



CROSSROADS GLOUCESTERSHIRE

ANNUAL REPORT 2020-21

Contents Page

Welcome from Chair	2
Report from Chief Executive Office ...	4
Our Mission and Vision	6
Our Values	7
Finance Report	8
Minibus.....	9
Operations Report.....	10
One to One Care Services	11
Active Living Services	12
Active Living Day Centre	13
Active Living at Home.....	14
Respite Groups for Carers	15
Befriending Service.....	16
Doggy Bingo	16
Partnership Working	17
Carers Friendship Group.....	18
Report from Human Resources	20
Career Development	21
New Website	22
Celebrating 10 Years of Service.....	23

Welcome

Welcome to Crossroads Gloucestershire's 2020-21 Annual Report. The purpose of this report is to describe and celebrate the achievements and outcomes of our organisation and its services over the last year. I hope this report provides an interesting and informative overview of what we have achieved between April 2020 and March 2021.



It is no secret that the last 12 months have been extremely challenging for charities and organisations working in Health and Social Care. We have seen increased demand on our charitable services and have been responsible for keeping our communities safe. Our staff, in partnership with the NHS, emergency services and other essential workers, have been on the frontline throughout the pandemic. They have continued to work in the community, even supporting people with COVID-19 at times, in the most challenging of circumstances. I would like to sincerely thank them all for their courage, compassion, tireless commitment, and dedication towards keeping vulnerable community members safe, and empowering people to maintain a high quality of life and live well at home.

Despite the challenges that COVID-19 has brought, it has been wonderful to see our organisation and stakeholders pull together, to continue providing quality services and supporting our community.

One example of this is working collaboratively with partners such as the Dementia Action Alliance to set up services including Project Engage, and distribution of innovative communications set up by Wyldwood Arts, such as their Interactive Newsletter for people who live in social isolation. These initiatives would never have been launched without stakeholders coming together to discuss how we can overcome the social isolation and challenges caused by the pandemic, but they will go on to have a lasting value to our community.

Additionally, Crossroads has been able to acquire funding and grant income that has and will set up schemes which will thrive in the future. Examples of these includes funding from GloW - Gloucestershire Wellbeing, which has allowed us to open a Friendship Group in Gloucestershire.

We have been provided with funding from partners such as The National Lottery Community Fund and Gloucestershire County Council to run our social groups in a new, socially distanced, and COVID-19 secure environment. Organisations including Gloucestershire Community Foundation, Gloucestershire Disability Fund, Western Power, Tesco, and Barnwood Trust have all supported Crossroads to provide services that enable our vulnerable population to overcome challenges caused by COVID-19. This includes telephone befriending for people shielding and unable to leave their homes, shopping and prescription collection services for people without family to rely on, and not least a generous grant from the Forest of Dean District Council to purchase mobile technology that allowed our field staff teams to connect people with family members who are not local.

In addition to responding to the ongoing challenges of COVID-19, we have worked to deliver high quality care, and developed new services that improve the health and wellbeing of our service users. One notable new service is Active Living at Home, which has been a great success. After review of the changing environment, we found many would benefit from a service that duplicated our Active Living activities, but could be provided in service users own homes.

We are pleased to have a busy schedule of Active Living at Home calls running throughout the county and are excited to see the service grow in the future.

We continue to work towards achieving our three-year strategic objectives; to be the Provider, Employer, and Partner of Choice. As we enter the third and final year of this strategy, we believe significant progress has been made in pursuit of these goals. This has put Crossroads in a strong financial position with a platform to grow in a post-pandemic world.

Within this document, you will find reports from Finance, Human Resources, and Operations Departments. These reports will provide more information about our actions and achievements throughout 2020-21. As always, constructive feedback is most welcome, or if you are from a partner organisation and would like to contact us to find out more about how we can work together, we would be delighted to hear from you. To share your thoughts, comments, or questions with the Board, please email admin@crossroadsglos.org.uk

On behalf of the Board of Trustees I would like to record our thanks to the Chief Executive and Directors for all their hard work and leadership.

Finally, at the time of writing this report, I am aware that despite COVID-19 restrictions beginning to ease, there may be new challenges to come. However, Crossroads Gloucestershire are pleased to report that we are in a strong position to continue learning and adapt to changes in the environment, pursue our sustainable growth strategies, and extend our reach and ambition to empower vulnerable people to achieve their bespoke outcomes and goals in Gloucestershire.

Marcia Gallagher

Marcia Gallagher
Chair of Trustees

Report from Chief Executive's Office

COVID-19 started to impact the work of Crossroads in March 2020. It led to constant pressures in the entire social care delivery environment, and we are proud to have continuously overcome these obstacles. Thanks to our dedicated teams we have provided consistent and reliable care and support to vulnerable people in Gloucestershire and Herefordshire.

Challenges included remote working, where our teams had limited face-to-face contact, dealing with a high volume of absence when field support workers were required to self-isolate, and acquiring enough protective equipment to ensure our service users and teams were protected from COVID-19 and adhering to our infection control policy in full.

This required more flexible working, agile operations and creative solutions which included changes to organisational structure so greater support could be provided in our communities. For example, this included the introduction of Team Leaders, who are positioned in the community to ensure services remain at the highest quality.

Despite facing these difficulties, we are pleased to report that we had a productive year. We continued to work to strengthen our brand and identity as Crossroads Gloucestershire. This is shown by our investment in resources such as our new website, described in more detail on page 22.

In addition, we have expanded our services in other areas of the county, namely into Gloucester and Tewkesbury. We are pleased to have recruited new team members in these areas, which has allowed our organisation to build capacity to support these local populations. Examples of services delivered in Gloucester and Tewkesbury now include Carers Respite Breaks, Domiciliary Care, a Day Centre, and Social Activities.

We have continued to invest and develop Human Resources, appointing a dedicated Administrator to assist with the delivery of our HR Strategy. Crossroads has also invested significant resources into improving the processes for recruitment and induction of new employees. This investment is significantly greater than previous budgets, allowing the organisation to attract the best candidates. We seek to employ applicants who understand and wish to reflect our values whilst serving the community. As well as our mandatory training, we are also offering our staff the opportunity to undertake additional qualifications to develop their skills further.

We have also improved internal communications with our team members, which has been particularly beneficial when conducting remote work. This includes bi-weekly memos from the senior management team and new instant messaging systems, such as the communications system Slack.

We have continued to develop the Staff Forum, which after being relaunched in 2019, runs regularly throughout the year. In 2020–21, due to COVID-19 guidance we changed the format of the Forum to an online meeting. This allowed more people to attend, ensured we could continue hearing the views and opinions of people who work directly with service users, and allowed us to factor in their opinions and feedback at strategic level.

We continue to strive towards an Outstanding CQC rating. We have put into place a Quality Improvement Plan, which is supported by a policy management system where every policy is aligned to the CQC's Key Lines of Enquiry guidance. This will allow us to always be aware of legislative changes and ensure that our processes reflect best practice. This information is available to our care staff via their mobile devices ensuring they are always able to access this support. The system also offers a resource centre which is a multi-media library containing information from a variety of best practice sources.

Between April 2020 and March 2021, we worked towards achieving the strategic priorities outlined in the 2021 strategic refresh.

These were overcoming recruitment and retention challenges, implementing Crossroads brand, making best use of internal resources to implement a strength-based and person-centred approach to care, improving internal systems and processes, and enhancing internal communication and relationships with staff.

In January 2021, we updated our strategic priorities and key performance indicators to reflect the challenges created by the COVID-19 pandemic.

It is also our aim to ensure these priorities help us to successfully implement the remainder of our organisational strategy. The strategic priorities for 2021-22 included:

1. Defend and expand our services in the Forest of Dean and achieve sustainable growth in Gloucestershire.
2. Build capacity to support growth plans and develop the capabilities of direct and indirect staff.
3. Continue to develop processes and internal systems to increase the quality of Crossroads care and support services.
4. Improve awareness of Crossroads Gloucestershire brand.
5. Improve governance, risk and compliance.

Within this document, you will find reports from the Finance, Operations and Human Resources Departments. These summaries discuss their own achievements throughout this financial year, outlines how they have overcome challenges, and talks about future plans and the direction in which Crossroads will be going.

Finally, the year reported on within this document has been extremely challenging for all organisations and people working in Health and Social Care. The Senior Management Team at Crossroads Gloucestershire would like to thank all team members and service users for their support and look forward to providing quality care and support services in the years to come.

Mission, Vision and Values

OUR MISSION

Provision of high-quality support services to enable those people, in particular but not exclusively, who are in need by reason of frailty, ill-health, or disability and their carers to lead safer and healthier lives. Support is provided in a variety of settings using person centred activities so that loneliness and isolation are minimised, and quality of life is improved thereby enabling people to remain in their own homes and communities for a long as possible.

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 to go above and beyond.



Finance Report

Deborah Vaughan Finance Director

Financially, the year 2020-21 has been one of the most difficult years Crossroads has had to face. This report has been dominated by COVID-19, and it has certainly created challenges for finance too. Not least with service users being reluctant to have Support Workers in their homes at the beginning of the pandemic, which impacted on our total income.

Nonetheless, through strong leadership, meticulous financial planning, and achieving the key performance indicators set out in the organisational strategy, Crossroads remain in a strong financial position as of March 2021.

Through awareness of a changing environment, we were able to plan and implement new services to meet demands created by COVID-19. This includes our Active Living at Home Service, which we are proud to announce is now a permanent fixture. The Active Living at Home Service was developed as a response to the Day Centre having to be closed. Innovative service development ensured we could continue to provide valuable services to this vulnerable group, protecting their health, wellbeing and quality of life.

Additionally, we were able to secure funding to deliver Befriending Services throughout the pandemic, and prescription collection or shopping calls for people who were not able to leave the home.

This work helped us financially, and bridged the gap created by some services being unable to run.

You can find out about who has supported Crossroads within this report, and we are eternally grateful to the organisations and fundraisers who helped Crossroads through this difficult time.

This year, Crossroads has also been supported by government grants and schemes, that ensured the organisation remained sustainable and could continue providing quality services to service users. We were supported by schemes such as furlough and given grants to purchase PPE, which helped protect our service users and staff.

We continue to review our processes and procedures and are pleased to report we now successfully take payment via Direct Debit, which helps to maintain a healthy cashflow.

A total surplus of £41,893 has been delivered for 2020-21. In financial year 2021-22, we are aiming to return from the COVID-19 pandemic and return to operating at full capacity. Our focus as we move into 2021-22 is to maintain control over operating costs, continue to review and align our budget to the ever-changing environment and take advantage of opportunities to develop the business.

Once again, I would like to take the opportunity to thank our service users, and especially the fundraisers, organisations and supporters who have helped Crossroads to remain sustainable over a difficult year. We look forward to repaying this gratitude and faith to our community in the years to come.

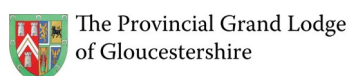


New Minibus

In 2020, the Masonic Charitable Foundation kindly awarded Crossroads with a grant worth £25,000, which allowed the organisation to purchase a wheelchair-accessible minibus.

The minibus is being used to significantly enhance the organisation's charitable respite groups and social activities, known as Active Living. This vehicle allows Crossroads to provide door-to-door transport to people living with difficulties, such as limited mobility. This improves the accessibility of all Active Living services, and ensures the service is inclusive for people with varying needs and requirements.

Furthermore, the minibus means the groups are more sustainable, as the organisation does not have to cover the costs of the provision of private transport. This means the groups are well positioned to meet the demands of a competitive financial environment.





Regulated Services Report

Jo Goode
Operations Director

The year April 2020 to March 2021 continued to be very challenging due to the pandemic, with Crossroads having direct impact from it with both staff and Service Users contracting COVID-19 and with staff having to follow government guidelines regarding isolating.

However, we have still managed to have a positive year in providing our services and we have also developed new and innovative services to help with not only the development of Crossroads but also supporting Service Users who were suffering isolation due to the pandemic.

The services that have shown the greatest impact in supporting Service Users through the pandemic have been those that were developed when we thought “outside the box” and introduced innovative support, from companionship to providing staff to support Service Users continue with their hobbies from gardening to artwork.

Despite the well documented difficulties at the beginning of the year sourcing PPE across the whole industry, we have managed to keep a regular four month supply of all protective equipment.

To ensure staff had all required PPE a team was set up to deliver PPE directly to the staff and where needed to Service Users homes.

More than ever this year the care staff have needed our support out in the field. Therefore, in November we developed the new role of Team Leaders who would oversee their geographical area supporting the staff and Service Users, seeking to further raise standards within the field. Within a couple of months their role was proven to be pivotal in the support of staff and the delivery of quality care.

However, we enter 2021-2022 with caution. Due to our staff wearing full PPE, testing weekly, and with the majority having had their two vaccines, we are now in the position to start to reintroduce services such as the day centre and clubs which have had to be closed due to the pandemic. We would like to thank colleagues who have gone above and beyond to support Crossroads reintroduce these services.

This also means we can look at starting up these services in the wider area of Gloucester, meeting our strategic objective of sustainable growth.

98,556

Care and support hours delivered to families in Gloucestershire (Glos) and Herefordshire (Hfd)

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 our 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 or 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
Contract Funded Care (Glos)	46,695
Direct Payment (Glos)	5,478
Private (Glos)	30,820
Carers Breaks (Glos)	3,117
Palliative Care (Glos)	6,993
Hospital to Home (Glos)	60
Contract Funded Care (Hfd)	3,466
Private (Hfd)	1,927





Active Living Services

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



The Crossroads team are proud to provide a range of themed activities throughout the year. Our groups aim is to provide people who live in social isolation, or with a disability, with a chance to improve their emotional wellbeing.

Like many organisations, COVID-19 caused huge pressures on our activities and services. Therefore, Crossroads looked to create new ways to provide innovative care and support.

Thanks to generous support from organisations such as The National Lottery Community Fund and Gloucestershire County Council, we were able to run many of our vital support groups through lockdown. This was via smaller, COVID-19 secure group settings.

As we come out the other side of the COVID-19 pandemic, we are excited to welcome more people back to our Active Living Services, and are able to run at capacity once more.



Active Living Day Centre

Services aiming to help you improve your health, wellbeing and quality of life.

**Now running in
Cinderford and Churchdown!**

- Themed Games and Activities
 - Meet New People
 - Overcome Social Isolation
 - Share Interests and Hobbies
 - Reminiscence
 - Independence Support
 - Remain Active
- Trained Support Staff on Hand

Telephone: 01452 910899 | 01594 823414

Email: admin@crossroadsglos.org.uk

Visit: www.crossroadsglos.org.uk



Compassionate - Aspiring - Reliable - Inclusive - Not-for-Profit - Generous

Active Living at Home

Bringing the benefits of Crossroads Active Living Services to your home and community.

Crossroads Gloucestershire proudly launched the Active Living at Home service in 2020, as a direct response to the COVID-19 pandemic.

Many of the beneficiaries of Crossroads Active Living Centre were left without support opportunities when COVID-19 forced groups to close. Additionally, many people felt uneasy about accessing group support, but knew the provision provided a lifeline of support.

Crossroads initiated an Active Living at Home Service, where a Active Living Support Worker would plan activities in the service users home based on their care needs. These activities can include gardening, cooking, gentle exercise, arts and crafts, walking and reminiscence. Furthermore, the service provided carers with a respite break, which empowered them to continue providing long-term support for their loved ones.

From October 20–March 21, we were pleased to deliver **2,458** hours of Active Living at Home.

We are excited to see the service continue to grow in the future. If you would like to find out more, please get in touch.



When does it run?

The sessions can run any day of the week, but please note the cost may be higher on weekends and Bank Holidays.

Where?

Active Living at Home primarily takes place in clients homes, but sessions can run outside of the house too.

What is the cost?

The cost is from £18.50 per hour. 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. Please note, if complex or personal care is required, we may have to make changes regarding how the service is delivered.

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: Every Wednesday, 11.30-14.30

Where: Pubs across the Forest of Dean.

A group for gentleman 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. Come along and join the fun. Accessible transport can be provided.



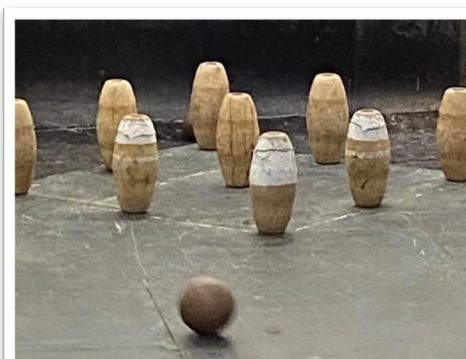
Ladies Lunch

When: Every Thursday and Friday, 10.00-16.00.

Where: Visit 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.

Come along and join in. Accessible transport can be provided.



Skittles Group

When: Every Tuesday, from 11.45-14.30.

Where: White Hart Inn, Ruspidge, Cinderford.

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

We are proud to run gents groups, ladies groups, and mixed sessions every month! Contact Crossroads for more information.

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

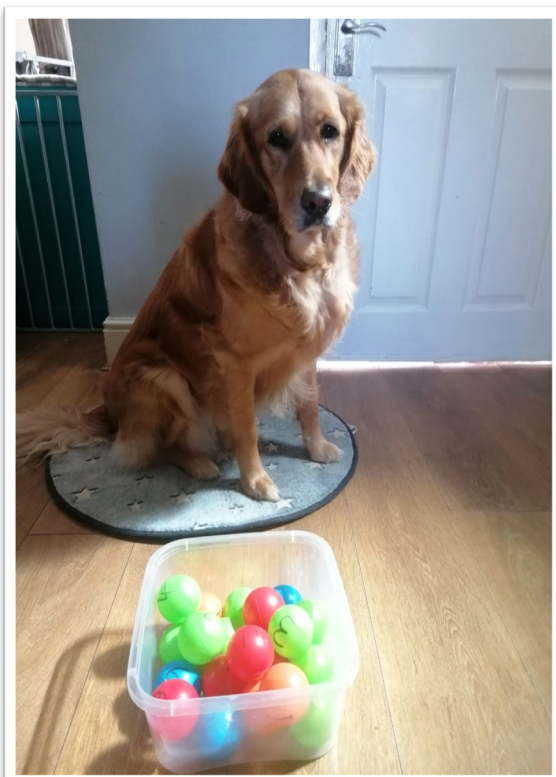
We have managed to overcome significant challenges this year, by redesigning the groups to run in a COVID-19 secure environment. Groups were made smaller, allowing attendees to socially distance, and they were more frequent, ensuring everyone could still attend. Thank you to The National Lottery Community Fund and Gloucestershire County Council for providing grants to make this possible.

Befriending Services

The value of Crossroads Befriending Service has been evident this year. Firstly, when Age Concern announced they could sadly no longer deliver their Befriending Service in the Forest of Dean, the District Council approached Crossroads for support. We worked alongside both organisations to ensure the vulnerable people accessing the service continued to receive support.

Furthermore, the pressures of the pandemic have taken their toll on people living in social isolation. Thanks to generous funding from organisations such as Western Power, Tesco, Barnwood Trust, Gloucestershire Community Foundation, and Gloucestershire Funders, Crossroads were able to provide extra Befriending Services to people. This also included Telephone Befriending when we were unable to meet in person.

We are extremely grateful to the support of volunteers who empower Crossroads to provide these services. Without them, this vital provision supporting the community would have been impossible.



Doggy Bingo

With COVID-19 restrictions preventing Crossroads Dog Days Social Groups from running, many attendees who enjoyed the session were left without support at a challenging time.

The Forest of Dean Dementia Action Alliance, along with support from Crossroads Gloucestershire, Dogs for Good and Mindsong, were able to secure funding to launch innovative social groups via video call. The group was called Doggy Bingo, where dogs would select bingo balls at random, and participants would play along at home.

Whilst attendees were unable to interact physically with the dogs, they could still meet and chat with friends, and take part in dog themed activities online.

Furthermore, we are delighted to have received a grant from Know Your Patch to run a Dog Days Social Group in Gloucester in 2021.

Partnership Working

Crossroads Gloucestershire are pleased to have worked alongside partners to provide creative support services during 2020-21.

The landscape has looked very different this year. Normally we would be celebrating running in-person support groups together or inviting organisations to give presentations and workshops with our Active Living Groups. Of course, COVID-19 has limited our opportunities to carry out activities like this.

However Crossroads, with our fantastic partnership network, have come together to make sure our community is provided with innovative services during the pandemic.

Our links with the Forest of Dean Dementia Action Alliance continue to flourish. We have supported them to communicate their message to stakeholders, promote their cause digitally, and pilot new initiatives, such as Project Engage. Furthermore, we are delighted to continue assisting the Dementia Action Alliance by sitting on their steering group and contributing at their team meetings.

Project Engage is a scheme that has been piloted in the Forest of Dean, which aims to support people who live in social isolation to get connected online. This could include video calls with family, messaging friends, or using equipment to carry out tasks such as managing bills. It includes lending technology and supporting people to access software. It has been piloted in partnership with other organisations in the Forest of Dean. We look forward to seeing how this scheme develops in the future.

Additionally, we have continued to work alongside Wyldwood Arts to distribute their fantastic intergenerational newspaper, The Meeting Post. We are pleased to be able to distribute this to our service users, and we know how much they value the opportunity to read the publication and take part in the amazing activities inside.

Finally, during Christmas 2020, we were very grateful for the donation of giftbags from Wyldwood Arts, which were distributed amongst Crossroads Service Users who were unable to see family that year.



FRIENDSHIP GROUP

Friendship and social support group for unpaid carers and the person they support.

Funded by GloW Community Grant

Overcome Social Isolation

Meet New People

Information and Advice

Take Part In Bespoke Activities

Build Peer Support Networks

Transport Can Be Arranged

Specialist Dementia Support

Venue:

Abbeydale Sports and Community Centre, Gloucester, GL4 4BL

When: 2nd Tuesday of the month

Cost: The Group is Free to Attend

Telephone: 01452 910899 or
01594 823414



Compassionate - Aspiring - Reliable - Inclusive - Not-for-Profit - Generous

Carers Friendship Group

Crossroads Gloucestershire run weekly Friendship Groups in the Forest of Dean, and from August 2021, began a brand-new monthly Friendship and Drop-in Information Session in Churchdown, Gloucester.

Friendship Groups in the Forest of Dean are designed for people who are living with dementia, and their carers. The groups in Gloucester are for anybody living with challenges or in social isolation.

Our groups managed to continue to run throughout the COVID-19 pandemic. To do so, we took advantage of video technology when restrictions were in place, or moved the sessions outside. Outdoor Friendship Group activities included walks in the forest, socially distanced picnics, or accessing outdoor entertainment.

The groups have always relied on fundraising and donations from local community members.

We are always grateful for their hard work and generosity that enables us to fund this provision. We are also thankful to the volunteers who give their time to support the group.

In addition, this year we have been supported by different organisations to provide these services.

Organisations such as The National Lottery Community Fund and Gloucestershire County Council have donated funding that has allowed us to run socially distanced Friendship Groups. Furthermore, GloW - Gloucestershire Wellbeing, provided Crossroads with funding to expand this group in Gloucestershire. Two Rivers Housing have awarded Crossroads a grant to provide the service in the Forest of Dean throughout 2021–22.

We would like to take the opportunity to thank the organisations, fundraisers and volunteers who have supported Crossroads to develop and run these groups.



Human Resources Report

The COVID-19 pandemic has created more challenges for Human Resources during the last 12 months, in particular with higher levels of absence, much of which was due to self-isolating. It has been good more recently to see staff who had either been furloughed or who had been working from home, coming back into the workplace as we are slowly returning to as near normal as it is possible.

In an ever-competitive market, recruitment and retention has continued to require significant resources, particularly as we expand our services across the county. Our processes are regularly reviewed and tested so that we can attract and retain the best candidates, and all field support staff have been offered permanent contracts with minimum contractual hours. This offers them greater security about their income and hours of work, as well as ensuring they retain key employment rights. It also supports the organisation by encouraging staff retention and enabling the provision of more reliable care for our service users.

The induction process is a key element of a retention strategy. It lays a firm foundation for the future of an employee within an organisation, as it helps them to quickly get up to speed with their role and become a productive member of the team.

We have recognised that our induction process can be improved and have reviewed and amended it.

We see this as a continual process as the organisation grows and anticipate a number of refinements over time.

Supporting our staff with their career progression is a key factor in retaining staff and this has been a focus this past year, with internal promotions and mentoring support. We have also provided the opportunity for staff to obtain non-mandatory qualifications, including NVQs, and recruited our first apprentice during the year. The addition of a new HR Administrator has been a significant addition to the team.

We created a new salary structure for our field staff, with standard, enhanced and complex rates. This has provided a framework for fair and consistent pay as well as demonstrating a number of possible career opportunities to staff.

Our focus for the coming year will be on reviewing our Employee Value Proposition as we strive to be recognised as the local industry Employer of Choice. This work will take into account a number of factors, including Pay, Benefits, Culture, Career and the working environment and will link into our work on recruiting and retaining staff. We will also be looking at introducing further apprenticeships around the organisation as well as developing formal succession plans to ensure we create a talent pool for the future.



New Pay Scales for Crossroads Care Teams

Crossroads Gloucestershire are pleased to have introduced new pay scales for staff with higher qualifications or more experience, as well as for those who continue to provide consistent and reliable care services.

It is our organisation's aim to ensure Crossroads remains a leading employer for people working in Health and Social Care, giving existing and new employees more opportunities to progress their career within the organisation.

The pay scales are broken into three categories, which are: standard, enhanced and complex.

It is our aim to ensure people can develop their career in Health and Social Care. We do this by providing a range of innovative training schemes and peer support from experienced Team Leaders and Mentors.

It is also wonderful to be able to reward team members for good practice and embracing the organisational culture to deliver person-centred care.

CARE TEAM LEADERS

In 2020, Crossroads appointed four Team Leaders to oversee operations in the field.

The purpose of these new positions has been to manage and support our field-service teams to perform their roles to a high standard. Over the year their roles have included managing teams, delivering care and building care schedules that meet our Service Users needs. We look forward to seeing them continue to increase the quality of our services in the future.



Crossroads Gloucestershire Launch New Website



In early 2021, we proudly launched our brand-new website www.crossroadsglos.org.uk.

The website reflects our brand, is user-friendly and showcases our wide range of empowering services, including:

- Home Care Services
- Specialist Dementia Care
- Hospital to Home Rehabilitation Support
- Active Living at Home
- Befriending
- Dog Days Social Group
- Age Simulation Training

Additionally, we are proud to host information about our partners, including the Dementia Action Alliance. Find out more about their services:

www.foddementiaactionalliance.org.uk.

Other exciting features include:

- Details of our Proud History
- News and Blog Section
- How you can Develop a Career in Health and Social Care
- New Jobs Page, including an Apply Online Function

If you have any feedback on our website, we would love to hear it. Additionally, if you would like to feature, please get in touch!

Volunteer Reaches 10 years of Service for Crossroads Gloucestershire

Crossroads Gloucestershire are delighted to be celebrating 10 years of service from a volunteer who has worked hard to help us run a range of social and support groups.

Brenda, pictured below, has worked alongside our Active Living Team to deliver clubs and groups, including the Ladies Lunch Club and Friendship Group for carers and people who live with dementia.

Without support from volunteers like Brenda, many of these charitable services would not be able to run.

We are immensely grateful for her support, and look forward to continuing working alongside Brenda, and all our volunteers, in the future.

As a token of our thanks, we presented Brenda with a bouquet of flowers.

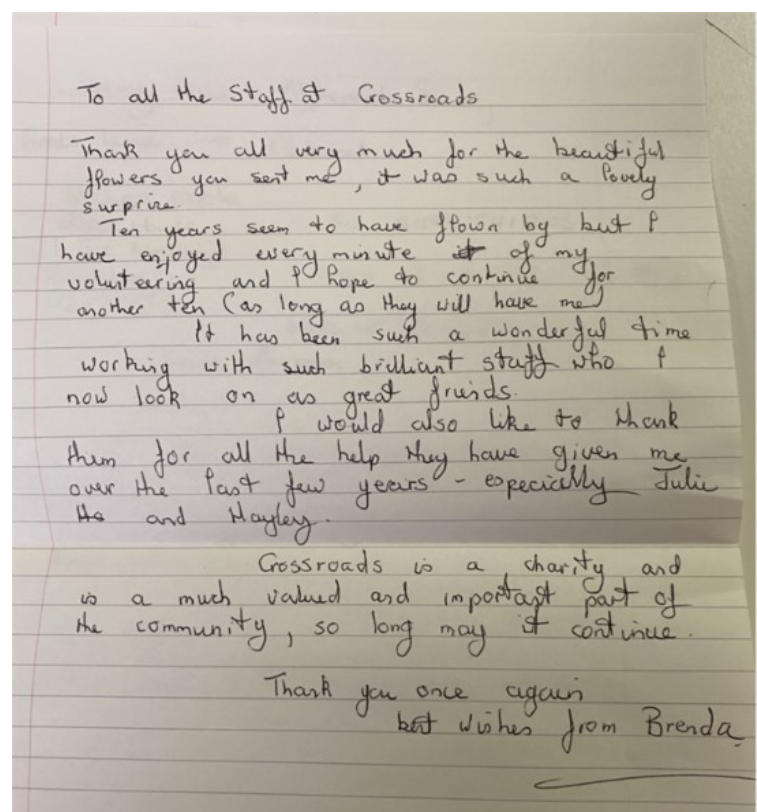
Brenda wrote to Crossroads:

Thank you all very much for the beautiful flowers you sent me, it was such a surprise. Ten years seems to have flown by, but I have enjoyed every minute of my volunteering and I hope to continue for another ten (as long as they will have me).

It has been such a wonderful time working with such brilliant staff who I now look on as great friends. I would also like to thank them for all the help they have given me over the last few years – especially Julie and Hayley.

Crossroads is a charity and is a much valued and important part of the community. Long may it continue.

Thank you once again. Brenda.





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
- Active Living at Home
- Award Winning Care Support Staff



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

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

Telephone: 01594 823414 / 01452 910899 - Email: admin@crossroadsglos.org.uk

St Annals House, Belle Vue Road, Cinderford, Gloucestershire, GL14 2AB

Southgate House, Southgate Street, Gloucester, GL1 1UD

Forest of Dean Crossroads – Caring for Carers Ltd (trading as Crossroads Gloucestershire) is a company limited by guarantee registered in England and Wales. Company Number 4178148. Registered office: St Annals House, Belle Vue Road, Cinderford, Gloucestershire, GL14 2AB. Charity Registration Number 1086841