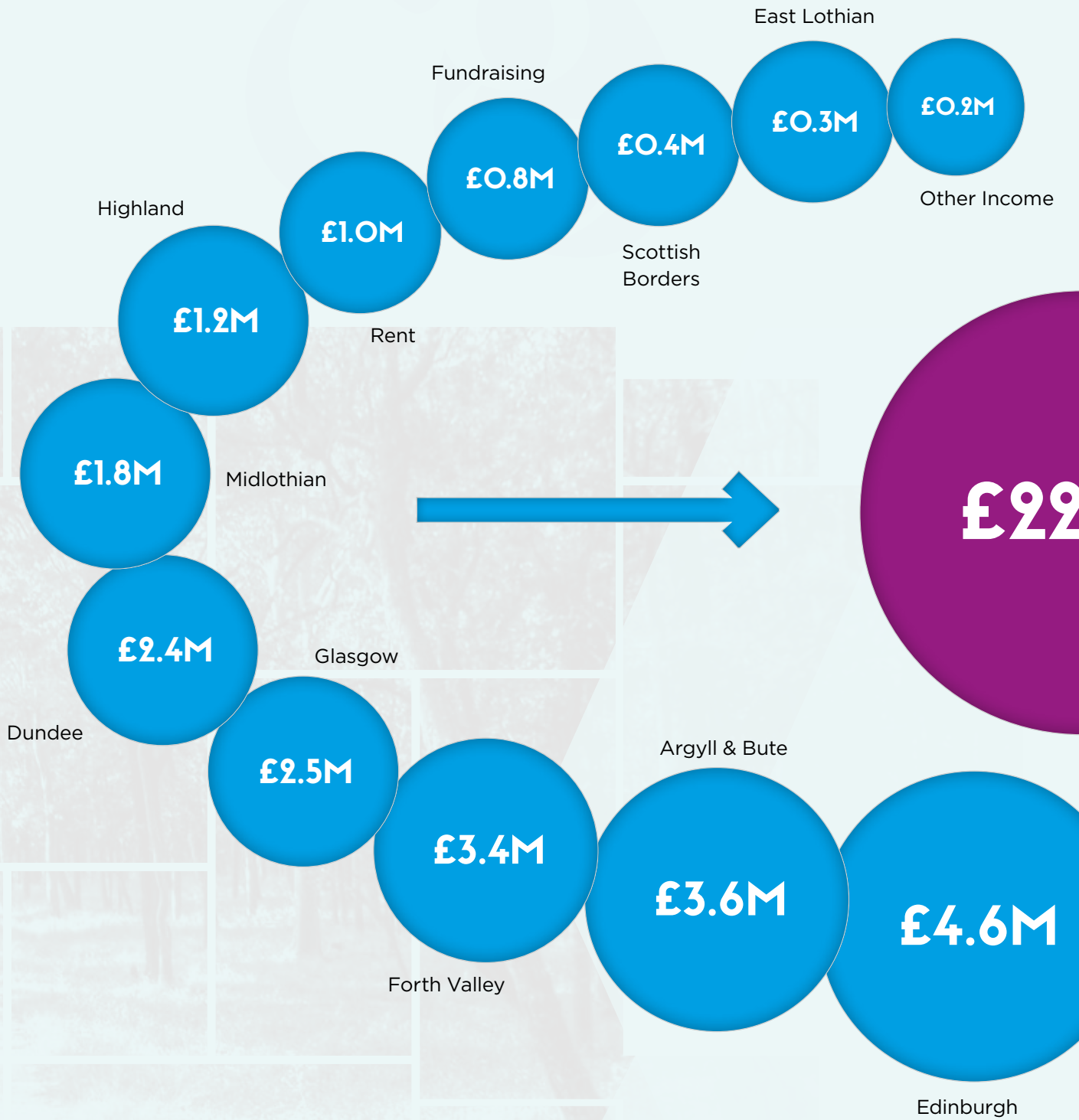
## FUTURES IMPACT

**THE IDEA OF FUNDING IMPROVEMENTS TO A KITCHEN GARDEN AND AN ORNAMENTAL GARDEN HAS LED TO OPPORTUNITIES FOR SOCIALISING, UPCYCLING, COOKING AND SPENDING TIME OUTDOORS.**

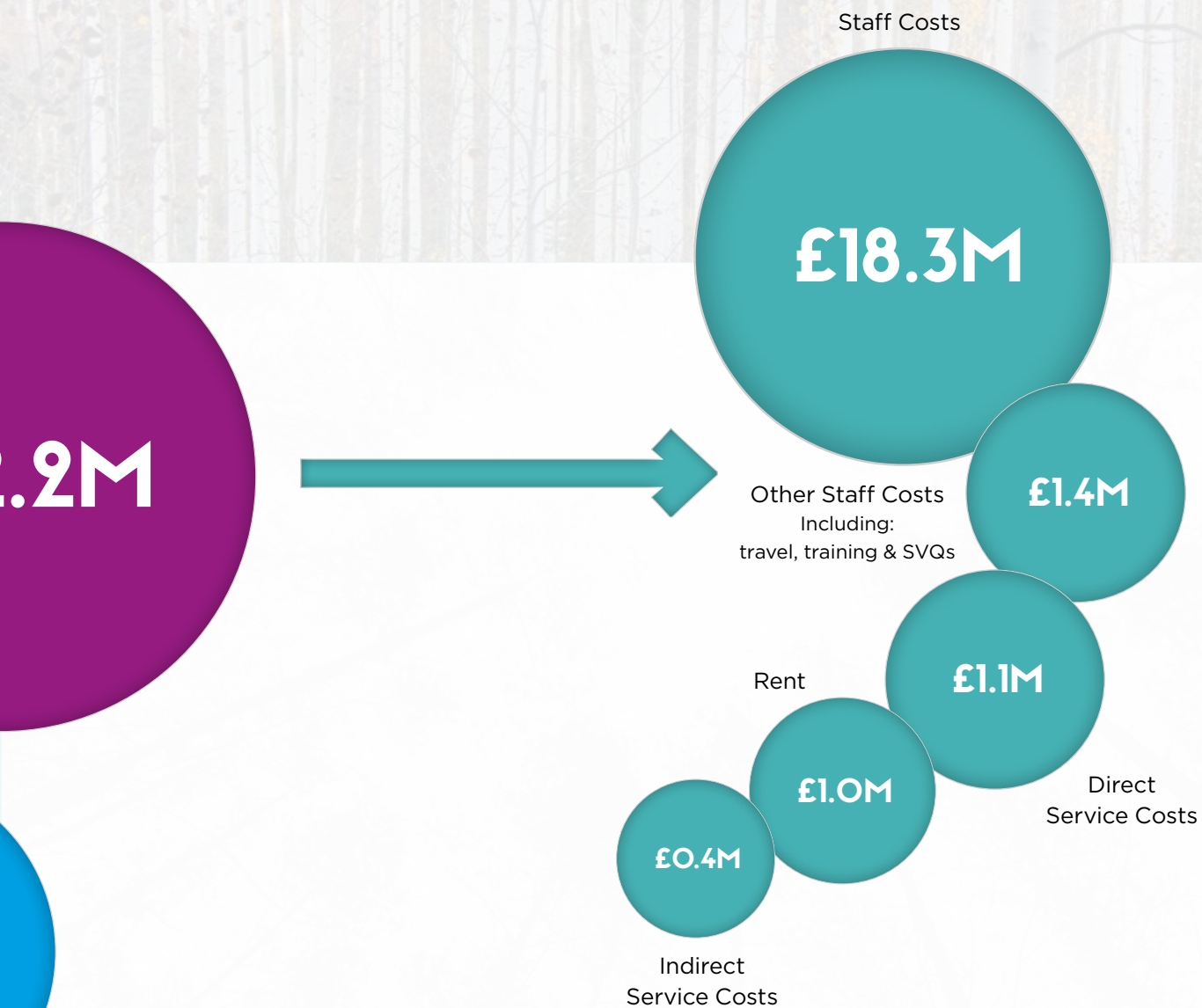
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# FINANCES – INCOME & EXPENDITURE

## INCOME



## EXPENDITURE



**THIS DIAGRAM IS AN ILLUSTRATIVE REPRESENTATION OF CARR GOMM'S INCOME AND EXPENDITURE IN 2018/19. FOR FULL AUDITED ACCOUNTS, PLEASE VISIT [WWW.OSCR.ORG.UK](http://WWW.OSCR.ORG.UK) AND ENTER CHARITY NO. 033491.**

# A CONCLUSION FROM OUR CHIEF EXECUTIVE

**T**his has been an excellent year and selecting the few highlights that you've read has been very challenging; there have been so many to choose from.

Our mission remains as pertinent today as it ever has: to provide excellent services that support people to lead the lives they choose by achieving their personal outcomes. It sounds simple but is never easy: legislation is introduced and updated; communities evolve; new technologies promise change; yet loneliness, isolation and exclusion continue to have a debilitating effect.

Carr Gomm remains at the forefront of exploring and innovating; tackling the impossible; never settling for anything but excellence. We continue to make a positive difference throughout Scotland.

We are proud of our achievements, but our eyes are already facing the horizon and considering

“what next?”

We want to celebrate social care as an active career choice, with specific tools available to support young workers and new colleagues to flourish.

Choosing a career with Carr Gomm is inspiring, exciting, diverse and full of opportunity. This will be articulated in career development plans for all support practitioners, more opportunities for champions, and upgraded systems to ensure we are more efficient and effective.

Recognising that people continue to fall through the gaps in society, we will continue to fundraise to develop, innovate and impact positively. Team Carr Gomm will offer a series of impossibly extraordinary challenges that might just change your life. Perhaps you could join me in conquering Mt Kilimanjaro?

Carr Gomm Futures spends some of the money we



fundraise together, and you'll have read about some of the impacts throughout this report. We'll also fundraise to develop recovery colleges and to upskill our staff so that they can share science-based knowledge about health and wellbeing via our partnership with Health by Science.

Our journey continues and I'm thankful that you are supporting us to be the best that we can be.

*Lucy Wren*

Lucy Wren  
Chief Executive

# THANK YOU – PARTNERS



Gordon Fraser Charitable Trust



Sainsbury's



The Scottish Government  
Riaghaltas na h-Alba




Bags of Help



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