

Centred Annual Report 2021-22

**To provide a person-centred approach to
support people's mental well-being**



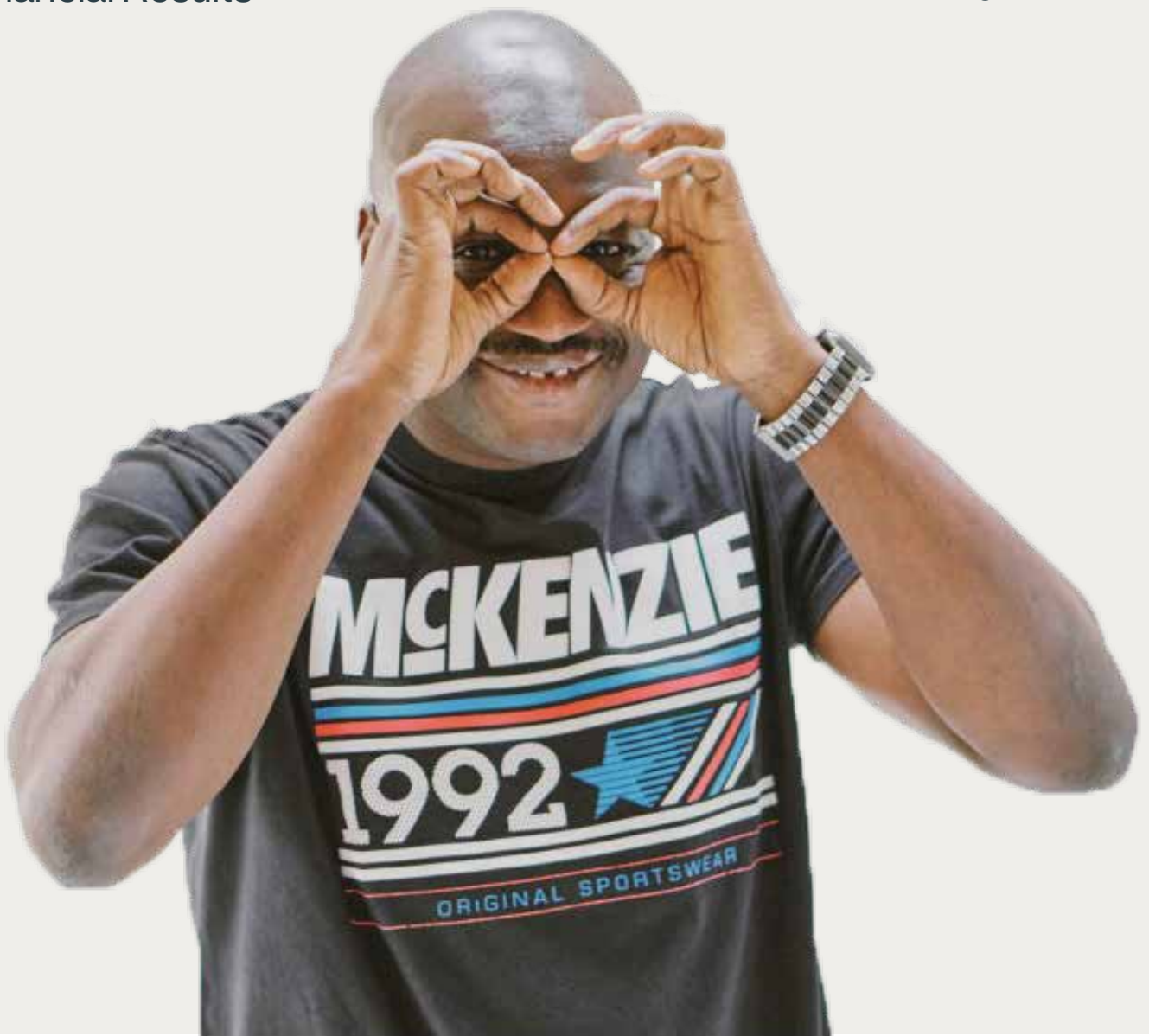
Centred

Annual Report

For the period 1 April 2021 to 31 March 2022

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Chair Person's Report

What's in a name? Quite a lot, actually, and especially when it changes. This will be the final year that we are called Birchwood Highland as we became Centred (Scotland) in 2022. This was the culmination of a process that involved service users, staff and trustees coming together to explore what we felt was important to convey about the organisation to the public. The choice of the name, Centred, gives a clear indication of the aims and objectives of the charity. People are at the heart of care.

That has always been key to the care that has been given for 35 years but now we will literally be able to live up to our name. It is a testament to the staff that the care which has been delivered over the past couple of years through the anxious days of the pandemic has not been compromised. As we emerge from that, we are faced with other future challenges, particularly in the alarming rise in the cost of living. How that will play out and what effect it may have on people's wellbeing is anyone's guess, but it is good to know that organisations like ours will be there to provide the support that is needed when it matters most.

I hope you will be inspired as you read in this report about the exciting developments that are in progress which we hope will keep Centred at the forefront of mental health support and the name on everyone's lips.

Looking Back-Moving Forward

In what will be the final year trading as Birchwood Highland I thought it would be interesting to look back at the history of Birchwood Highland as we embark on another significant chapter in our history. Birchwood Highland was established in 1987 under the name of Birchwood using houses on the Birchwood Estate in Inverness as offices, hence the Birchwood name. Initially the company tried to be as anonymous as possible due to vocal opposition to the moving of patients from Craig Dunain Hospital to a residential area.

The first Chair was Derek Bigg a Senior Finance Officer with both Local Authority and then Highland Health Board. Senior Nurse Alex Wells and Senior Social Worker Malcolm Jack were also instrumental in establishing Birchwood. Due to the success of the first scheme, a second scheme was established in 1989 in the Kinmylies area of Inverness with an office base at Craig Dunain Hospital staff residence.

In 1991 a scheme was established in Fort William at Gharbeinn House, now Meall na Mara, a property owned by Lochaber Housing Association that was previously used by a Learning Disability Charity.

In 1992 Highland Health Board gifted land next to Hilton Hospital in order that Birchwood could build a property to decant patients following the closure of a ward at Craig Dunain Hospital. Birchwood House was built, now the Recovery Centre, and the building close by that was Hilton Hospital was subsequently converted into flats.

In 1994 a scheme was established at Invergordon to serve Easter Ross. The office base was at The County Hospital in Invergordon. This developed into the Easter Ross Service that operates now from bespoke office in Invergordon High Street.

In 1994 the two Inverness schemes at Birchwood Terrace and Kinmylies were melded into one and the Board took decision to change name to Birchwood Highland to reflect our wider provision of service. The service moved to Wells Street in Inverness until in 2016/17 the Inverness Service and Head office moved to its current location in Tomnahurich Street.

A scheme was developed in Caithness in 1996 but this subsequently closed due to difficulties sustaining the service.

In 2005 decisions were taken to remodel Birchwood House and provide a new model of care based on recovery. This followed hard-fought discussion within the Board that centered around the need for financing of this profound change. The centre was opened in 2008 and the change has proved very successful and led to the Recovery Centre as it is today.

In 2017 the company again set up Caithness due to high demand and lack of providers willing to work in the area. The service in Caithness began large scale delivery of Care at Home services as well as traditional housing support services, the first time we had delivered this mix of care and support as a company.

In 2017 we also developed the HiMRA project that supported migrants and asylum seekers who found themselves dispersed throughout the Highlands as a result of war or famine in their native countries. This organisation provided support to many within the ethnic community as they sought to establish themselves and begin a new life. It was unfortunate then that the funding for this valuable service came to an end in 2021 as the costs of covid led many funding avenues to be suspended or abandoned. However with the demise of HiMRA this presented an opportunity to use the skills of the staff who worked on this project to develop research into the prevalence and effects of mental ill health in rural and remote areas.

Reverend Dr Derek Brown, Chair of Board of Trustees



Performance

222
Service Users
207 in 2020/21

104162
Hours Delivered
102451 in 2020/21

133
Employees
128 in 2020/21

0
Formal Complaints
0 in 2020/21

24
Accidents/ Incidents
Recovery Centre
59 in 2020/21

6
Accidents/ Incidents
Community Services
6 in 2020/21

Community Services

As the new financial year began, Community Services were still being impacted by the Covid 19 social restrictions and so needed to continue to be creative and imaginative in the ways that they could support service users living within their own communities. There were the green shoots of change and hope beginning to emerge that support would be able to take place face to face again.

Caithness Support Service continued to work in close partnership with our NHS Partners, with the aim of growing the service to deliver both Care at Home and Housing Support Services. In April 2021, we were delighted to appoint a new Team Manager, who brought a breadth of skills, experience, and knowledge to the Team.

Relationships with our Statutory Partners were strengthened over this year as well as an increased commitment to networking with local initiatives such as Caithness Cares and cvg.org who were able to provide ipads for some of the individuals being supported with specific needs to help prevent isolation and loneliness.

Staff encouraged and supported people to get out, as much as they were individually able to do. They also facilitated quizzes and afternoon tea activities online. Toward the end of the year this had evolved into some face to face activities at the Caithness office with work beginning to be planned for more group activities in the coming year.

Inverness Support Service focused on re-establishing individual's independence and taking back some of the responsibilities that some felt they had lost during the Covid 19 restrictions.

Efforts began to rebuild the Inverness Service Users Group. This group helps to plan activities that are of interest to the diverse group of people who are supported in a more urban environment.

Easter Ross Support Service supported the reintroduction of their much-loved and popular drop in and shopping group activities in June 2021. While there were still limited numbers able to attend, with some creative planning they were able to enjoy trips to various garden centres, picnic on the beach, shopping outings to Dingwall and Inverness as well as enjoy tea and chats with much missed friends.



Lochaber Support Service worked closely with service users to encourage safe social activities. The Service User Group became more active and with support from the committed staff team some fundraising events took place.

This allowed the Gardening Project at Meall Na Mara in Fort William to regain momentum and effort were made by service users to get the outdoor space ready for a productive summer.

Creativity in Care were able to provide art project sessions for all our services to work with service users on producing art that would form part of the Mental Health Arts and Film Festival annual exhibition, following the easing of restrictions in the Highlands. “The Gathering” was the subject and the exhibition was then able to travel around the Highlands for many local communities to enjoy.

In June 2021 there was great staff and service user participation in the Development Day to introduce and scoop thoughts, feelings and attitudes toward the planned re-branding of Birchwood Highland. A lovely day was facilitated at The Kingsmill’s Hotel where the foundations of the re-brand were laid.

All community services continued to work in a holistic way to meet the individual and changing needs of service users living in their own homes within their local community throughout 2021/22 and to support staff to develop the skills and knowledge to provide the highest quality of Care and Support.

The Recovery Centre

It was another busy year within the Recovery Centre. With the lifting of lockdown restrictions there was an opportunity for 2 of our service users to move out of the centre one moving to their own tenancy while another went onto college and student accommodation. This clearly reflects the purpose and success of the service provided by the Recovery Centre which allows service users to recover from their mental health experience and move on with their lives.

We developed much closer working relationships with the Complex Planning Manager at NHS Highland. This is providing an opportunity to consider, discuss and plan for the housing needs of people when they move on from the Recovery Centre. While service users can stay as long as they wish within the centre we always work to enable them to one day manage their own tenancies, which may be with some support from our communities team. Achieving these successes allows others in need of support to obtain occupancies within the centre.

Our team continues to develop professionally, with managers and staff undertaking continued professional development including PDA in Supervision, PDA in Medication Management.

We have also supported and encouraged a member of our nursing team to embark on an Open University course that will provide a greater understanding of mental ill health for those with a nursing background. In addition, our support worker team continue to embark upon and work towards achieving SVQ 2 in Social Services and Healthcare.

In 2019 we were awarded £60,000 by The Highland Cross to renovate the centre. While some of this work did begin early in 2020 it was stymied by Covid. Later in the year we were able again to make plans and receive quotes to carry out this renovation work.



Human Resources

As society came out of the pandemic so peoples aspirations evolved. This linked to the effects of Brexit led to very challenging conditions within the jobs market. All organisation across health and social care found recruitment difficult. This was against a backdrop of rising demand for our services. Staff at Birchwood Highland worked extremely hard during this period to ensure that those that needed our care and support did not go wanting. This involved many staff working significant hours of overtime. Inevitably with this lack of new recruits so some services needed to be reduced or delivered in different ways.

During the year we partnered with Kim Hunter of The HR Dept to help advise the company on human resources issues and this has been a fruitful partnership ensuring that the organisation remains compliant with current and changing legislation.



Towards the end of the 2021-2022 financial year our job adverts and marketing began to be successful particularly in Caithness and Inverness where our staff contingent began to reach levels that meant we could ensure all contracted hours were delivered and staff could achieve a healthy work/life balance.

As there were still restriction on meeting up, Birchwood Highland looked to provide training for all staff, both those who were new to the services and also established members of staff, via an online application. Learnpro was introduced as an online training resource to provide mandatory training in April 2021 and staff across the services have worked on completing this training. Some training continued using the Teams App, however in person training remained unavailable and was greatly missed by all staff. At the beginning of 2022, our face to face training returned, the training calendar allowing staff from all services to book dates and update their personal development. It is to be celebrated that despite the difficulties of lockdown restrictions staff across our organisation continued to work toward achieving a SVQ award with some even managing to complete other professional courses and achieve SVQ level 3 awards.

A review of our Investors in People award took place during the year with the result demonstrating that we continued to achieve the very high standards of staff support required by Investors in People.

Communications and Fundraising

External communications and fundraising very much took a back seat during the year as the company focussed upon delivery and planning for the brand change planned for 2022. Much of our communication was used to try to attract new staff as the demand for our services grew.



Financial Results

2021-22 was a year of significant investment into our services though not all was driven by strategy. For many years the company had failed to invest in its infrastructure hence some of the birds had come home to roost with the changes in Windows technology meaning that many of our computers needed to be upgraded. The same was true for our mobile phones which required replacement to ensure we achieved the Cyber security accreditation making our systems as safe as they can be from hacking. The replacement of essential hardware is now part of a strategy that will ensure that these items are replaced cyclically.

In addition we invested into a rostering and care management software package to improve the efficiency of our shift management that feeds into our invoicing and payroll systems, This system will also improve the security of our service user information making record keeping much easier.

Our buildings too needed repair with the replacement of a roof and other improvement on our Invergordon properties.

It was a year too that we invested into our brand and website that we hope will bring great improvements to the wider public knowledge and understanding of the company and its aims.

All of which resulted in a large loss however this is one that the company can bear due to its high level of assets.

CENTRED (SCOTLAND) (FORMERLY BIRCHWOOD HIGHLAND)
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT of FINANCIAL ACTIVITIES
(Including Consolidated Income and Expenditure Account)

For the year ended 31 March 2022

			2022	2021
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Income and endowments				
Donations and legacies	13,785	15,904	29,689	42,750
Charitable activities	3,156,333	-	3,156,333	2,859,141
Other trading activities	24,778	-	24,778	12,721
Investment income	3,258	-	3,258	3,306
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Total income	3,198,154	15,904	3,214,058	2,917,918
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Expenditure				
Costs of other trading activities	46,100	-	46,100	35,289
Expenditure on charitable activities	3,388,760	20,040	3,408,800	2,847,193
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Total expenditure	3,434,860	20,040	3,454,900	2,882,482
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Net income and net movement in funds	(236,706)	(4,136)	(240,842)	35,436
Transfers between funds	20,553	(20,553)	-	-
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Net movement in funds	(216,153)	(24,689)	(240,842)	35,436
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Reconciliation of funds				
Total funds brought forward	1,695,817	385,476	2,081,293	2,045,857
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Total funds carried forward	1,479,664	360,787	1,840,451	2,081,293
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The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

A: 59 Tomnahurich Street, Inverness, IV3 5DT

T: 01463 236507

E: hello@centred.scot

Registered Charity Number SC003198
A company limited by guarantee in Scotland SC105400

