



# Impact Report 2022 - 2023

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Thank you



# | About us

Carr Gomm is a leading Scottish social care and community development charity. Our qualified staff provided person-centred support to over 4000 people this year so they could live their best possible life. This includes supporting people with day-to-day living, planning for the future and realising their dreams.

In our 25 years of supporting people and communities, we have seen how connection and interdependence can transform people's health and wellbeing. This is why Carr Gomm fundraises to tackle isolation and loneliness in our communities through projects and activities across Scotland.





# Welcome

**This Impact Report represents the progress of our 2022/23 strategic goals and the commitment our staff make to ensure we deliver the best service to the people we support.**

You will read in this report examples of our practice which illustrate the skill and knowledge our staff share each day to enhance lives. This is a result of Carr Gomm's hard work ensuring staff are trained and supported well. It is essential we value the people who work for us, so they pass on the same respect and commitment in their work.

A key part of our person-centred approach is listening well to each other. This applies to everyone, whether staff or person supported. By listening well and sharing our good practice and experience, we are shaping the future of social care in Scotland to be relevant and responsive to what is needed.

I continue to be proud everyday of the people in our organisation, whether they are realising their aspirations or simply getting on with daily life. Both require the same thoughtful and kind support evidenced in our work and in this report.

Thank you to everyone who contribute to us being Carr Gomm. We get good support right together.

Lucy Wren  
Chief Executive.



# Our impact across Scotland

## In 2022/2023 we:

- Provided over 1 million hours of direct support
- Employed over 1200 staff
- Invested £27 million in supporting people and staff
- Maintained our 0% gender pay gap
- Received over £700,000 in fundraised income
- Launched our new Carr Gomm brand and website!
- Launched an Appropriate Adult Service in Tayside and a Delayed Discharge Project in Glasgow

We provided over  
**1,000,000**  
hours of direct support





# I Did you know?

**The commissioning of our 6 Responder Services across Argyll & Bute has almost doubled the number of people we support in their homes in the region.**

**57% of Support Practitioners with more than 6 months' service have a Scottish Vocational Qualification of a level 2 or higher. This year, we funded 31 staff to complete their SVQ. 60 more have now commenced their SVQ.**



**“I really feel like I require Carr Gomm. This is an aspect of my life which I think through and I enjoy it. I enjoy all the interactions and without Carr Gomm I don’t want to slip back again.”**

*Lindsay Marshall on his Carr Gomm support.*



**“It’s important to me not just as a job, but as a legacy. I want to leave something behind for my family, for my community, and I want to be involved in that positive change.”**

*Suzanne Hall, Lead Practitioner in Learning and Development for Argyll & Bute and Highland.*



# Whole career vision for staff

**We enable our people to be at their best by prioritising staff career development and training.**



## **Launching our Service Manager Development Programme.**

In 2022, we went a step further to support and equip our workers who aspire to be a line manager within adult social care. This is a programme unique in Scotland.

The Service Manager Development Programme took a cohort of workers from across our organisation on four residential training sessions. Together they explored topics such as the role of manager in adult social care, managing change, values-based leadership, and developing new services. The training was delivered in partnership with Kinharvie.



“It was an amazing experience, thankful for the opportunity,” said graduate, Steven Lumsden. “I met a group of talented people who have inspired each other to do bigger and better things within the organisation and in the wider social care community.”

**In 2023, we will be expanding our existing career development opportunities by launching a residential programme for the continual development of current service managers.**



# Training

Carr Gomm is committed to providing a diverse range of training opportunities.

We do this by listening to staff, and understanding the skills they need to support people well. Here are some of the new training opportunities we have delivered in partnership with other organisations.

Sage and Thyme workshop: A 3-hour communications skills workshop on having good conversations with someone who has emotional concerns or is distressed.

Welfare Benefits Training – Welfare Benefits Officer from the Glasgow Health and Social Care Partnership provided training on the benefits support people can access.

What matters to you – We trained champions in different services to facilitate conversations about loneliness and isolation and how to respond with empathy, using both virtual and in-person tools.



Equal Partners in Care - We expanded NHS Scotland's training "Equal Partners in Care" from Dundee to other services in the east of Scotland, training Support Practitioners to work in partnership with people who receive support from family members and other organisations.

Safely handling & administering medication – Several Support Practitioners went on a medication "train the trainer" course with ARC Scotland. With learning from the NHS Community Pharmacy, we now deliver mandatory in-person training to all Support Practitioners across Argyll & Bute and Highland on the theory and practice of administering medication.

Appropriate Adult Training – We gave feedback on the newly developed National Appropriate Adult Training, designed by West Lothian College. Appropriate Adults support people to understand what is happening, and to be understood, during police investigations. Learning & Development in Argyll & Bute and Highland then worked with Carr Gomm's Tayside Appropriate Adult service to facilitate an in-house two-day training pack.



**Partnership Working, Developing Workforce, Acting on Feedback.**



# Spotlight on our Services

**We're looking back on a decade of Carr Gomm support in the Borders.**

**The Border Service is tucked away in plain view. Walk past and you might not notice it at all. That is intentional.**

These buildings are people's homes and, for some supported by the service, they are their first tenancies in the community. They may live in a flat within a shared block or in a cottage or flat close by, depending on their support requirements. Regardless, having a place and a community to call home is what we mean by supporting people to live their best possible lives.

Many who come to the Borders Service live with complex mental health challenges. So when the service began 10 years ago, much preparation went into ensuring people could live safely and well out of the hospital and in the community.

**Rhona McGilp, Borders Service Manager, reminisces about those early days.**

"Myself, along with two other workers, Cara and Alison, started with Carr Gomm in February 2013. The first person we were to support moved in one month later! This meant purchasing everything people would need for the 5 flats and building furniture. We also went to the Community Rehabilitation Ward to begin developing therapeutic relationships with the people who would be moving in. It was a unique experience to be part of; everything was new to us. A new organisation to work for and trying to open a new service. But somehow, we managed!"

Through working with a person-centred and recovery-focused approach, the Borders Team are supporting over 30 people to live safely in their homes, to build connections and relationships throughout the community, and to reach goals and aspirations.



# Relocation, Relocation, Relocation



**4 years ago, the Borders Service started looking for new accommodation locally, recognising how important good living space is to people's recovery. People then moved into their new homes in March 2023.**

**"Moving to our new location was a long process but it is completely different to the previous place; with open plan communal living spaces, picturesque gardens and better-quality environments for the people we support," said Rhona.**

**"Everyone has settled well into their new homes and continue to enjoy the benefits of having outdoor spaces to relax in."**

**Did you know?  
We are the only 24  
hours mental health  
support provider in  
the Borders.**



# I Walk this way!

**The Borders Services runs activity groups to help people connect with others and have fun.**

**The Walking Group enjoys getting out and about, taking in the beautiful local scenery and enjoying a blether along the way. They are now planning their own excursions.**

**Here they are on a trip to Loch Lomond!**



**Partnership Working, Creative Services, Connecting People.**

# Innovation in employee engagement

We explored how technology could help us achieve a healthier and happier workforce and enhance the support we provide.

## Listening to staff

Every year staff tell us how they are doing in the Staff Wellbeing Questionnaire. Key findings from our 2022 Questionnaire suggested there was more to be done in empowering staff to consider their health and wellbeing\*:



**36%** colleagues met the recommended guidelines of

**150**

minutes exercise per week



**On average,**  
Carr Gomm workers falls under the  
**“average mental wellbeing”**

category in the Warwick Edinburgh Mental Wellbeing Scale.



**On average,**  
staff self-reflect that their  
**nutritional habits are:**



\*Out of 316 responses.

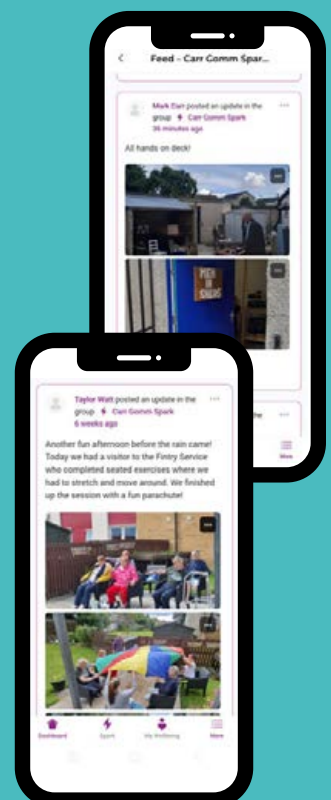
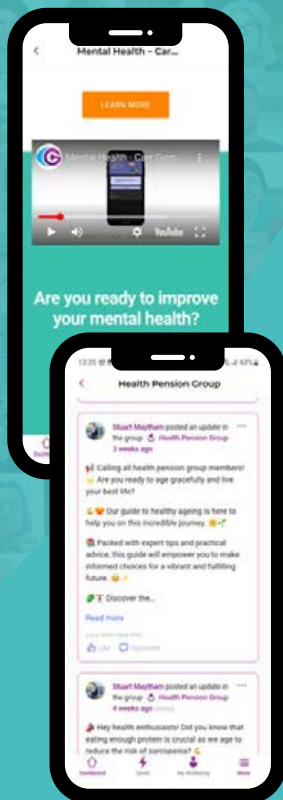


# The Carr Gomm App

**In 2022, Carr Gomm began working in partnership with Health by Science to develop a health and wellbeing platform exclusively for staff. The Carr Gomm App was launched in March 2023.**

Carr Gomm's person-centred approach has combined with the expertise of Health by Science to provide access to:

- **Spark – a feed where colleagues share what they're up to, ask for advice, celebrate others and hear organisational news.**
- **A range of groups for supporting staff on their wellbeing journey.**
- **Free physiotherapy and personal training advice from Health by Science.**
- **Free mental health support through our in-house Counselling Service.**
- **Free financial information.**



Staff who have the knowledge and tools to promote their own wellbeing will be better equipped to encourage the wellbeing goals of people we support.

In 2023 we will go even further to develop access to our Carr Gomm Counselling Service through the app.



**Acting on Feedback, Partnership Working, Connecting People, Creative Services.**

# Diversity & Inclusion

We've been listening to and learning from the diverse experiences, expertise, and stories of people near and far.

## The second year of our International Collaborations Project

The International Collaborations project has continued to extend our reach and impact in the wider world. We've been invited to:

- Speak about community care in Barcelona.
- Attend a conference on social enterprise in Amsterdam.
- Participate in discussions about frailty and mental health for an EU project in Ireland.

There is much more to come; including sharing our knowledge of de-institutionalisation for new EU guidelines and exploring international staff exchanges.





# LGBT Charter

**This year we established our LGBT Network as a safe space where colleagues and people supported could meet (whether part of the LGBT community, or as an ally).**

The Network, a Futures idea, proposed going for the LGBT charter so we could proactively include LGBT people in every aspect of our work. Our Charter journey began in January with our first meeting with LGBT Youth Scotland. Since then:

- We released a baseline survey for all colleagues in March to identify areas where we are already inclusive, but also where we need to do better.
- We updated our Equality, Diversity & Inclusion Policy to ensure that the language used was legally sound and inclusive of the LGBT community.
- 58 colleagues completed the LGBT Awareness Training.

Staff and people supported have come together to enjoy commemorative days, such as Pride. Forth Valley held their very own Pride Craft Day and members of the National Involvement Group went along to Glasgow Pride.



**Acting on Feedback, Partnership Working, Inclusivity & Diversity, Connecting People.**





# Listening to people we support

**‘Involvement’ means listening to and acting on feedback so we can shape our services around the choices and aspirations of those we support.**

**We practise Involvement in many different ways.**

**We listen to people we support in our bi-annual Questionnaire and act on their feedback. 90% and above agreed with the following statements:**

- Is your Carr Gomm Service working for you?
- Would you recommend Carr Gomm to other people?
- I am involved in decisions about my support.
- The people who work with me understand my needs.
- Staff listen to me.
- My support is making a positive difference in my life.
- If I had a suggestion to help improve my service, staff would take me seriously.

**There are areas where we get things right:**

“Carr Gomm cares about getting it right – my needs are seen as just that, my needs – I am not labelled as ‘difficult’ or ‘challenging’ because I struggle with certain things and need tasks carried out calmly, promptly and only when staff have been able to practise.”

“It is a personal plan and approach. Staff understand that getting to know D takes time.”

“Helped get me equipment. Staff treat me with respect & dignity. Staff help me to my potential.”

**There are areas which we will reflect and improve on:**

“With pandemic over, would like more events organised involving relatives.”

“Like having the same support practitioners. Don’t like too many different support practitioners coming in.”

“There is no mechanism to give regular minor feedback, e.g., dishes not washed properly...Not for the big stuff but routine daily issues.”

\*From a 24.5% return rate in March 2023.



**This year we discussed our values and what they mean in our own lives and support in our annual Forums.**



**We listen to the expertise of our National Involvement Group as they drive change in Carr Gomm and in society.**

- They helped with a Futures Project, sharing their expertise on what accessible signage is most helpful for Carr Gomm.
- They worked on an improved version of our accessible Carr Gomm Welcome Handbook for people we support.
- They shared their views in national consultations, including the Review of Mental Health Law in Scotland and the National Care Service (see pg 20).

**We're improving how we listen to people through their support plans.**

Sometimes you can't explain good support in words. But you know what it looks like when you see it. Our Digital Inclusion Research Project worked with seven people supported by our Forth Valley and Edinburgh services to create Digitally Enhanced Support Plans.

They captured key moments of support through pictures and video and used MS PowerPoint to create and customise each plan. This helped people get more involved and articulate in their way how they want to be supported.



**Acting on Feedback, Inclusivity & Diversity, Influencing Good Change.**



# Supporting people in our communities

**Carr Gomm fundraises to stomp out loneliness and isolation in our communities. We do this by listening to people and shaping projects and activities around their needs and interests.**

## **Second phase of the Digital Inclusion Research Project**

The Project worked with 7 services over 6 months, rolling out Digital Ambassador Training and improving access to devices and connectivity.

*The lady I was supporting was awaiting a hip replacement. She couldn't get out the house, she didn't have a big network of people around her. Now she can do her finances, online shopping, entertainment...she's even looking at doing an online course. It was massive for her, just huge.*

Support Practitioner,  
Glasgow North East Intergrated.

*For Graeme, the whole experience has improved his confidence – not just with the laptop – also with speaking with people and trying new things. We've spoken to the staff at the tea dance about Graeme possibly DJing there and Carr Gomm staff come up to him when they see him and ask how he's getting on with it. It means a lot to Graeme that people care about what he's doing.*

Stephen Murray,  
Lead Practitioner, Midlothian  
Visiting Service.

We received funding from the National Lottery Community Fund to take our Open Minds project to the next stage. This is Carr Gomm's new, safe online space for people to connect with others, look after their wellbeing, and learn new skills.



## Community Development Projects in Edinburgh

**4 Specialist Link Workers worked with 151 people. This included supporting them to access a 26-week Sea Change programme for survivors of abuse at the Rivers Centre, NHS Lothian's Trauma Service as well as a 10-Week Survive and Thrive group.**

**"I am better able to handle some of life's challenges."**

**Carr Gomm's 3 Community Link Workers worked with 502 people, listening to them and finding local solutions and services to support them.**

**Our Men In Sheds Project supported 17 men to share skills, build self-esteem, and forge friendships.**

**"This is much better than staring at the walls, it gets me oot and about!"**

**Craigmillar Community Grows worked with 661 new people from primary schools to care homes. Project Worker, Karin, has run a wide range of outdoor activities including walking groups, foraging, arts and crafts, cooking, gardening and even set up Craigmillar's very own seed library.**



## Futures

**Staff members can bring an idea for stomping out loneliness and isolation to Futures, where it could receive fundraised money to make the idea a reality.**

**This year, our Digital Futures campaign gave 9 people we support access to digital support and devices.**

**Futures also supported the Keep Warm Box campaign in Argyll and Bute. These boxes contained items to keep people warm during planned power cuts and in emergencies. This includes a hat, blanket, and a hot water bottle as well as a torch and a radio. Carr Gomm staff delivered over 200 boxes directly to people's doors.**

**This earnt us a spot on STV News – the first time in Carr Gomm's history!**



**Acting on Feedback, Partnership Working, Inclusivity & Diversity, Connecting People.**

# Explaining our social care

Carr Gomm uses our experience and expertise to be an influential force - telling our story and giving our voice to debates that shape our sector's future.

## Engaging with the National Care Service (NCS)

In June 2022, the Scottish Government introduced the National Care Service Bill. We have been working hard to have our voices heard throughout the development of the bill.

- Our Executive - Andrew Thomson, Deputy Chief Executive, has been involved in advising and scrutinising the NCS in the Key Stakeholder Reference Group.
- Our staff - We set up our NCS working group, bringing together 20 staff from across Carr Gomm to coordinate our response to the NCS.
- People we support - Our National Involvement Group shared their views and experiences of what good social care looks like in NCS consultations. They also contributed to the Charter of Rights and Responsibilities, which guides the principles of the NCS.

**Our message to decision makers is: Carr Gomm and the people we support are not broken; we need better resourcing to ensure that everyone else can experience person-centred support which enables them to live their best possible life.**



# Telling Carr Gomm's story



**This year we committed to better storytelling, showing what our values and person-centredness look like in the lives of people we support.**

## Hearing Hearts

John had always lived close to the action happening at Tynecastle but he had only ever experienced Hearts matches on the radio. However, John's blindness was not a barrier to him enjoying a match in the stadium along with other supporters.

After John expressed interest in going to a live match, Craig Waddell, John's Support Practitioner, contacted Hearts. They organised for John and Craig to watch Hearts vs Dundee United on the 4th February with an audio commentary headset for John to listen to throughout the match. It was a 3-1 win to Hearts.

"John had a great day listening to the pipe band before the game," said Craig. "He enjoyed the pies, and he bought himself a Hearts hat and scarf. He listened to the match commentary in the first half and then the crowd noise in the second half. Tynecastle staff were great with him, coming to talk to John before the match and again at half-time".

Despite the challenges John faces, he can still enjoy exploring his passions and living his best possible life.

## Improving access to social care in the Highlands.

From 2nd October 2023, every adult in the Highlands accessing their support via Option 1 (direct payments), will see an uplift in their hourly rate. More people now have the means to access support, choosing when and how it's delivered.

This is a result of the partnership working between Carr Gomm's Community Contacts Project, the SDS Peer Support and NHS Highland over the previous year. In August 2022, Kevin Stewart MSP heard about our partnership working on the SDS Strategy for the Highland.



# Our finances **2022/2023**

Income:

**£27,716,040**

**Earned Income: £26,946,877**

**Grants: £677,363**

**Investments: £65,046**

**Other Fundraised Income: £26,752**

Expenditure:

**£27,740,434\***

**Staff Costs: £23,401,423**

**Other Staff Costs: £892,140**

**Direct Costs: £1,493,614**

**Property Costs: £1,366,399**

**Indirect Costs: £586,855**

\*Expenditure includes £460,000 taken from designated reserves, not included in 22/23 Profit and Loss but included in 22/23 Income and Expenditure.



# A note from the Chair of our Board

**Our Impact Report recognises and celebrates our values in action.**

**Supporting people to live their best lives and having a positive impact in the communities in which we operate continues to be front and centre in our thinking and service design and delivery.**

**Our innovative ways of working will always ensure that we continue to push boundaries, fill gaps, and deliver good change.**

In 2023, we will celebrate our 25th birthday. Across the year, we will have many opportunities to celebrate the partnerships we have built with the people we have the privilege to support, and in the communities in which we operate.

It also provides us the opportunity to reflect on where we have come from over that period. Our organisation, under consistent leadership, has grown significantly in scale. What has not changed over the last quarter of a century and will not change over the next 25 years is who we are; our values define us.

As we head into this milestone year, I would like to thank all our colleagues and people supported, past and present, for everything they have done together in making Carr Gomm what it is today. What a great thing you have done!

We look to the future with great optimism and are excited about the impact that we will continue to have in all that we do.

Greg Mackay,  
Chair of our Board of Trustees



# Thank you to our supporters

We are grateful to funders who have supported us over the last 25 years. Your generosity has funded us to fill the gaps in society, reducing the impact social isolation and loneliness has on some of the most vulnerable communities in Scotland through projects large and small.

Here's just a few of our grant funders and partners below.

