

Our Strategic Plan 2024-2027





Contents

01	Welcome
02	Our mission and aims
04	It's in our DNA
05	The environment we work in
06	What we want to achieve
08	Our objectives for 2024-2027
10	Our work plan for 2024-2027
14	Our risks for 2024-2027
15	Our resources
16	Community development statistics
18	Our structure
19	What we achieve

Welcome to Carr Gomm's Strategic Plan 2024-2027

It is my privilege to welcome you all to our Strategic Plan for 2024 to 2027. The contents within provide our North Star for the next 3 years. You will not be surprised to hear that we will continue to push the limits of what is possible and stretch ourselves, whilst maintaining our values at the heart of everything we do.

The people we support and the communities in which we operate will continue to be front and centre in everything we do and we will excel in the shifting and complex environment, delivering good change across Scotland.

Providing great environments for our fantastic staff will remain a strategic focus. Our staff live and breathe our values in every service, every day delivering positive impacts to the lives of the people we support and their families. We will continue to invest in our people, ensuring that we continue to learn and develop in partnership with everyone involved in our communities.

I hope in reading the Strategic Plan that you'll be excited to see a step change in how we want to represent ourselves in the marketplace. We will be seen as influencers and providers of choice. We will embrace digital media and leverage the latest technologies to ensure that we contribute to the conversation, lead the debate and transform how we work.

I thank everyone involved in creating this plan and I very much look forward to delivering it together. I look forward to joining you shouting from the rooftops!

Greg Mackay
Chair



Our mission and aims

Carr Gomm is a person-centred organisation that supports people who, for reasons of disability or vulnerability, need some help in their lives.

Our goal is to enable people to live safely and to do the things they want to in life. This includes helping with day-to-day living, planning for the future, and in realising dreams.

We do this by providing support in people's homes and communities, delivered by trained and committed staff.

“Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek”

Barack Obama



Our aims are:

- 1 To deliver sustainable services which fit with our mission statement and strategic plan.
- 2 To have a secure organisational culture which is reinforced by our values, expertise and clarity about what we do and how we do it.
- 3 To have an evidence base that shows the standard of service we deliver to all our stakeholders.
- 4 To have systems that help people we support be more in control of how they receive support from us.
- 5 To use our knowledge and skills to diversify our services and add new areas of work.
- 6 To increase our profile in the health and social care marketplace. We'll be seen as influencers, and as providers of choice by those commissioning services.
- 7 To be an excellent employer, creating great environments to work in, and opportunities that enable our people to be at their best.
- 8 To deliver creative and innovative services that recognise the uniqueness of each person we support, and how they want to live.
- 9 To learn from what we do, and reflect this new knowledge in our work.

It's in our DNA

Every day, we work with people and families, with colleagues from health and social work and other partners, to have the greatest possible impact in people's lives.

Every day, we collaborate with the Scottish Government, local government, and NHS Boards to have the greatest possible impact in communities.

We work in an environment that is complex. There are many different partners with different priorities, facing lots of different challenges, obstacles, and barriers.

By understanding the complexity, we can – and do – highlight opportunities and offer solutions. This is in our DNA.

We work in an environment that is always changing. Politicians must offer change to persuade voters; governments must implement the changes they have promised; and often we hear that there is less money than ever before. By understanding how our environment is changing, we can – and do – influence good change. This is who we are.

The environment we work in

It is essential for us to continue to use our skills, knowledge, understanding, and experiences to influence our environment whenever and wherever we can. We also know that we have more to learn from global best practice and that we will never settle for just good enough. Every day, we strive for better. Over the next three years, some of the main topics influencing our environment include:

Economic Challenges

The British economy remains unsettled, with a cost-of-living crisis continuing to hurt people and communities throughout the country. Elections to the UK Parliament are due within the year, and regardless of the outcome, we know that difficult spending decisions are ahead of us.

Both the UK and Scottish Governments clearly describe the financial restrictions they are facing. Better funding in our sector would help deliver Fair Work, which would in turn improve recruitment and retention.

Fair Work

The Scottish Government remains committed to becoming a Fair Work Nation by 2025, including supporting the findings of the Fair Work Convention.

This will mean improved pay and conditions for our sector. But given the current financial challenges facing our country, our lived reality is that social care is not a top priority when funding decisions are made by governments.

The National Care Service

Carr Gomm contributed positively to the Independent Review of Adult Social Care and to the subsequent consultation on a National Care Service, arguing that people and families be placed at the centre of a new system that fundamentally values human rights, lived experience and co-production.

The progress of the National Care Service Bill through Parliament continues, and the current Scottish Government remains committed to its creation by 2026.

Technology

The Covid-19 pandemic prompted a significant change in how organisations and partners throughout the world use technology to communicate, contribute, and collaborate. We have made tremendous progress in using technology to improve our impact and address digital exclusion.

But there is more to do, including using artificial intelligence to create new opportunities for connection and exploration of the world around us. And there is more to be careful of, as cyber security has never been more of a challenge.

What we want to achieve

Carr Gomm is an exciting and forward-thinking charity. We push the limits of what is possible; never settle for just good enough, and always dare to imagine a brighter future. It is in our DNA to want to do better than ever before.

A better future undoubtedly includes better recognition and reward for our sector, so we cannot be silent, but we must use our voice to be influential to bring about good change.

We want to celebrate and strengthen our Carr Gomm community, including learning more about our interdependencies and how best we can support each other. When we support each other well, then we can reach our potential together. Individually and collectively, we can continue to improve the evidence of our impact as this will grow our confidence in ourselves and in influencing others.

In the coming years, we want to use our deep knowledge and significant experience to influence others.

We know the incredibly positive impacts that good person-centred support can bring to people, families, and communities. It is essential for us to demonstrate this to others; perhaps even to disrupt the status quo by illustrating what a better future could look like.

Whilst recognising our organisation-wide knowledge, skill, and expertise, it is also part of our DNA that we never stop seeking to learn and to be better; learning from our neighbours and those living elsewhere in the world. How else can we use technology to help us? How can we bring our creativity and solutions to new partners facing wicked problems? And how can we take action against loneliness and social isolation in our communities?

There is a lot more for us to do, but it is in our DNA to strive to do even more.



Our values

Openness and Honesty, Respect, Compassion and Kindness, Interdependence, Choice and Control.

Person-centred, Recovery, Health & Wellbeing, Reducing Isolation & Loneliness, Joy in Work

Our approaches

We all have needs, and we are all unique individuals.

We all need housing, security, income, relationships - and we all have dreams.

We all like to be described by our strengths.

We don't deny the impact of discrimination when it is faced in life.

Our philosophy

Our objectives for 2024-2027

1

We are establishing a future that embraces opportunities for providing person-centred supports in creative, innovative and meaningful ways, in an ever-changing world.

2

We can inform and influence public policy and the perceptions people have about what good person-centred service delivery is. We can illustrate and all learn from stories of positive change that happens in the lives of people, families and communities.

Improving people's lives

3

We will provide evidence of quality service delivery and use this to enable us to continually improve and reach our potential and showcase the impact we have on people's lives.

4

We will demonstrate and grow the Carr Gomm DNA to build identity, appropriate recognition and sustainability within the social care sector in Scotland and across the globe.

Objective 1

In Year 1 of 2024-27...

We will continue to establish a future that embraces opportunities for providing person-centred supports in creative, innovative and meaningful ways, in an ever-changing world.

- We will improve our digital skills which will allow us to use technology to support our work and move towards being a paperless organisation.
- We are continuing to explore how technology enhances the support we can provide introducing, when appropriate, new ways to deliver part of our services e.g. using Artificial Intelligence.
- We are interested in exploring how our experience can support people within the criminal justice sector and furthering our involvement in developing an Appropriate Adult network of services.
- We would like to share our experience of supporting children more widely within the organisation with a view to identifying opportunities to deliver more support throughout Scotland.
- We will explore the opportunities people have for meaningful activity, which includes to have support to gain employment.
- We will improve our connections and support to the communities we work in, to help reduce the isolation that some people feel.



Objective 2

In Year 1 of 2024-27...

We can inform and influence public policy and the perceptions people have about what good person-centred service delivery is. We can illustrate and all learn from stories of positive change that happens in the lives of people, families and communities.

- Everyone needs support at different times in our lives, and we can learn from other's experiences of delivering and receiving support services, both at home and internationally. Distributing this shared learning and understanding will influence our approach to supporting people within Carr Gomm and throughout the social care sector.
- We will use our experiences to emphasise the importance of social care to society, to both decision makers and the general public, and that we are experts in this field delivering complex support in the community.
- We will train our staff to better understand the environment we work within and then help others be more aware of the complex social care system.
- We will re-engage with external partners about the importance of person-centred working as the methodology in the social care sector.

“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it”

Michelangelo

Objective 3

In Year 1 of 2024-27...

We will provide evidence of quality service delivery and use this to enable us to continually improve and reach our potential and showcase the impact we have on people's lives.

- We will implement our new Quality Framework within Carr Gomm, ensuring everyone has the confidence to use the evidence for decision making, improvement and innovation.
- We will consider how each team can apply 'added value' to their current service delivery, which will be influenced by the involvement of the people we support.
- By exploring shared learning and development opportunities and staff exchanges we will enhance our individual work experience which will benefit service delivery.
- We will develop consistent use of our own organisational approaches and systems, and avoid duplication of processes.
- We will explore and clarify effective team and organisational communication methods within our different settings.

Objective 4

In Year 1 of 2024-27...

We will demonstrate and grow the Carr Gomm DNA to build identity, appropriate recognition and sustainability within the social care sector in Scotland and across the globe.

- We will create consistent, meaningful and accessible involvement opportunities for the people supported in the organisation.
- We will develop more opportunities for Board Trustees and members of the organisation to share their expertise and develop their contribution to the organisation and social care sector.
- We will implement meaningful environmental changes to enhance our own sustainability, and contribute to the global climate change challenge.
- We will explore activities and opportunities that strengthen our sense of community, our interdependence, our wellbeing and care for each other.
- We will use our skills and knowledge of person-centred planning and approaches to challenge living in 'service land', where people 'do' for others rather than alongside them.

Our risks for 2024-2027

Risk	Likelihood	Impact
Insufficient funding to cover service costs	Medium	High
Static commissioning – overall reduction in service delivery	Medium	High
Not maintaining recruitment levels/non-compliance	Medium	High
Not maintaining external accreditation/grades	Low	High
Failure of critical systems or cyber attack	Low	High
Non-compliance with GDPR	Low	High
Reputational damage from negative publicity	Medium	Medium
Significant financial fraud not identified by our controls	Low	High

Our resources as at March 2023

Locality	Staff (WTE)	Direct hours of support per week	Operational Income
Argyll & Bute	166.7	4,757	£6,588,734
Dundee	113.0	3,136	£4,697,222
East & Midlothian	53.2	1,534	£2,074,605
Edinburgh	157.4	4,751	£6,238,971
Forth Valley	115.0	3,466	£4,803,849
Glasgow	92.4	2,740	£3,472,865
Highland	36.5	980	£1,387,286
Scottish Borders	15.1	431	£601,602
National	35.8	n/a	n/a
Community Development	15.2	n/a	£582,784
	800.2	21,795	£30,447,918

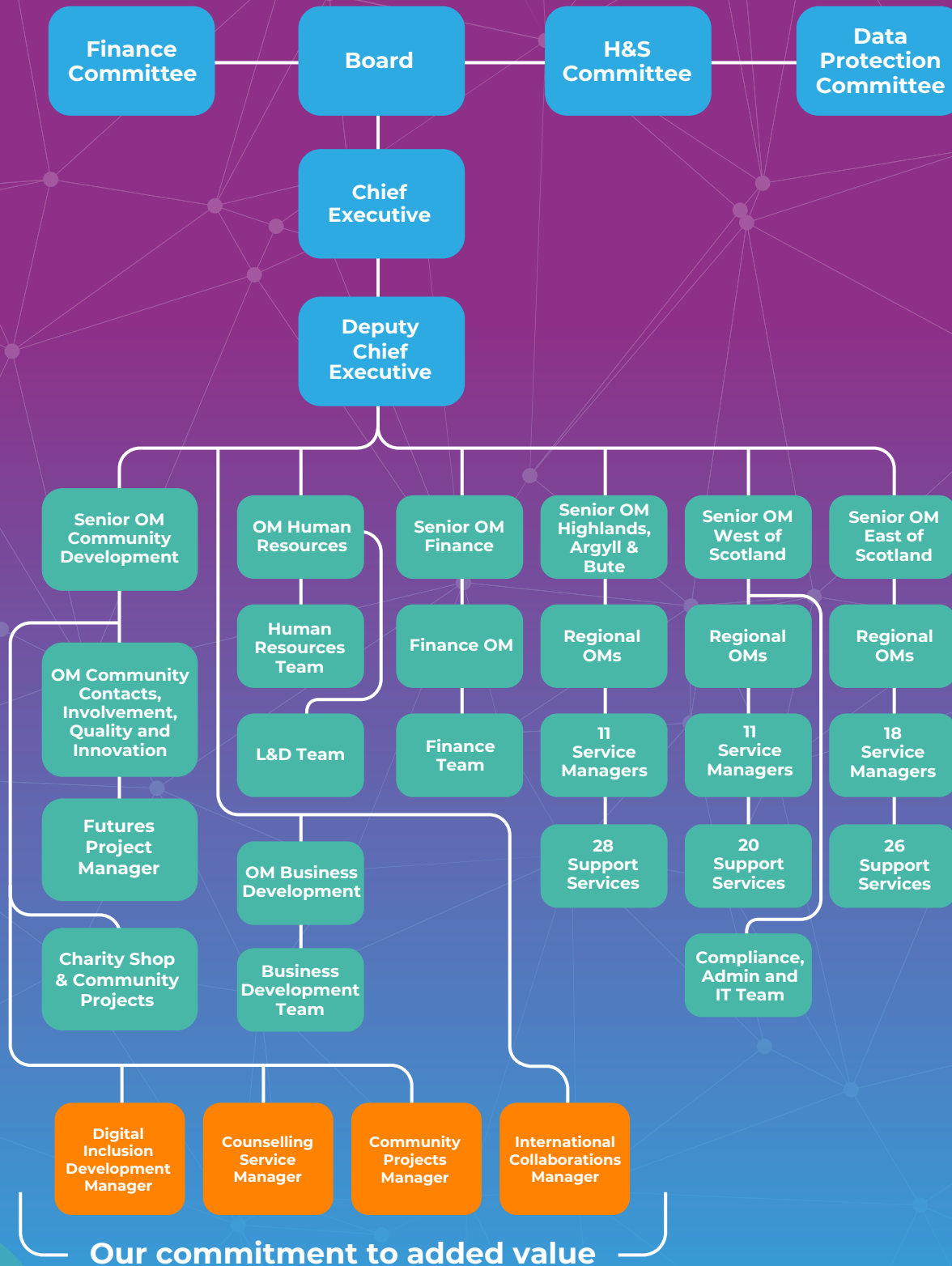
Year	Operational income	Reserves
2021-22	£26,250,684	£9,009,593
2022-23	£27,716,040	£9,034,199
2023-24	£28,406,688	£9,885,493

Community development statistics

Project	Info	Activity	Impact	Funding Duration
Community Link Workers	Funder: Scottish Government Community Link Worker Programme. Staff FTE: 3	Community Link Workers embedded in 5 GP practices across Craigmillar taking referrals from all practice staff including reception staff for patients' social issues.	This project aims to work with 500 people each year to support them to access groups and activities in the community which will enable them to improve their health and wellbeing, build their confidence and reduce their social isolation. It is also envisaged that GP workload and prescribing rates will be reduced.	Start: October 2013 Ends: March 2025
Craigmillar Community Grows	Funder: Small grants Staff FTE: 0.80	Activities and workshops for people of all ages in Craigmillar.	Improving health and wellbeing, increasing skills and confidence, and improving access to the outdoors.	Start: December 2013 Ends: March 2025
Community Contacts	Funder: Scottish Government Support in the Right Direction Staff FTE: 5.5	Community Contacts offers impartial support, information and advice on Self-Directed Support (SDS) to people across Argyll & Bute and Highland. The aim of the project is to assist people, including carers, to become more informed about their social care choices and to support them throughout their SDS journey.	Between 2023 and 2024, 348 people were supported and an additional 3432 contacts were made with people requiring light touch information. People report back that they most value a listening ear, respect, kindness, an understanding of their situation and the impact of navigating SDS has had on them and their families.	Start: October 2013 Ends: March 2027

Project	Info	Activity	Impact	Funding Duration
Craigmillar Men's Shed	Funder: Small grants Staff: FTE 0.6	Peer support project bringing local men together in Craigmillar using a variation on the Men's Shed model – open to men of all ages.	The shed aims to break down social isolation, help local men to share skills and give them a purpose in life, tackling health inequalities.	Start: December 2014 Ends: March 2025
Rivers Public Social Partnership (PSP)	Funder: Scottish Government Survivors of Childhood Sexual Abuse Fund. Staff FTE: 3	Specialist Support Workers work alongside NHS therapists at the Lothian Trauma Centre supporting patients to address social issues which are impacting on their ability to focus on their therapeutic input. This includes supporting participants in the Sea Change programme for survivors of sexual abuse to break down social isolation and integrate into community activity.	This holistic trauma service addresses social and health issues, reducing social isolation, increasing confidence and self-esteem and reducing other social issues (e.g. additions, debt, housing and relationships).	Start: January 2017 Ends: September 2024
Carr Gomm Charity Shop	The shop in Inverness sells a range of pre-loved items, including boutique clothing, popular novels, new hand-knitted baby clothes and crafting items.	N/A	The shop raises awareness of our work, and raises money for fun activities for respite carers and their families across the Highlands, as well as supporting Carr Gomm's work across Scotland.	N/A

Our structure



What we achieve

**Over
4500**
people every
year


**1
million**
visits to

**Impact
achieved**
by over
1100 staff

92%
of people believe their
service is having
a positive impact
in their life.

0%
gender
pay gap

**“Be the change
you wish to see
in the world”**
Mahatma Gandhi



**“A dream you dream
alone is only a dream.
A dream you dream
together is reality”**

John Lennon/Yoko Ono



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**If you would like to contact us we would be delighted to hear from you.
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