



Annual Report

2020-2021

OVERVIEW

Over the course of 2020 and 2021 Crossroads, like many other charities, faced challenges due to the Covid-19 pandemic. However, we have continued to grow and develop into a sustainable and innovative organisation offering wider service provision to carers and their loved one(s).

Working within the Third Sector has become an important part of what Crossroads does to improve the strength of the sector. Partnerships are an essential factor in the continuing development of services in the current financial climate and with Manx Care on the horizon, collaboration is more important than ever. We find ourselves helping and supporting the sector more and more each year which has put us in a fantastic position to have the infrastructure to understand collaboration now and in the future.

In November 2020, two of Crossroads' senior managers took on new positions within the organisation. Adults Services Officer, Jayne Sloane, became the Strategic Officer and is now responsible for the forward planning of the charity and statutory contracts. Hannah Murphy, previously our Children's Services Officer, is now our Operational Officer and oversees all of Crossroads' services across Adults and Children's Services. The new roles were developed to help continue the growth and sustainability of the organisation and both Jayne and Hannah have excelled in their respective roles. I am very proud of how well they have adapted and they continue to ensure Crossroads is run smoothly.

One of our biggest achievements of the 2020 - 2021 period was the acquisition of the Crossroads Manx Workshop, previously the Manx Workshop for the Disabled. Crossroads Manx Workshop was founded in 1983 and has helped people with disabilities realise their full potential whilst providing them with paid employment. The Workshop offers a valuable therapeutic service to a number of individuals with health conditions and disabilities living in the Isle of Man. This is achieved by empowering individuals through training and skills building and giving them the opportunity to be involved in creating high quality products and taking part in big projects that require a range of skills. This can also help build confidence and develop personal skills. Crossroads Manx Workshop also works with the Job Centre to assist and encourage people with disabilities to move into the world of work. In January 2021, the Workshop was renamed to the Crossroads Manx Workshop and became part of the Crossroads family. The Workshop continues to provide its core services whilst developing the business to make it a success.

Crossroads is also in the process of expanding its Head Office in Eden Business Park. As the organisation continues to grow and develop, we have taken on new staff members to enable us to provide a wider service provision. The renovation of the office will allow more working space for staff members and create a new meeting room and storage area.

The continued development of Adult Services has necessitated changes to the leadership and management structure. Chloe Lyons, has been appointed as an additional Care Coordinator to assist Charlotte Caley. Jenny James has also been

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appointed to oversee the Care at Home Team as we take on more clients, and Elsy Quayle has been promoted to Employment Support Lead and oversees the running of Crossroads Community Venture (CCV). Each of the services continues to have a dedicated team leader who is responsible for the day to day running of the project, activity coordination, staff teams, reporting responsibilities in relation to service users and handovers back to carers, and ensuring that organisational statistics are kept up to date.

Annette Pinhorn, previously our Adult Services Manager, has taken on the role of Training Manager with responsibility for all training across the organisation for both staff and volunteers. Annette also helps all new staff settle in with the induction process.

Crossroads' Children's Services Coordinator, Hannah Williamson, continues to manage Nursery Outreach, Children's ASK and Holiday Scheme as most of the support is provided on a one to one basis or within small groups. Crossroads Nursery and Young Carers are now also the responsibility of Hannah in line with the change to Hannah Murphy's role as Operational Officer. Hannah will also be changing her role to work 5 days per week instead of 3 days per week.

The team leaders and Coordinator are responsible for overseeing the day to day running of each scheme, liaising with parents and carers and community partners, and recording statistical information.

Crossroads Home Interiors Store

In 2021 we sadly said goodbye to our Windsor Road Home Interiors Store. The Store has continued to grow and we felt it was time to relocate to bigger, more modern premises. Our Home Interiors Store is now located at the Millmount complex on New Castletown Road in Douglas, and since reopening in August 2021, has continued to take a high turnover. The Store is also stocking some of the Crossroads Manx Workshop's products to encourage further sales.

Carers Strategy

During 2020 and 2021, Jayne Sloane and Megan Faragher (PR/Fundraiser) developed a new Carers Strategy for the Isle of Man. With the previous Strategy last being updated in 2010, we recognised that a new strategy was much needed to reflect the changes in caring on Island. The new strategy. The Strategy builds upon the previous document and provides a blueprint in which carers can be made more visible and ensure their needs are met. The document has five key themes which provide a framework that will fully support carers, ensure they are valued and respected, and are able to continue looking after their loved one(s). The themes are:

- Recognising and understanding the role of the carer
- Support for carers
- Ensuring carers are fully informed
- Registering and assessing the needs of carers
- Providing specific support and services for young carers

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Jayne and Megan are currently collecting feedback from the Third Sector and Statutory services with the aim of publishing the final document later this year.

Covid-19

Covid-19 and the resulting local lockdowns have continued to bring various challenges to the organisation. During the lockdowns in January and March/April, services were once again closed along with the charity shops, and fundraising events were postponed. Although the lockdowns placed pressure on our staff, they excelled in delivering first-class care with empathy, trust, and dedication, something which has been evident since the beginning of the pandemic. Our staff continue to adapt to updated guidance on PPE and best practice, and their ability to respond to these changes has been wonderful.

During the lockdowns, we continued to keep our Nursery open to both children with disabilities, and the children of key workers. I am incredible proud of everyone who worked to deliver services, the administration team, the shop team and the Senior Managers; in these unknown times, their commitment and belief was truly remarkable.

Crossroads has also been acknowledged for the work it carried out during the pandemic, with staff being invited to an evening at the Isle of Man Governor's House to recognise the part key workers played, and also to a variety night at the Gaiety Theatre, again to celebrate our Island's adversity to Covid-19. Staff were very proud to represent Crossroads on both occasions and I am delighted we were asked to attend.

Crossroads' Board of Directors also wanted to celebrate the hard work staff put in over the pandemic and a staff party was held in September 2020 to celebrate and acknowledge their achievements. The party was a great evening and brought all of our staff together to enjoy themselves.

Extraordinary Islanders

I am thrilled that Crossroads was nominated as a finalist in the Extraordinary Islander's 'Caring for the Vulnerable' category, and even more delighted when we won. Members of our team attended the fantastic party Extraordinary Islander's put on, and it was an incredible opportunity to see how well our Island reacted to the pandemic. I continue to be very proud of the team and the resilience they have shown over the past 18 months, and this award has given them the recognition they deserve, so a huge well done to the team.

ADULT SERVICES

Care at Home

Crossroads' Care at Home provides regular respite, generally on a weekly basis, for carers for up to three hours. Carer Support Workers take over the caring responsibilities to allow carers to have a meaningful and stress-free break. This service has expanded over the years but always works to capacity. Over the past 12 months, Care at Home has developed a more flexible approach for carers, who are

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now able to split their 3 hour care slots to accommodate their needs, and more support offered in the evenings to enable carers to attend sports or social groups.

Referral to Care at Home is by receipt of a Carer's Assessment which is either done by the allocated social worker or by contacting ASAT (Adult Services Assessment Team). This service always holds a waiting list, simply because it is a much-needed service and the only way of free places up is by the carer or cared for ending up in a care home or death.

Premium Project Day Services

Premium Project is currently at capacity and can accept up to 20 members per day, Monday to Friday. However, this number is restricted by transport availability. The range of activities within Premium Project continually changes with many members attending because socially it is the only opportunity that they get to mix with and meet other people. This year, Premium Project has held regular afternoon tea parties for both clients and their carers, and this has been a huge success and a great opportunity for families to get together.

Engagement with the Integrated Care Project Team and membership of the Integrated Day Services sub group has reviewed the current model for day services delivery which focuses on session by session activities as part of a menu where service users can mix and match rather than attend a traditional 10am to 4pm service. There is recognition that some service users - in particular those attending to maximise respite opportunities -, will opt to stick a full day provision. It is also expected that some arranged activity sessions will be more popular than others.

Social Club

Social Club is a day service provision for adults with learning disabilities. The range of dependency varies, with personal care and engagement abilities forever changing. Places have been increased to five times per week to support new service users transitioning from Children's to Adult Services. Additional support hours are used flexibly to give greater choices to the more severe and complex needs of service users who may not get as much benefit from group activities. Social Club and any additional hours are managed by the Disability Social Work Team.

This year has also seen changed to the Island's day service provision which resulted in Crossroads taking on some of the most complex care needs. This has created a new dynamic within the group with all clients having complex care needs.

There has been substantial movement of staff with several new staff members joining the team during the past year. This can often be unsettling for service users, but recent staff recruitment has been very successful with new ideas for the development of bright and fun activities.

Crossroads' joint working with the Department of Health and Social Care's community based activities has continued to bring service users together, encourage friendships and effectively utilise the specialist exercise sessions such as Walk and Talk, swimming at Glen Crutchery swimming pool and spin bike sessions at the NSC.

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Social Club have also shared the space at Bridge the Gap's pod and service users have enjoyed the sensory experience from the electronics available at the Pod.

Social Club has capacity for between eight to ten service users, Monday to Friday. The current breakdown of commissioned places is:

Monday	8 places
Tuesday	10 places
Wednesday	10 places
Thursday	8 places
Friday	10 places

ASK

ASK domiciliary care is by far the fastest changing, most challenging, and latest success in Adult Services. With current levels of staffing, there is limited capacity to accept new referrals, but recently the number of agencies unable to continue with care packages has increased meaning there is a high demand for personal and domiciliary care.

This year we have looked to expand ASK to provide service provision Island wide as the scheme was Douglas dominated. This is something we are continuing to develop to ensure we are meeting the needs of carers across the Isle of Man and not just in a specific area.

ASK has also expanded it's services to include children, offering over night and community support, and is also working with families on bespoke packages where statutory services are unable to take on their care, or other care provider services has failed. This has allowed us to adopt a more holistic approach to our care provision and is a project we will continue to develop.

Benefits Support

Crossroads continues to provide support to individuals requiring assistance to complete applications for Attendance Allowance, Disability Living Allowance, and Income Support/Incapacity Benefit. Increasingly, the support offered by Crossroads is not solely just about completing the applications; there has been follow ups on support, signposting to other care agencies and means of support and further discussions with other organisations held on the applicant's behalf.

Tiered Award Scheme

The implementation of the Equality Act has seen an increase in businesses enquiring and undertaking the Tiered Award Project throughout the year. The Tiered Award is an excellent step for organisations to self-assess and plan to have equipment, services, and facilities accessible for all.

Disability Awareness Training has been sourced and Crossroads are working in partnership with a trained access auditor who will undertake formal audits for

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businesses and service providers who wish to take a more formal approach to ensuring they are accessible.

Care Support

Support has been offered to carers who have contacted Crossroads when they have struggled, this being offered via increased practical help, emotional support and time to talk, reflect and plan to overcome the presenting issues.

Crossroads and MCH Services continue to work in partnership to provide psychological support sessions to those carers who need the more intensive mental health interaction.

CHILDREN'S SERVICES

Young Carers

Our Young Carers project continues to go from strength to strength and currently we have nine groups for young carers aged between five and 18 years of age.

At the start of 2021, the Young Carers team welcomed Helen Beaumont to work as a term time Support Worker alongside the rest of the team.

Our young carers have faced disruption to their regular sessions and school holiday activities as a result of the local lockdowns, however a highlight of the year was a 2020 Christmas Party for all young carers in place of the cancelled Young Carers Festival.

Unfortunately, our Young Carers Festival had to be cancelled for the second year due to the uncertainty of Covid-19, but we are planning to hold a Christmas party at the end of the year to bring together all of our young carers and celebrate the work they do.

We are now in the third and final year of our partnership with the Quilter Foundation to support our Island's young carers. Over the course of the partnership, Quilter has enabled us to employ a Young Carers Support Worker, take around 24 children off the waiting list and add two additional groups. We have also put on a fundraising event in partnership with Quilter this year which raised £2,440 for our the project which is very kindly being match funded by the company.

Although we have reduced our waiting list significantly over the past 12 months, there are still 71 children who remain on the list.

We are also incredibly proud of our Young Carers Lead, Christine Barlow, who received the Lockdown Hero award at the Heroes of Mann Awards 2020. Like so many of our staff, Chris went above and beyond during lockdown. She was redeployed from her position as Young Carers Lead to help us run Home Care, but still continued to check in and support our young carers and their families. We are all incredibly proud of Chris and her award is very deserved.

Crossroads Nursery

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As the Island's only fully inclusive nursery, demand for places has continued to grow. The Nursery remains at capacity with our next baby space only available in December 2022. The Nursery currently has an equal split between children with care needs and young carers, to children without care needs. Current registration allows for four babies and 14 over twos. Our staff to child ratios are higher than those set out in Minimum Standards which allows for additional support to those who need it and for all children to learn and thrive ready for school.

The Nursery currently follows the Early Years Foundation Stage (EYFS) curriculum and creates a full learning program with season topics and themes throughout the year. A scrapbook is kept for each child to record developmental milestones and given to them as they leave for school, as a memory of their time at Crossroads.

During the Christmas period, the Nursery held two Nativity concerts with all children having a part and wearing costumes. Feedback from proud parents was brilliant and each year the Nursery team go above and beyond to ensure the children put on an enjoyable show.

During the Covid-19 pandemic, Crossroads Nursery was one of only six nurseries that remained open for vulnerable children and children of key workers. We also welcomed new children of key workers as their current nurseries were closed. The staff worked extremely hard and continued to deliver a full program of learning and fun, as many struggled to understand and cope with all the changes in a short amount of time. We have also had children remain at our nursery after the lockdowns instead of returning to their previous nurseries which is a testament to the success of the Nursery team.

Nursery Outreach

Nursery Outreach enables children with care needs to access other nurseries across the Island. Highly skilled staff support children to access the activities and learning within a nursery setting. Communication systems such as Picture Exchange Communication System (PECS) or Signalong may need to be introduced to the staff and build the confidence of the nursery team. Some will need a minimal amount of support as they settle into a new routine and others will require Crossroads through the entirety of the academic year.

Previously, this service has predominately supported children attending the Pre-School Assessment Centre (PSAC) but the scheme has taken a different approach this year. Several children do not meet the threshold for PSAC services but need support to develop core skills to enter mainstream education rather than a school unit. There is currently no provider to do this and numbers in this area are growing.

This year we have worked with 13 children in nine nurseries, and there has been a mix of learning and physical disabilities. Review meetings are held quarterly to review outcomes and new targets are set.

Nursery Outreach saw some staffing changes this year as the project's Lead, Louise Caine, went on Maternity Leave. Louise has recently returned from her leave and is

now working on a part time basis, alongside Rebecca Henderson, who joined the organisation earlier this year.

Holiday Scheme

Holiday Scheme operates during the Easter and Summer holidays and offers respite to parents of children with disabilities who attend a school unit or mainstream school with support.

Unfortunately, the Easter Holiday Scheme was cancelled this year due to the pandemic, but luckily we have been able to hold our Summer sessions. Staff attended a series of training days to update mandatory training and complex care training for specific children.

We were also lucky enough to receive funding for Holiday Scheme this year which has enabled us to purchase new sensory equipment. Previously, we relied on borrowing equipment and toys for the children but this funding has allowed us to purchase our own, modern materials which have been a big hit with the children!

A total of 61 children have attended Holiday Scheme over the last 12 months. Some can receive support as part of a group whilst others may need a one to one or even two to one whilst out in the community. The children enjoy going on trips out and tried some new experiences.

Although there is a waiting list for this project, we are working closely with Braddan Hub to ensure all children are offered services from Crossroads and statutory services appropriate to the family's needs.

SOCIAL ENTERPRISES

Crossroads Charity Shops

The Crossroads charity shops have continued to provide a regular income of funds to the charity despite their closure during the lockdowns. The Shops continue to provide opportunities to the wider community, including:

- job opportunities
- volunteering opportunities
- work placements for students and Duke of Edinburgh participants
- retail experience for clients with disabilities
- quality goods at an affordable price
- reducing household waste

The shops have had another fantastic year regarding sales, especially considering the pandemic. As the Charity Shops bring in a significant percentage of our annual funding, their closures during each of the lockdowns had an impact on our income generation, but fortunately they have recovered well and total revenue has not been too severely affected.

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As mentioned, we have also relocated our Home Interiors Store which we are sure will generate further income. We have already received positive feedback from customer about the new shop which has been very encouraging.

Crossroads Community Venture (CCV)

Crossroads Community Venture (CCV) is an open referral, social enterprise scheme for adults with learning disabilities. CCV offers employment training and support placements, with regular access to a working environment to help those with learning difficulties become more independent. The project can help develop various skills including computer skills, record keeping, administration tasks, stock control, posting and packaging, teamwork skills and customer service.

CCV sits under our Social Enterprise arm with income generated from the sale of upcycled furniture, recycled DVDs and CDs and from CCV's ironing service run by the Steam Team, which is made up of CCV service users. They are responsible for the ironing and sending text messages to clients to inform them when their ironing is ready to be collected.

We welcomed a new Team Lead to CCV this year, Elyse Quayle, who previously worked as a Carer Support Worker in Adult Services. Elyse has already set out new ideas for CCV and has been a welcome addition to the team.

CCV has continued to work in partnership with the Disability Employment Service this year, where work readiness is evidenced by an eight-week work ready assessment, following which individuals are supported to find work placements or employment from positions on the open job market.

CONCLUSION

I am incredibly proud of the whole team at Crossroads and the dedication they have shown over a challenging 12 months. Our staff and volunteers continue to show resilience and determination and it is down to them that Crossroads has been able to provide much needed services throughout the pandemic.

Although there is still uncertainty over Covid-19 and the resulting impact on Health and Social Care services, I am confident that Crossroads will continue to deliver high quality care to those in need.

Our workforce continues to grow to offer more service provision and I am hopefully we will continue to expand to support more carers. All members of staff and our volunteers have shown how well they can come together as a team over the past 12 months and I would like to thank them all for their hard work in making Crossroads a success.