







A vertical photograph on the left side of the page shows a person's arm wearing a blue hospital gown. The background of the page is a solid teal color.

## We are 40

As services and supports for disabled people have changed, so has Key.

Over the past 40 years we have evolved and developed into the organisation we are today. We still have houses and we still have tenants. We still passionately believe in disabled people's right to be supported to live the life they want in their local communities.

Now the majority of people we support aren't Key tenants and we support people with a wider range of needs than we used to.

Douglas is a Key tenant and is supported by us too. Here he is relaxing at home.

# Chair's report

I am delighted to write this, my first Chair's report for Key's Annual Review 2018. It comes at a time when we are marking 40 years since Key was set up by a group of passionate, dedicated parents. Their vision for their sons and daughters was for them to live full lives at the heart of their local communities, close to family and friends.

We are proud that some of those founding family members continue to serve on Key's Board; shaping and guiding our work through their contributions.

As we have done throughout our 40 year history, the Board actively listens to the views of people we support and their families and we continue to work closely with TAG on developing our organisation's strategy. This year's strategy meeting focused on active citizenship and we heard inspiring stories that demonstrated how people we support are taking on leadership roles in their communities and making a genuine difference through campaigning and positive action.

Delivering personalised support that promotes independence and enables people to play a full and active part in their community is very much Key's approach. This has proved to be crucial in the face of continued financial pressures and reducing resources. Overnight supports and the Scottish Living Wage, SSSC (Scottish Social Services Council) Registration and the Apprenticeship Levy have all posed challenges this year for our sector and it is more important

than ever that organisations like Key remain committed to the design of creative, innovative supports which promote and build on the strengths of individuals and communities.

Organisations like ours are now a major source of personalised support to people across Scotland. While this is a big responsibility, it is also a real honour. We know we can, and do, make a difference to people's lives and that it is often the small things which make that happen. When you add up all those little differences to people's lives all over Scotland ... suddenly this becomes something really big!

Making a difference means we really need to get to know each person, which is a real strength of Key's; we always take the time to listen and find out what's important to people. And we never stop trying to make sure that people are leading the lives they want.

I have very much enjoyed my first year as Key's Chairperson, and would like to thank all of Key's staff, TAG, and my fellow Board members for their hard work over the past year.

*John Paterson*









## TAG Chair's report

At National TAG's joint strategy meeting with Key's Board this year, we focused on active citizenship. I introduced the discussion by telling people about the work I've been doing in Caithness to help improve my local community. You can read about this on page 12.

There were lots of good ideas coming from the discussions about improving access, community safety, getting involved in local campaigns and how to take part in local celebrations.

Following on from last year's very successful *Getting Together*, *Getting it Right* workshops, TAG has been asked by Key to design and deliver a new programme of workshops this year. These are called *Your Life, Your Support* and are based on the new National Health and Social Care Standards. These fun, interactive events help people supported by Key think about the choice and control they have over their lives and their support.

So far they have been piloted by the three Glasgow TAGs, with about 150 people attending. *Your Life, Your Support* has provided Key with lots of information which it will use to make sure it continues to provide the support people want.

We've also been helping Key celebrate its 40th Birthday right across the country, from 70s themed discos to sporting challenges and everything in between!

On a personal note, I'll be stepping down as National TAG chairperson this year. It has been a great three years and I feel that we've made a real difference in making sure the voices of people with disabilities are heard.

*Paul Cannop*

# Chief Executive's report

This year we have been remembering the achievements and contributions of the many different people who have shaped the organisation over the past 40 years. Our review shows some of the events and celebrations that have taken place and I would like to thank everyone who took the time to share their experiences to help us remember our journey across the decades.

Throughout these years we have experienced many policy and funding changes, however one thing has remained at the heart of everything we do and that is our commitment to working in ways which value, empower and respect the people we support and their families.

More recently, Self-directed Support (SDS) has provided opportunities to ensure that people have greater choice and control over their support. What we would like to see happen now is that greater progress is made towards SDS becoming the consistent approach to social care.

Nationally our efforts to embed the new National Health and Social Care Standards in our approach have received recognition, with some people we support and staff featuring on a new website promoting the standards – [www.newcarestandards.scot](http://www.newcarestandards.scot).

We also promoted the new standards during our very successful Managers' Conference which brought together over 60 of our frontline leaders. Across the day a number of themes were explored including local recruitment solutions and harnessing technology, natural supports and community based opportunities

in delivering flexible, inclusive support. I was, as ever, inspired by people's creativity and energy for finding solutions in an increasingly complex environment and I would like to pay tribute to our immensely talented and dedicated leaders across the organisation.

Finally, I would like to thank Key and Lifestyles' staff whose contribution to supporting people and communities has been outstanding during a time in which the landscape has changed significantly and new challenges have arisen. This year has brought increased expectations of new models of service as well as additional complexities arising from the redesign of overnight support and the delivery of the Scottish Living Wage for sleepovers. Once again our workforce has risen to the challenge. They have responded imaginatively and with integrity; working collaboratively with people and their communities to ensure supports are delivered in ways which make best use of each other's assets, resources and contributions.

We are proud to have such exceptionally dedicated staff who never fail to inspire with their talent, skill and commitment.

Andrea Wood











We celebrated

It has been a year when there has been much to celebrate.

Of course this includes our big birthday which provided an opportunity to celebrate the many achievements, small and large, of the people we support.

The common thread running through so many of these achievements is how people are actively contributing to their communities and how committed our staff are in supporting this.

Shaun taking pride of place in last year's Riding of the Marches in Sanquhar.



## Paul, Citizenship in Action

The winters can be cold in Caithness, so when Paul, a young man supported by Key in Thurso, saw that his elderly neighbours were struggling to get out during the snow, he was quick to take action.



Paul contacted his local council to see what could be done. He was told that resources were in short supply with the vital routes in the larger Highland area being prioritised for gritting. Not satisfied to leave it at that, Paul asked what he could do to help. And the answer to his question was ... he could become a community snow warden, so that's exactly what he did!

The council provided Paul with the necessary equipment and visibility gear to enable him to do the job safely and he got to work helping his neighbours by gritting the pavements in his neighbourhood. His efforts were so appreciated locally that the Caithness newspapers featured Paul's great work in a number of articles.

Paul is already well known in the area for getting involved to make things better. Earlier in the year he mounted a successful campaign to improve flood defences and drainage, which received the support of the local councillor and press.

Another keen interest of Paul's is politics and he has been a strong advocate for local health services. He has been interviewed by radio and attended rallies to keep these vital services open. However, it's not the publicity that drives Paul as he told us:

*"I just wanted to do something for my local community."*



## Shaun, Citizenship in Action

The picturesque Dumfriesshire town of Sanquhar is home to many traditional community celebrations. Local man Shaun, who is supported by Key, has been getting involved in them all his life.



As a keen horse rider, one of Shaun's lifelong ambitions had been to take part in the annual Riding of the Marches. A couple of years ago this dream came true and didn't end there. In recognition of Shaun's tireless support for his town and his popularity among the community, last year he was invited to ride with the Principals and was presented with a Quaich, a great honour highlighting just how well-respected Shaun is locally.

As well as being a reflection of Shaun's fun-loving personality, it also acknowledged the huge contribution he has made to his wider community. We all know people like Shaun, who are ready to take part and make a difference, are the lifeblood of rural communities. And over the past few years at every community Gala Day and Christmas celebration Shaun has organised raffles, tombolas and bric-a-brac stalls to raise money for local causes.

Shaun continues to focus his energies on keeping Sanquhar a lively, vibrant town by joining the campaign to save the local arts centre. He also plans to have another stall at this year's Christmas lights festival to raise awareness of the need to improve facilities for disabled people.

*“Taking part in the Riding of the Marches makes me feel very proud!”*

## Jill, Citizenship in Action

Jill lives in Glasgow with her family and gets some support from Key. Jill is incredibly passionate about human rights and has been actively campaigning on issues affecting disabled people pretty much all her life.



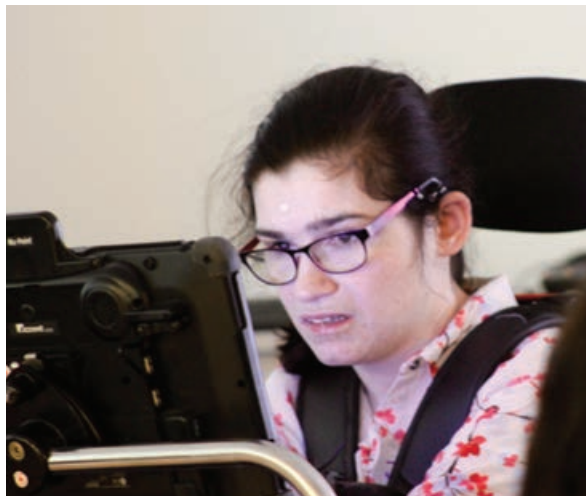
Indeed, from the moment you meet Jill, you can't help but be inspired by her drive to make a fairer, more equal society.

She writes her own blog on her experiences of living with Cerebral Palsy and tirelessly supports and promotes the work of Changing Places: a campaign to get fully accessible toilets installed in all public places in Scotland and across the rest of the UK.

In her role as chairperson of Glasgow West TAG, she has motivated the Glasgow Groups to take up the Changing Places challenge and has also encouraged the involvement of 13 Regional TAGs and many other organisations, through making videos and giving presentations. In fact, one of her videos, 'Toilet Woman', was used on the Western Isles to get the first Changing Places toilet opened in Stornoway and was recently featured on STV.

To date, Jill has successfully worked with Glasgow Central and Queen Street Stations to get Changing Places toilets installed, and is currently engaging with Clydebank Shopping Centre to do the same. Jill is an inspiration and an example of the difference one person can make. But, as Jill modestly says:

*"I just do campaigns to make life better for disabled people."*







## So Many Memories

Our 40th anniversary has provided a perfect opportunity to take some time to reflect upon our history and appreciate the unique contributions of people we support, families, our Board, and our staff to the organisation.

Through story workshops and one-to-one chats we have brought people together to reminisce, catch-up with friends, old and new, and gathered many stories, experiences and memories which offer inspiration and pause for thought, as well as providing a rich social history of the lives of disabled people over the past 40 years. So far the conversations have taken us to Inverness, Annan, Glasgow, Dumfries, North Lanarkshire and Sanquhar with more planned for the remainder of the year.



Some people have taken on group or personal challenges to mark our 40th, like Area Manager Michael who climbed Ben Nevis with friends back in April, when there was still snow on



the mountain! In Glasgow West there was a group walk around Kelvingrove Park where collectively they racked up 40 kilometres. And we hear a rumour that some of our Glasgow office staff, Board members and friends are in training for September's Great Scottish Run.

Of course there have also been a good few birthday shindigs organised by TAG and our local services. The photos of these tell their own story and you can see how much fun was had by all! What all these celebrations demonstrate is that it is people who make Key. From our beginnings in 1978 right through to the present day, we are guided, nurtured and improved by the contributions of people we support, families, our Board and our staff.

Towards the end of the year our anniversary celebrations will close with the publication of a book commemorating some of the stories of the people who make Key. The book will bring together memories and contributions collected from the conversations and reminiscing we have enjoyed with the people we support, their families, Board members and staff. We are excited to be working with Iriss (Institute for Research and Innovation in Social Services) on this and are certain it will be the perfect end to a special year.

***Congratulations! Keep up the good work!***  
***Christopher, Inverness***





*I appreciate all the support staff have given to me over the past two decades. Keep up all the good work.*  
**Colin, Milngavie**



*Keep on being Key and doing what you are doing and do so forever. The standard of living and the freedom and support it gives ... is the best there is.*

**Michael, Rutherglen**



*Happy Anniversary Key!  
Thanks for all you do!*  
**Tina, Milngavie**



## We listened

Since our earliest days we have been rooted in the voices and experiences of people we support and their families.

Our Board includes people we support and family members who, together with National TAG, play a vital role in ensuring the organisation continues to develop and improve in ways which are grounded in what the people we support, family members and tenants tell us.

Stuart and Alistair chat about the support Stuart receives and how much he enjoyed the TAG hosted *Your Life, Your Support* consultation event he attended earlier this year.





## Joint Strategy Workshop

An important date in Key's calendar is the annual joint strategy meeting between Key's Board and National TAG and this year the focus was on active citizenship.



Central to the session were presentations from TAG members Paul and Shaun, who shared their experiences of how their involvement in local campaigns and events had provided huge personal satisfaction, as well as benefits for their wider communities.

Using Paul and Shaun's stories as inspiration, the meeting explored how more people could become active in their neighbourhoods. Ideas included becoming involved in organising social events, contributing to local community events such as Gala and Fayre Days, to participating in local campaigns.

## Your Life, Your Support Workshops

We continue to work closely with TAG on consulting with people we support, their families and friends, and ensuring we hear directly from them on their experiences of the support they receive.

Building upon last year's *Getting Together*, *Getting it Right* workshops TAG have designed a new session called *Your Life, Your Support* and have begun facilitating these in a number of areas across Scotland.

Once again the sessions are embedded in the new National Health and Social Care Standards and use highly interactive methods to enable people to think about the choice and control they have over the lives and their support.

Following the sessions TAG co-ordinate reports using photos, videos and written suggestions of what people feel would improve the quality of support they receive. These are used by Key's managers to develop local action plans detailing how people's feedback will be addressed and their ideas implemented. The *Your Life, Your Support* workshops will roll-out across the country over the next year.



## My Home Group

One of our most exciting developments over the past year has been the ongoing progress of the My Home Group. The group was set up to enable tenants from across Key to meet several times a year to discuss our housing service and help shape our future decisions.



This year marks the first time Key Housing had tenant representatives at the Regional Networks. These networks were set up by the Scottish Government to help members of different registered tenant organisations engage with them on policy issues. My Home Group members, Doreen Kay and Caroline Kay, enjoyed being able to talk to tenants from across the central belt, find out the issues that affect them and let them know about Key Housing.

Another major step has been the implementation of a formal constitution. Not only has this helped set out how the group will run but it also helped everyone focus on the future direction of the group.

In a challenging year for social housing there has been no shortage of topics for discussion. Some of these issues have included Key's fire safety information, furnishings packages, and the Tenant Satisfaction Survey. Group members will also be an integral part of a large scale consultation looking at how we communicate with our tenants.

Over the next year the My Home Group would like to continue to work with organisations and groups outside of Key. And of course they want to keep influencing Key's policy and decision-making to ensure tenants get the best possible housing service.





We engage

Our staff are the cornerstone of our organisation.

They demonstrate huge commitment to consistently providing excellent personalised support to enable people to lead the lives they want and to going the extra mile in all they do.

Across the year we have engaged with our staff in various ways and have also been fortunate to participate in many exciting partnership projects. These have directly benefitted the people we support, our staff and the organisation while ensuring we remain well connected within our sector.

Area Manager, Michael, enjoys spectacular views from the The Cobbler during preparations for his Ben Nevis challenge which he completed in celebration of Key's 40th.



## Managers' Conference

Late 2017 saw over 60 of Key and Community Lifestyles' managers and assistant managers come together for our biennial Managers' Conference.

The day's focus was on recognising the huge commitment and effort of our leaders across the organisation whilst providing opportunities to inspire and motivate them through a varied programme of speakers, workshops and interactive activities.

Topics covered included promoting independence through creative individual service design (featuring a demonstration from Glasgow City Council's assistive technology team), developing and implementing successful local recruitment activities, and our new management and leadership programme.

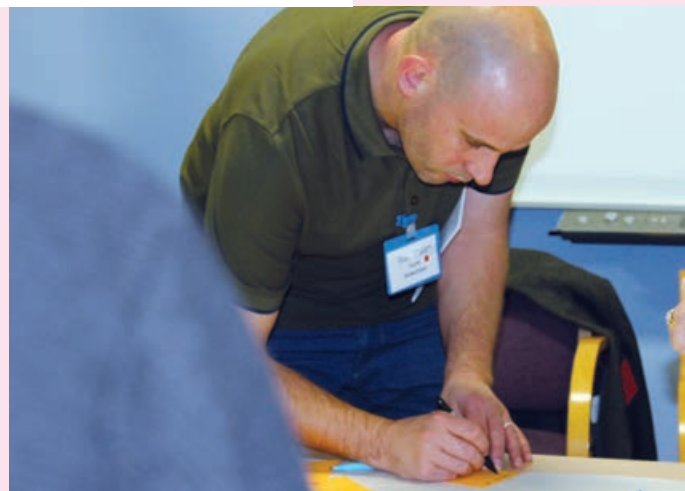
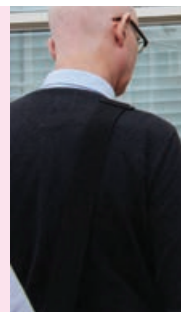
Learning was captured through a talking heads video booth and a roving reporter, while a What's Good and New tree celebrated successes and the Pledge Pathway helped managers think about what they would take away from the conference.

A World Café style session rounded it all off and challenged participants to think about how their services could evidence good practice in meeting National Health and Social Care Standards principles.

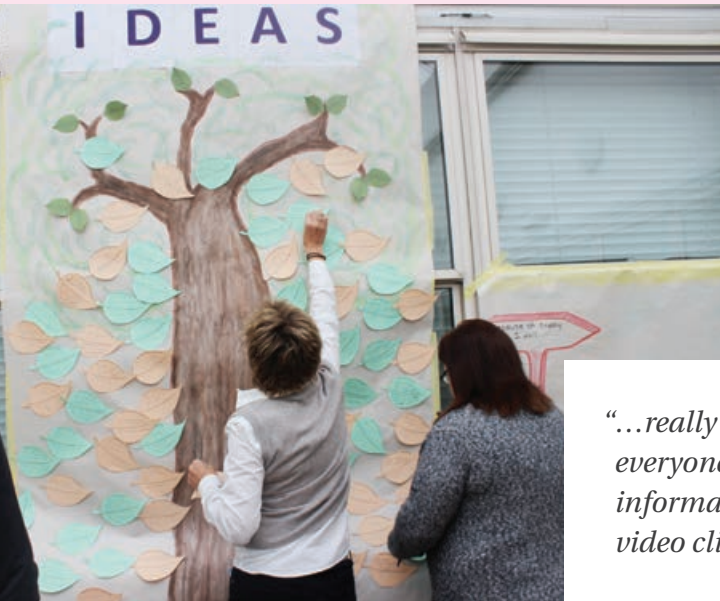
Feedback from the day shows just how much our managers valued the event and also demonstrates the huge amount of talent and passion they bring.

*"Really well organised, flowed very well with good breaks. Workshops were great – Smart Technology one was really helpful. Good input from everyone in looking at the Care Standards. Good session on thinking about reducing support and how this can make lives better."*

*"Inspirational opening and closing. Creative ways to share ideas/network with others."*



*"Good learning, good ideas and good opportunity to share and feel reinforced that we're doing good work here!"*



*"...really evident the hard work all facilitators put in to ensure everyone had a good day. From workshops that were full of information and helpful for moving forward, to impromptu video clips captured."*

*"Discussing individual and wider challenges facing the organisation with a larger group of managers. Workshops were informative and extremely beneficial to help focus direction and creativity for the future challenges."*

*"Thank you! Coming together like this, sharing our ideas, stories and love of this job is terrific."*







## A PORTRAIT OF CARE

Earlier this year Key and Community Lifestyles submitted eight stories highlighting the contributions of some of our support staff to the *A Portrait of Care Exhibition* hosted the by Iriss.



The exhibition used personal stories and people's portraits to demonstrate the value of having good support staff in your life and we were delighted to have all our submissions featured in the exhibition.

It ran for 3 days in a shop front location on Sauchiehall Street in Glasgow, where members of the public, among others, were able to visit the exhibition and read stories reflecting modern social care practice.

To accompany the exhibition a number of portraits were created to reflect the people behind the stories. The illustrations featured here are the work of Ali Jones, Project Manager with Iriss.

The stories on this page are just two examples of the eight we submitted from across Key and Community Lifestyles.

### Susan & Lesley

Key, Dunbartonshire

The recent spell of exceptionally wintry weather has been notable for many reasons, not least for the stories of community spirit. This has been no different within social care. When support workers Susan and Lesley, along with three women they support – Patricia, Lynn and Karen- found out that a local man was opening his gym to provide temporary shelter for homeless people, they felt they wanted to do something to help.

So they bought ingredients and made some soup and sandwiches, then one of the workers walked to the gym to deliver their homemade food. And this was after the worker had walked to work in the first place. What a team!



### Marion

Community Lifestyles, Glasgow

Simon is a young man who has been supported by us since July 2014. Recently someone who knows Simon got in touch with us to say that she and Simon seem to visit their local supermarket on the same day and that this gave her the chance to see Simon going about his daily business. As she knows him she paused to see how he and his support team get along with a task which he can find difficult. She observed that he was really well supported by Marion and another worker who were supporting him to put his own shopping through the self-service check-out, an activity he was fully engaged with. She noted the warmth of their relationship with Simon as they smiled and chatted away with him and commented how observing this very ordinary situation left her with a big grin on her face.



## Key Change Choir

**A grant from Key Trust has enabled us to develop a musical initiative for people with learning disabilities who also have a dementia diagnosis.**

The Key Change Choir meets every two weeks and is expertly facilitated by accomplished musician and choir leader, Kirsty.

Through music and song she takes the choir on a journey of reminiscence to rekindle fun, happy memories of the past. As well as making new friends and having a great time, the choir has shared their passion for music by giving three public performances. Now they are planning a musical extravaganza next spring in Glasgow to coincide with the city's 'Celtic Connections' festival.



## Spotlight on Dementia and Learning Disability

We co-facilitated a *Spotlight on Dementia and Learning Disability* event hosted by Alzheimer Scotland.

The event brought together practitioners from the public and third sectors to look at how they could tackle some of the inequalities facing people with learning disabilities who also have a dementia diagnosis.

Over 30 delegates attended the event and it offered a great platform for us to highlight the kinds of issues that our operational staff, people with support and families can face in accessing a dementia diagnosis and post-diagnostic support, and also talk about our approach to providing person-centred support to people with learning disabilities living with dementia.





## Our Board

Key's Board is at the very heart of everything we do. Our Board benefits from the wide range of experiences and knowledge of its members, who include family members of disabled people, professionals, and people we support through their strong links with TAG.

### **John Paterson (Chairperson)**

John is a former Head of Adult Services in Renfrewshire.

### **Joanna Pearson (Vice Chair)**

Joanna is a human resources specialist with a background in the private and education sectors.

### **Sheenagh Simpson (Vice Chair)**

Sheenagh is a research consultant with a special interest in housing support services.

### **Angus Turner (Vice Chair)**

Angus is a retired minister of the Church of Scotland.

### **Bill Mooney**

Bill is a founding member of Key and a retired chartered engineer.

### **Gillian Anderson**

Gillian is a clinical psychologist with NHS Lanarkshire.

### **Duncan Sim**

Duncan is a retired academic from the University of the West of Scotland.

### **David Meechan**

David is an auditor with Audit Scotland.

### **Dave Le Sage**

Dave is the former Director of Access Apna Ghar Housing Association.

### **Anne Finnegan**

Anne was formerly Special Needs Manager with Glasgow City Housing.

### **Laura Finnan Cowan**

Laura is the Self-Directed Support Manager at Alzheimer Scotland.

### **Robert Parry**

Robert is a former senior nurse with a career in clinical practice, education and regulation.

### **Jack Crombie**

Jack is a retired solicitor and founding member of Key.

### **Ann McGuigan**

Ann was formerly Head of Quality and Contracts at The Richmond Fellowship, Scotland.

### **Agnes Kelly**

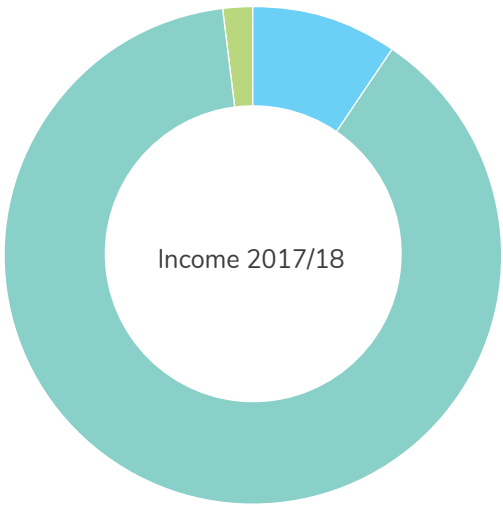
Agnes is the former Chairperson of The Advisory Group (TAG).

### **Paul Cannop**

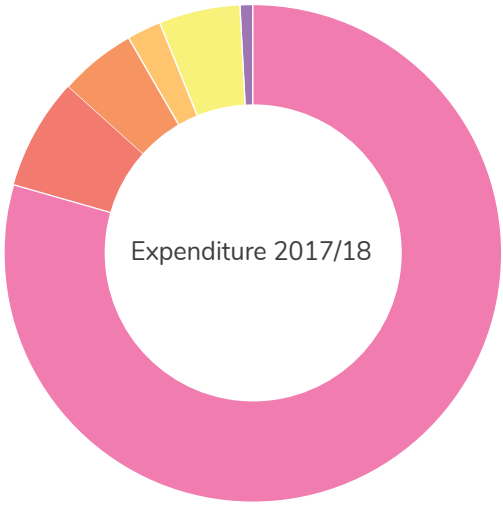
Paul is the current Chairperson of The Advisory Group (TAG).

Financial information 2017/18

A full copy of Key’s annual accounts for the year ending 31 March 2018 is available on request from The Secretary, Key, 70 Renton Street, Glasgow G4 0HT.



Rental Income .....	£4,908,907	9.7%
Support Services Funding .....	£44,839,536	88.4%
Other Income.....	£959,371	1.9%



Support Service Salaries .....	£39,808,856	79.5%
Management Costs.....	£3,555,630	7.1%
Other Support Costs.....	£2,550,932	5.1%
Repairs.....	£1,101,921	2.2%
Other Housing Costs.....	£2,675,293	5.3%
Other Expenditure .....	£368,661	0.8%

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.



Cover art by  
Cameron Morgan

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

[www.key.org.uk](http://www.key.org.uk)



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