



CROSSROADS GLOUCESTERSHIRE

ANNUAL REPORT 2019-20

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Welcome

It is a pleasure and privilege to welcome you to this report which describes the key achievements of Crossroads Gloucestershire. We have continued to deliver high quality care and developed new services that improve the wellbeing of our clients during 2019/20. As I look back on the past year, I feel a real sense of pride for all that Crossroads has achieved.



As I write this report, I am conscious that we are still in the midst of responding to COVID-19 and I have no doubt that our ongoing response; and what follows will continue to occupy much of 2020/21.

I hope that the report of the Trustees provides an interesting and informative overview of what we have achieved in 2019/20.

On behalf of the Board of Trustees I would like to record our sincere thanks to the staff, Chief Executive and Senior Management Team who have worked so determinedly, courageously and compassionately in supporting our clients; not only during the initial outbreak, but also the ongoing period in these unprecedented times.

Between April 2019 – March 2020, Crossroads began to implement a new three-year strategy, which had been developed by the Trustees and Senior Management Team in 2018/19.

The aims of the strategy were to enhance the delivery of services and support the achievement of Crossroads mission, vision, and objectives, whilst also achieving financial sustainability in an increasingly challenging environment. The strategy's objectives were to be the provider, employer, and partner of choice.

We are pleased to report that over the year we have been on course to meet these strategic objectives, improving the quality of services, business processes, staff development and internal and external communication. These factors are discussed in more detail in this report.

One clear change is the overhaul of our brand, which now more accurately reflects the scope of our work and our ambitions for the future. In quarter four of 2019-20, we announced the organisation had rebranded to 'Crossroads Gloucestershire' and we had made the difficult decision to leave Carers Trust, an organisation primarily supporting unpaid carers. Membership of this body was limiting our ability to work alongside and support a more diverse range of clients and audiences, including elderly people who live in social isolation or with a disability, all of which we

had identified as being areas of unmet need in our community.

Crossroads operations have also been significantly improved by the development of a formal HR Business Function, which was approved and signed off by Trustees in 2019. It resulted in recruitment of a Human Resources Director, and later Administrator, leading to drastically improved recruitment, staff engagement and satisfaction.

We were proud to have had an extremely positive CQC inspection in 2019, where our management team received an 'Outstanding' in the Well-Led category. We fell just short of an overall Outstanding rating but feel the feedback CQC gave us puts Crossroads in a position to achieve this target soon.

Furthermore, we have continued to develop innovative services that provide great benefit to our community. They include Befriending Services, Dog Days Social Group and Bathing Services.

Constructive feedback regarding our organisations services is always welcome. To share your thoughts with our Board, please email admin@crossroadsglos.org.uk.



Chief Executive Report

Pam Graham – CEO



The year April 19 to March 20 could never have been predicted, and certainly as we looked forward in April to a year of development, we could not have anticipated the advent of COVID-19 and the devastating impact it would have.

However, we did have an eventful and productive year otherwise, which has seen us relinquish our membership of Carers Trust and launch our new brand Crossroads Gloucestershire, giving us a fresh new look.

To enhance our presence in the county, we now have a office address in Gloucester City and look forward to developing our services further into Gloucestershire.

We were delighted early in the year to strengthen our Human Resource function with the appointment of a dedicated HR Director. You can read more about Ruth and the work she is doing to improve the support we give to our staff on pages 20-21 of this Annual Report.

In the same vein, we introduced our Staff Forum to give field staff a stronger voice in operational matters. We have been delighted to see some innovative ideas coming forward.

In June 2019 we were inspected by the Care Quality Commission (CQC) and although disappointed not to achieve an Outstanding rating we were pleased to get a Good overall with an Outstanding in Well-Led. This gives us something to aim for going forwards.

Early in 2020, Crossroads was very busy writing a tender for work via the Gloucestershire Health and Social Care Framework which will replace the current contract held since 2015. We had to wait until October 2020 for the result, but were delighted to hear of our successful bid to deliver complex and non-complex domiciliary care in not only the Forest of Dean, but Gloucester City and Tewkesbury areas as well.

Before the advent of COVID-19, Crossroads Active Living Service at Foxes Bridge went from strength to strength. In January we completed a tender to provide day centre activities, but at the time of writing the result is still unknown.

We developed the Active Living Service to take advantage of the bathroom at Foxes Bridge, enabling Crossroads to offer a new Bathing Service to those unable to enjoy this facility in their own home due to their inability to access their own baths without specialist equipment. We were delighted the service developed to accommodate around 15 service users a week, making them feel pampered and refreshed.

In April 2019, we launched a new Befriending Service with money awarded from the Forest of Dean District Council. Although we provide management support, the service is delivered by volunteers. In 2020, Forest of Dean Age Concern was unable to continue to deliver their Befriending Service, so this was absorbed into ours with further support from the district council.

After a successful six-month pilot period early in 2019, it was announced that the Dog Days Social Group would continue to run with Crossroads taking over the running of the group from Dogs for Good. The group is run in partnership with the Forest of Dean Dementia Action Alliance and is for carers and people living with dementia, aiming to provide a service for people who love animals, but can no longer keep their own.

The staff at the Active Living Centre have worked hard with local childcare settings and schools to build relationships and run intergenerational projects between the Active Living clients and the children from these settings. The service at Foxes Bridge has been further enhanced by partnerships with organisations such as Wyldwood Arts and Artspace, who have provided workshops that encourage the two groups to communicate, interact and build relationships.

We were delighted to achieve third place in the Forest of Dean Volunteering Awards organised by the Forest Voluntary Action Forum, especially as nominations for the awards were made by people living in the community.

A highlight of the year was being given 150 gifts for our clients as a donation from a group of volunteers from Cinderford. Gift bags containing various treats were given to clients. The kind generosity of those who took the time to fundraise and make this donation is truly appreciated.

Our bid writing brought success with the award of a grant from the Masonic Charitable Foundation to purchase a minibus. Although COVID-19 is currently restricting its purchase and use, we are excited to go forwards with this, improving inclusivity of Active Living for isolated and rural clients. Another purchase made possible by the award of a Thriving Communities grant was the OMI table, which is an interactive table that engages clients in quizzes and games.

The OMI table is a fantastic resource, made more useful by being mobile. Our training resources were also enhanced by a grant to purchase a GERT suit, an age simulation suit that simulates conditions such as Dementia and Parkinson's. We hope to be able to train external groups with this resource once the COVID-19 restrictions are lifted.

In April 2019, we developed a new relationship as a sub-contractor of PeoplePlus, who had been awarded the Carers Support Contract for the county. We are working hard to establish a good working relationship with this provider to the benefit of carers in Gloucestershire.

We continue to be an active member of the Forest of Dean Dementia Action Alliance, sitting on the steering group meetings. We host their online communications and deliver training in partnership with the alliance.

The end of this productive year came with the onset of COVID-19 and no one could have predicted the impact it has had. As a result, the end of the year saw us having to temporarily close our Active Living provision at Foxes Bridge and the mothballing of our Ladies and Gents Clubs. We have remained positive and despite these set backs, we have introduced a new service called Active Living at Home, which duplicates the service a client would have in the day centre and is delivered in clients homes. During 2020, we are seeing this service grow in popularity and are optimistic it will contribute toward relieving loneliness and isolation during this difficult time.

We continue to deliver services in the community, albeit swathed in PPE to make sure our staff and our clients remain safe. We hope, going forwards into 2021 and beyond, we see our services extended in Gloucester City and Tewkesbury and we feel we are well equipped for a bright future.

Pam Graham
Chief Executive Officer

Mission, Vision and Values

OUR MISSION

Our mission is to be and be recognised as, the provider of choice for the provision of quality care services for people throughout Gloucestershire and Herefordshire, offering help and support to those with care needs and their carers. We will promote and provide a flexible high quality service to meet the needs of carers and those needing care.

OUR VISION

Our vision is of a community where people with care and support needs and their carers, have ready access to a range of quality care services that meet their individual needs and support their ongoing health and wellbeing.

OUR VALUES

Our values are Compassionate, Aspiring, Reliable, Inclusive, Not-for-Profit and Generous.

Compassionate

Our person-centred approach means we will appreciate other perspectives and always do what we can to help.

Aspiring

We will always strive to be better.

Reliable

We will be worthy of your trust, act with integrity and be responsible for our actions.

Inclusive

We believe that everyone is important and will work with others to achieve the best outcomes for our community.

Not-for-Profit

We believe in being professional and efficient, and giving back to our community.

Generous

We will be kind and understanding, and always try and go above and beyond.

Rebranding to Crossroads Gloucestershire

In February 2020, our organisation agreed to re-brand as 'Crossroads Gloucestershire' to accurately reflect the true scope and range of our services.

Fundamental to the need to re-brand was Crossroads desire to leave Carers Trust because we felt our own goals and ambitions no longer aligned to the overarching strategy of Carers Trust. The Trust primarily support and provide services for unpaid carers, whereas if you are familiar with our Crossroads scheme, you will know we do so much more.

We are still a charity and are still proud to support our county's carers but are delighted to be able to expand our offer to people who live with disabilities, with dementia, in older age or in social isolation. Crossroads Gloucestershire are committed and will endeavour to support all local communities in Gloucestershire.

We are looking forward to expanding our reach and protecting and improving the health and wellbeing of the people we support. We are excited to empower clients to maintain a high quality of life, safely in their own homes for as long as possible.



Finance Report

Deborah Vaughan Finance Director

Despite operating in an increasingly challenging environment, we are pleased to report that Crossroads is in a strong financial position, which has proved to have been vital as COVID-19 so drastically impacted on services from the end of March 2020 onwards.

Our efforts and desire to streamline financial processes and procedures has proven fruitful, resulting in financial savings due to increased efficiencies and a reduction of waste. This, as well as steady growth in care services and more effective fundraising, has all contributed to the organisation's strong position.

Our income for the year was £2.45 million, which is an increase of 7.6% when compared to year ending March 2019. It is also pleasing to report that after a review of our pricing structure, Crossroads reported a total surplus of £45,595.00, compared to a budgeted figure of just £128.00. However, this surplus does include a generous donation the Masonic Community Foundation, who donated £25,000 to purchase a minibus. Due to COVID-19, Crossroads was unable to purchase the bus by year-end and therefore the total surplus reported in the financial accounts is inflated by the donated amount.

We are satisfied with the new monitoring and reporting systems put in place, which is managed and overseen by the finance team.

This has been fundamental to the increased quality of services, reduced waste and increased operational efficiencies. In the future, we will actively review and source more environmentally friendly systems and technology that allows Crossroads to effectively run and deliver care services. These changes will support Crossroads to meet the Key Performance Indicators set in the organisation's strategy.

We will continue to set ambitious, but realistic targets and goals, ensuring Crossroads strive for success and continue to meet the financial target of sustainable growth. This includes planning and review to ensure colleagues have the resources they need to effectively manage their services.

Going forwards, we will continue to review our budgets and make sure they are aligned to the environment, ensuring Crossroads remain in a strong position to meet challenges created by COVID-19.

We are also looking at new ways to improve payments for clients, including Direct Debit, to create further efficiencies and to maintain a healthy cash flow.

THANK YOU - we are eternally grateful to everyone who supports our charity to deliver services for vulnerable people. From our volunteers, to those who make a donation or leave a legacy in their Will.



Regulated Services Report

Jo Goode
Operations Director

Introduction from Jo Goode

Crossroads new Operations Director and Registered Manager (appointed Sept 2020)

I started my career in care back in 1994 when I became a Support Worker for children with physical and mental health disabilities.

I then joined a local domiciliary care company in 1997, working as a Care Worker in the evenings and on the weekend. I worked with this company in several roles until I left in 2001 due to relocating to Gloucestershire. At that point I was a Care Plan Co-ordinator.

When I relocated to Gloucestershire, I joined a local domiciliary care company as their Registered Manager and in 2004, when the company was brought by another domiciliary company, I continued in this role for the amalgamated organisation. From then until 2011 when I left the company, I had various roles within the company including: Promotion and Marketing Manager, Business Development, Operations and Human Resource Manager.

In 2011, I had the opportunity to join a much larger domiciliary care company that also had three Nursing Homes. After initially joining as their Operations Manager, in 2013 I then became Human Resource Director for the company.

In 2016 the Company was brought out and I decided to leave as I strongly believed that the delivery of quality care should be the priority.

I took a career break from the beginning of October 2016 until joining a local Nursing Home run by a charity. I was there as Registered Manager until June of this year, when I made the decision that I wished to return to a domiciliary care setting and was fortunate to be offered the post here at Crossroads Gloucestershire.

Alongside my employment in the care industry I have held several voluntary roles, they include:

- Chair Gloucestershire Care Providers Association 2010 – 2016
- Vice Chair Gloucestershire Care Providers Association 2009-2010
- Board member Gloucestershire Care Providers Association
- Member of Gloucestershire Social Services Project Management Board
- Member of Gloucestershire Social Services Policies Board
- Member of Gloucestershire Safeguarding Board

101,515

Care and support hours delivered to families in Gloucestershire and Herefordshire

One to One Care Services

Domiciliary care is regulated by the Care Quality Commission (CQC) and provided by Crossroads Gloucestershire's not-for-profit care and support team.

Domiciliary care is planned and regular. It usually comprises of several short visits a day to help assist and promote the clients independence and support people to remain in their own home, safely, for as long as possible.

Crossroads specialise in supporting clients who would otherwise have to go into full time care due to their complex situations.

Additionally, Crossroads Respite Care Service allows the main informal carer, family member of friend to recharge their batteries, take time away from the caring role, go on holiday or just have a few hours away for a break.

Specialist Care and Support includes:

- Palliative Care
- Dementia Care
- Convalescence and Post-Operative Care
- Hospital to Home Service



Funding Source	Hours Delivered
Domiciliary Care (Glos)	35,084
Direct Payment (Glos)	5,906
Private (Glos)	36,570
Carers Breaks (Glos)	3,587
Palliative Care (Glos)	6,962
Hospital to Home (Glos)	1,371
Direct Payment (Glos)	5,906
Parkinson's (Hfd)	401
Private (Hfd)	2,734
Domiciliary Care (Hfd)	2,994



Introducing Team Leaders



I am **Trudie Taylor**, I am a happy go lucky person that wears my heart on my sleeve. I would describe myself as bubbly, positive, and enthusiastic. I have worked for Crossroads for six years.

When I first stepped into the care industry, I found helping others rewarding. This was after I realised that hairdressing was not my forte! (Needless to say, it has come in very handy!)

I applied for the Team Leader role as I have a passion for delivering high quality care and would like to pass my knowledge and experience onto others and help develop our business.

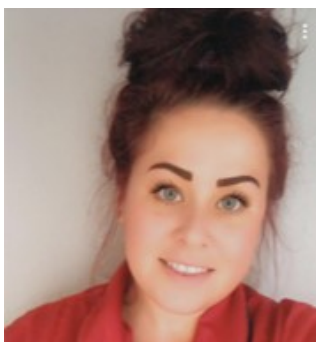
I am married to a wonderful man, have three beautiful children and a dog. My spare time is filled with family fun and dog walking.

My favourite motto is "just because I can't sing, doesn't mean I won't."

I am **Kate Jenkins** and I have been with Crossroads for many years.

During this time I have achieved so much, going from being a Support Worker, to a Mentor, a Senior and now a Team Leader. I am proud of this achievement as my background was hairdressing, which I did for many years. My aim is to keep progressing in Health and Social Care.

I want to help and support my team members when needed, train new staff to deliver quality care and develop new ideas that will help and support Crossroads staff and Service Users.



I am **Chelsea Turley**, I have been working in care for 10 years now.

I have been with Crossroads for almost two years, and applied for the Team Leader role because I wanted to progress, help Crossroads become stronger, support staff to achieve their own goals and provide support for them in any way they need.

To the role I bring my previous experiences in care settings and knowledge. I aim to support all staff and build a strong team in my area.

I am **Chloe Ridler** and am 30 years old. I have worked for Crossroads for 11 years, mostly in Cinderford but also in other areas when needed. I work full time, but also have two young daughters.

I love my job, but believed it was time for a change. I thought helping other Support Workers to enjoy the job role and thrive was the perfect opportunity for me. I hope to bring happiness in everyone's working role and help my colleagues in all situations.



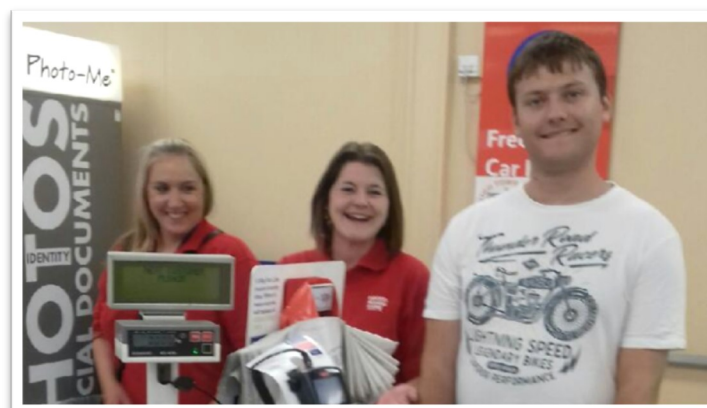
Children and Young Adults Service

Between April 2019 and March 2020, Crossroads proudly delivered a Children and Young Adults Budding Service in Herefordshire, where a skilled team worked to support young people living with disabilities to engage in new activities out in the community. The staff teams helped young people to learn new skills, build confidence, engage with their peers, and take part in hobbies.

The highlight of the year was when the children and young people fundraised for a Christmas activity – which resulted in them all attending a Christmas Pantomime at The Courtyard in Hereford, alongside their families and friends.

To fund the day out, the children baked and sold cakes at Maylord Shopping Centre and helped shoppers pack their bags at Sainsburys in Hereford.

Their hard work was supported by Herefordshire Community Foundation, who made a generous donation towards facilitating the trip. With the funds raised, the group were able to purchase tickets for a relaxed screening of Cinderella, specifically designed and put on for people who prefer a less formal theatre environment.



The grant covered the ticket costs of each young person, their families, and support staff. This made the session inclusive for everyone, even those from less privileged backgrounds.

In August 2019, the Children and Young Adults also enjoyed a family fun day at Orchard Trust. Similarly to the pantomime, the fun day was fundraised by the young people who attended, they raised money by packing bags at Tesco in Hereford City Centre.

The family fun day included small animal petting areas, sensory rooms, walks in the woods, an adventure park, sensory gardens, a barbeque and a variety of other games and activities.

In March 2020, the commissioned contract to deliver this service came to an end, and Crossroads made the difficult decision not to re-tender to provide support. However, the organisation still proudly provides a young adults service for young people in Herefordshire. Crossroads supports anyone over the age of 18 who needs support to build confidence, learn life skills and engage with their community and surroundings.



Active Living Services

Groups, activities, clubs and events that empower people to remain active, improve their health, wellbeing and quality of life.



Crossroads Active Living team provide a range of themed activities throughout the year. The group aim to provide people who live in social isolation, or with care and support needs, with a chance to improve their health and wellbeing.

Prior to lockdown, the centre opened every Monday, Tuesday, Wednesday and Thursday at Foxes Bridge in Cinderford.

Activities alternated depending on interests and hobbies of the people who attend. They are specially designed to promote independence, communication and cognitive skills by encouraging people to try something new or share interests and hobbies.

In 2020, we were pleased to launch an Active Living at Home Service, to overcome challenges created by COVID-19. Find out more about the service on the following page.



Active Living at Home

A new service bringing the benefits of Crossroads Active Living sessions to your door.

Active Living at Home launched in 2020 as a response to the COVID-19 pandemic. The unique provision helps people affected by COVID-19 to reconnect with their community. The service also ensures Crossroads service users can continue to receive quality care and support without having to leave their home. This ensures clients maintain health and mental wellbeing, whilst social distancing, keeping themselves, their families and communities safe.

Activities can be tailored and currently include cooking, gentle exercise, craft, games, walking, reminiscence, gardening and much more!

Active Living at Home is inclusive of everyone and involves interacting and working with a member of our team, who has been supplied with full PPE to keep clients safe.

If desired, we can support clients to connect with other members of our Active Living at Home community, friends or families via video software.

Please contact Crossroads for more information about this service.

When does it run?

The sessions run Monday to Friday, but must be booked in advance.

Where?

Active Living at Home primarily takes place in clients homes, but can also run out in the community too. In the future, Active Living at Home will become more flexible and adapt to an environment that does not face daily challenges caused by COVID-19. For example, it will include shopping and more activities in the community too.

What is the cost?

The cost is £45 for a 2.5 hour session. This covers staff time, staff expenses and the cost of activities.

What are activity boxes?

Activity boxes include materials that clients can use during Active Living at Home sessions. They are bespoke and created by our Active Living team, who select materials and resources relevant to the activities and interests highlighted in an assessment.

Is care support provided?

Care support is provided by Crossroads highly trained team of Support Workers.

What is the care assessment?

The Care Assessment of Needs is required prior to service delivery, to ensure Crossroads provide safe care and deliver a quality service.



Respite Groups for Carers

Proudly providing **unpaid carers** with an opportunity to access **affordable respite** and empowering people living in **social isolation** to form **peer support networks**.



Gents Pub Club

When: 3rd Friday of the month.

Where: Pubs across the Forest of Dean.

A group for people who due to ill health, isolation or age, are not able to get out as much as they would like. These long-established groups provide a great opportunity to get to know people and make friends. Attendees visit a range of pubs in the Forest of Dean. The venue is chosen a month in advance of the session.

Ladies Lunch

When: 1st, 2nd and 4th Friday of the month.

Where: Local attractions, garden centres or restaurants.

The ladies group is for people living with ill health, in isolation or unable to mobilise without support. They provide people with the chance to join in with a range of trips and activities. The sessions are always busy with interesting activities and things to do, such as arts, crafts, shopping or lunch.

Skittles Group

When: 4th Wednesday of the month, 4-7pm.

Where: Oaklands Social Club, Cinderford.

Since launching in December 2018, our Skittles Group has become extremely popular as more and more people join us.

The groups improve the wellbeing of attendees, providing them with something to look forward to every month.

Crossroads respite groups provide unpaid carers with an affordable respite provision. They also offer people a social opportunity, a chance to leave the house and meet friends. The groups are subsidised by community donations or grants, and attendees contribute a small donation towards the service.

In March 2020, the groups were temporarily suspended because of COVID-19. However, we are pleased to have moved the provision to Foxes Bridge, where sessions are still provided in a safe environment.

Befriending Services



In April 2019, Crossroads launched a brand new Befriending Service, which is funded by the Forest of Dean District Council.

The service aims to enhance wellbeing and quality of life for people who are living with dementia or in social isolation. It empowers people to take part in activities in their community, going beyond traditional befriending services by promoting communication and independence.

In March 2020, the service faced significant challenges caused by COVID-19. Befriending became more important than ever, and we were pleased to provide additional telephone befriending, shopping calls and prescription collection services with the help of additional funding bodies such as Gloucestershire Funders and Gloucestershire Community Foundation.

Crossroads Befriending Service continues to thrive during adverse times, and we look forward to supporting more people through befriending opportunities in the future.

Dog Days Social Group

The Dog Days Social Group runs for people living with dementia or memory related illness, their family members, and friends.

After a successful pilot scheme in 2019, the group became a regular occurrence, running every month at Drybrook Rugby Club.

The group is designed for people at any stage of a dementia diagnosis, aiming to provide fun, joy and social interactions for them, their carers and families.

With support from the Forest of Dean Dementia Action Alliance, Crossroads oversee the group, and rely on skilled volunteers who endure weeks of rigorous training to ensure they and their dogs can provide a safe, fantastic service.

To find out more about these services, do not hesitate to contact Crossroads on 01594 823414. The sessions have currently been postponed because of COVID-19, but we are hopeful that they can resume soon.



Working with Schools and Young People at Active Living

Prior to lockdown, Crossroads Active Living Day Centre were pleased to be engaging with local schools and nurseries, to complete innovative, inter-generational projects.

Activities included word-themed educational games, question-bingo, word-association, and singalongs with partner organisations such as Wyldwood Arts.

Other sessions included welcoming Bo-Peeps Nursery to an activities morning, where Crossroads attendees and the young people attending Bo-Peeps worked together and took part in interesting activities that everyone in the group could be involved in. Activities included games on the OMI interactive activities table, which was funded by a generous donation from Know Your Patch.

Benefits of intergenerational working include mentoring, positive role models, experiences of community belonging and development of an awareness of the needs of older people in the community. We look forward to resuming these important sessions in the future.



Carers Friendship Group

Crossroads Friendship Groups runs once a week in the Forest of Dean. Friendship Groups are designed for people who are living with dementia and their carers. Prior to lockdown, the groups took part in a trip on the second Monday of every month.

The groups have kept running through the COVID-19 pandemic by taking advantage of technology or by moving activities outside, taking part in walks in the forest, social distance picnics or accessing outdoor entertainment.



In July 2019, three staff and nine volunteers climbed Snowdon to raise money for Crossroads Friendship Group.

The dedicated team made it to the top and raised over £3,300 in total!

They were raising money for the group, which is designed to offer peer support, friendship and social opportunities for people who are living with dementia in the Forest of Dean, and their carers.

Julie, Teresa and Lisa are all members of the team at Crossroads Active Living Centre. They were joined by Aileen Wright, Cathy Banks, Sally Banks, Susan Hayes, Catherine Hayes, Hannah Gabriel and Marion Davies, who are all friends and family members of people who attend. Tim Frost and Val Harris also supported the climb.

We would all like to say a huge thank you to them and everybody who donated towards this amazing cause.





Human Resources Report

Ruth Hunt

Human Resources Director

It has been both a challenging and exciting year for Human Resources and Organisational Development. The organisation's Human Resources function has concentrated on all of its developmental priorities: sound, effective policies and procedures, recruitment and retention, career progression; integrated, motivating and rigorous staff performance management, development systems; and essential staff welfare and absence management.

In order to support the gradual growth of the business across Gloucestershire, the Human Resources function continues to review its internal workflows and processes. Measures taken to address existing bottlenecks have included: a review of the existing structure; a job evaluation process to ensure that we have a credible salary structure; a streamlining of internal indirect work processes; defining job roles more clearly; and continuing dialogue with managers about their staffing requirements / employee relations.

We have successfully recruited four Team Leaders who were appointed from our existing workforce, having been through a rigorous selection process (competing against external applicants).

The appointment of Jo Goode as the Operations Director / Registered Manager in September 2020 has already begun to drive a

significant cultural change that is welcomed by both office based and field staff.

As a cohesive Senior Management Team, we continue to maintain the organisation's capacity to deliver high-quality services to its clients; to preserve jobs during the ongoing COVID-19 pandemic (making use of the government's Coronavirus Job Retention Scheme); to review employee incentives that ensure that we remain competitive in attracting and retaining high-calibre and experienced staff; and to provide genuine opportunities for growth and development for staff, as promotion remains important for motivation, commitment and mobility.

All staff are engaged fairly, which contributes towards ensuring Crossroads Gloucestershire is the 'employer of choice', offering added value when tendering for new business. As a result of this piece of work, the rostering team are now able to plan the operational delivery of care more effectively.

Enhanced staff performance assessment and reporting and the strengthening of the learning culture are the centrepiece of our 'cultural' reform measures. In promoting a new behavioural framework and results-based management approach, the focus of attention will be directed at increased delegation and devolution of authority together with strengthened accountability.



Improving Internal Communication

Crossroads Gloucestershire have invested significant resources into improving internal communication, an area that has been consistently highlighted as having room for improvement in our annual reviews.

The aim of this work has been to increase employee satisfaction and overcome obstacles created by lone working in the community.

In 2020, we began to use a new internal communications system called Slack, which enables and improves communication amongst Crossroads teams. Team members use this system to share advice on best practice, ask



questions, give advice, and provide peer support to colleagues.

Additionally, 2019/20 saw the re-establishment of the Staff Forum, regular meetings that are open for all staff, allowing them to share their views, thoughts or give feedback to Senior Management and Trustees. Staff may also share their opinions in person or anonymously. This has provided all staff with a voice.

Furthermore, we have overhauled and continuously review our induction processes, to make sure new starters learn about the organisations expectations, policies, procedures, and the skills needed to carry out the role safely and to a high standard.

CARE TEAM LEADERS

In 2020, we appointed four Team Leaders to oversee operations in four of the key areas that Crossroads operate in. The purpose of the role is to manage and support Crossroads field-service teams to perform their roles safely and to the best of their ability.

We hope the creation of these positions will allow our senior teams to be more connected to the field-based workforce, and provide us with better awareness of the challenges they face, which will lead to higher quality services for our clients.



Training in the Community

Crossroads Gloucestershire has a range of informative training schemes that are delivered both internally to staff and externally to professionals or people living or working in the community.

This year, we were proud to deliver training at numerous events in the community, including at schools, colleges, and networking days with partners.

We have been pleased to demonstrate the GERT Suit, an age simulation suit, to local MP Rt Hon Mark Harper and Gloucester Rugby players (both pictured).

Crossroads training and development services include Dementia Awareness, Parkinson's Explained, Through Their Eyes Dementia Training and Age Simulation Training.

In January 2020, we were pleased to be awarded with a grant from The National Lottery Community Fund to purchase a brand-new GERT Suit with additional accessories mimicking disabilities and challenges including back pain, COPD simulator and tremors.

The funding included money to provide sessions to local businesses in the community. However, this had to be postponed because of COVID-19. We look forward to resuming this important service in the future.

If you are interested in finding out more about how you or your organisation can access Crossroads training services, do not hesitate to get in touch.



Volunteers Donate Hundreds of Gifts to Crossroads Clients at Christmas

During Christmas 2019, 150 older people living in the Forest of Dean received gifts generously donated by community supporters and local businesses.

Daisy Weyman proposed the initiative, alongside friends Haley Tingle, Lucy Gayther, Danielle Lane, Sam Hyett, Rachel Lewis, Connie Jelf, Sophie Roberts, Sarah Jelf, Sarah Richards, Heidi Parry, Nicky Baldwin and Kelly Adams. Daisy coordinated a campaign to raise money and receive donations that could be distributed to vulnerable people living in our district.

The group aim to support different charities every year, kindly opting to support Crossroads last Christmas.

For many of the beneficiaries, the gifts were the only presents they received. Therefore, the generosity of the volunteers brought a wide smile to all their faces.

The gift bags included treats such as mince pies, biscuits and a miniature Christmas pudding, as well as jams, toiletries, a crosswords book and a handmade Christmas card from a local playgroup.

Staff and clients from Crossroads would like to thank the volunteers and local businesses who supported the scheme, including Winner Garage, The Belfry Hotel, Bells Contracting, My Dentist Cinderford, PACU at Gloucester Royal Hospital, Glevum Windows, Mad Nanna Tea Room, Tesco, Sainsbury's and Morrisons, who all donated towards the cause.





PROUDLY CARING FOR OUR COMMUNITY

A local charity providing flexible, person-centred care and support for unpaid carers, people living with a disability or in social isolation.

Care and Support for People Living with a Disability or in Social Isolation

- One to One Support at Home
- Domiciliary Care
- Specialist Dementia Care
- Palliative Care
- Gents Pub Lunch Club
- Ladies Lunch Group
- Friendship and Social Groups
- Active Living Groups
- Specialist Group Support Sessions
- Buddying Services for Young Adults



Support and Social Opportunities for Unpaid Carers

- Carers Respite Breaks
- Training Opportunities
- Social Groups, Events and Lunch Clubs
- Information and Advice
- Hospital to Home Service
- Award Winning Care Support Staff

Community Support Services

- Specialist Training Services
- Age Simulation Training
- Dementia Awareness Training
- Parkinson's Explained Sessions
- Partnership Working with Community Stakeholders



www.crossroadsglos.org.uk

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