



blue triangle

Annual Report 2022



a message from our chair



I am delighted to be able to report that Blue Triangle has again performed well and finished the 2021/2022 year in a healthy position. This has been despite significant sector challenges, where an environment of little or no certainty beyond a few months continues to be the norm, and when Covid continued to have an impact.

In 2021/2022 our Senior Leadership Team began to lay the foundations for Blue Triangle's future growth by focusing on service excellence, differentiating our services, and diversifying our income streams. We have initiated a Transformation Programme, creating a foundation for our future growth, ensuring that our infrastructure and staff are able to support our ambitions and mission to Empower People to Thrive. We have started to simplify processes through investing in IT solutions, reducing bureaucracy

and improving data management. We are developing our services and building relationships across the sector and are increasingly seen as an organisation creating innovative, cross-cutting solutions. It is exciting to see our unique Cathedrals of the People programme with Scottish Football Clubs, spearheaded by our visionary CEO, Iain Macfarlane, has been recognised as an innovative model that should be replicated across Scotland. It has raised our profile with Scottish Government and many other organisations. I am proud that through our collaborative approach we are creating new ways to achieve the wellbeing outcomes we know are possible for the people, families, and communities who need it most.

The Committee of Management is exceptionally grateful to our amazing service teams for their hard work and dedication especially given COVID pressures and challenges. They live our foundations of Love and Hope on a daily basis as we continue to support over 400 people every day, in our supported accommodation and in the communities we serve. Our Central Support team also worked tirelessly so our front-line services could be effective, despite home working for much of the year. To these teams, who operate behind the scenes, I also want to say a massive thank you on behalf of the Committee of Management.

My final thank you is to our loyal Committee of Management and Sub-Committees for their commitment and dedication during this time of transformation, to our forward-thinking funders, and to the many organisations who we work alongside, increasing our ability to make a difference. 2021/2022 has been a year of change, building our capability and visibility as a forward-thinking and progressive registered social care organisation and registered social landlord. This unique dual registration is one we aim to capitalise on during 2022/2023 as we continue to maximise how we can improve people's lives when they need it most to empower them to create a positive future.

Anna Davis

Chair, Blue Triangle, November 2022

A handwritten signature in grey ink that reads "Anna Davis".

a message from our ceo



2021-22 presented many challenges as we navigated through COVID whilst continuing to deliver front-line support to over 400 people every day in nine Local Authority areas. I want to put on record my thanks to my staff teams who showed dedication and commitment to get the job done, no matter what was thrown at them – their perseverance and resilience was second to none. They all absolutely lived out our values of Being Kind, Passionate, and Creative every day, bringing Hope and sharing Love to help the people we support get through what was a difficult year for them.

However, in amongst the challenges of maintaining live service delivery, we continued to make significant progress in driving our Transformation Programme,

ensuring we laid the foundations for our future growth as a progressive and innovative organisation who is needs-led and solution-focused in all we do.

We designed and mobilised trauma-informed, person-centred, and wellbeing-focused solutions to deliver our Mission to Empower People, Families, and Communities to Thrive, and we built the internal capabilities and capacity to ensure Blue Triangle is recognised as a driving force for reform and a champion for social care redesign in Scotland.

These foundations included:

- ▶ Completing a restructure that created a culture conducive to delivering our strategy and achieving our mission.
- ▶ Communicating 'Our Promise to You' to all staff: to amplify their voice, to listen to them, to act on what we say, to equip them fully to do their jobs, to empower them, to value them, to make them proud to work for Blue Triangle, and to offer them exciting career pathways.
- ▶ Developing Area Plans with local management and staff teams to empower them by increasing their ownership of strategic relationships, by involving them in developing new needs-led services in their area, and by allowing them to own and deliver their local Business Plan, not simply manage their local service budgets.
- ▶ Developing strategic relationships at the right levels in Councils, Health and Social Care Partnerships (HSCPs), Alcohol and Drug Partnerships (ADPs), and the NHS, to position Blue Triangle as a Strategic Partner, not merely a service provider.



- ▶ Partnering with Simon Community Scotland and Barnardo's in a first of type collaboration to deliver the Homes First service across North Lanarkshire.
- ▶ Securing non-commissioned income from Scottish Government for completing tests of change, including for first-of-type Intensive Recovery Support (IRS) services in 4 local authority areas.
- ▶ Partnering with SMART Recovery UK at a national level to train our staff as SMART facilitators, allowing them to use CBT-based tools to facilitate positive choices and wellbeing-enhancing outcomes for the people we support.
- ▶ Launching our unique and innovative Cathedrals of the People Programme with Scottish Football Clubs, mobilising projects with Hamilton Accies FC, Celtic FC, and Motherwell FC, amongst others.
- ▶ Recruiting a highly skilled and motivated Senior Leadership Team to take the organisation forward over the coming years as we fully transform the organisation and develop new service portfolios around a Blue Triangle Care, Blue Triangle Homes, and Blue Triangle Empower service model.

2021-22 was therefore a critical year for Blue Triangle where we made foundational changes to our people, processes, technology, partnerships, and service portfolio. We are now well placed to bring new thinking to designing innovative and creative solutions to some of Scotland's biggest social care and wellbeing challenges, and critically, we are now being invited to the table, as Scottish Government and other stakeholders recognise we have something unique to say. It is from these foundations that we move with confidence into 2023 and continue to challenge ourselves to do all we can to nurture, support, and empower people, families, and communities to thrive across the country.

Iain Macfarlane
Chief Executive Officer

Our Mission

blue triangle is a social care organisation that **empowers people to thrive**, by delivering solutions in **connected communities** which focus on the needs of each individual.

Our vision is a country where everyone is able to access **person-centred support**, whenever – and for however long – they need it.

Our foundation is built from **love & hope**. What we do, we do with and out of love. We appreciate each person's own circumstances, their journey and the future they want to make for themselves.

We believe in the **power of recovery**, social renewal and the opportunity to thrive; it doesn't matter where you come from, but where you're going.

We believe in proactively building and executing **models of social care**, securing funding, rather than waiting for the next tender opportunity.

We believe in our staff being the **champions of change** we need, combining their passion and expertise so they can grow and develop in our organisation.

We believe in **blue triangle** being a sector leader for young people and adults, their biggest supporter and an **advocate for solutions** that must actually work for every person, not just because the system says it is so.



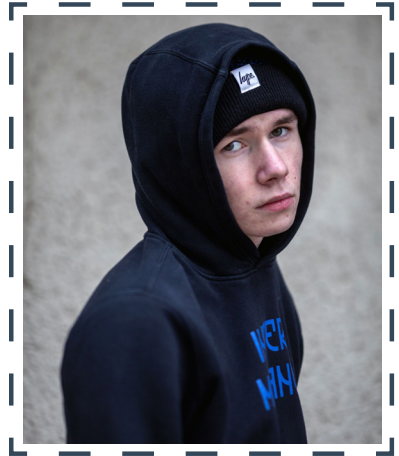
2022 at a glance

553 people entered blue triangle's supported accomodation in 2022.

South Lanarkshire was the local authority with the most admissions to our services this year (nearly 40%), followed by Glasgow (19%) and Renfrewshire (13%).

45% of those who entered our services in 2022 were aged 16-25 and 71% of overall admissions were male.

41% of admissions this year were evicted from homes of their relatives or friends.



20% of admittees to our services at the end of this year were at high risk or crisis point with their mental health



5% of admissions to our supported housing this year were referred from prison.

West Dunbartonshire had the highest number of prison leavers entering our services in 2022 (30%), followed by Renfrewshire (26%) and Glasgow (19%).

4% of admissions to our services this year were sleeping rough.

13% of our admissions in 2022 were fleeing violence.

Intensive Peer Recovery Support



blue triangle secured funding for 7 new Intensive Peer Recovery Support (IPRS) workers across Argyll & Bute, South Ayrshire, North Lanarkshire & West Dunbartonshire in 2021-22. Our staff work closely with the Scottish Recovery Consortium (SRC) and national bodies such as NHS24.

We provide person-centred wrap around support to individuals moving on, **improving transition outcomes** and breaking repeated cycles of homelessness. We build relationships with those who are at risk and those who are struggling to engage with services. **blue triangle** provides **trauma-informed**, intensive and flexible support tailored to the individual's needs, adopting a Whole Family approach when possible. As part of our **Connected Communities** approach, we will signpost to specialised services and online support.

we deliver
over 30 services
across 9 local
authority areas,
supporting over
400 people every day

77% of those
leaving our
services in 2022
went onto a
planned tenancy

Lisa's Story

Lisa was referred to the ROOTS **Intensive Peer Recovery Support** team in July 2021. She had been in the homeless system since 2015, and over the past seven years, had various temporary placements which have never led to a sustained tenancy. Lisa has a history of long-term addiction, significant mental health and physical health barriers that have been a major contribution in her ability to move forward and reach a positive destination.

It was clear from the outset that Lisa was at high risk of drug-related death due to the level of illicit drug use and she required a more intensive level of support than any of the mainstream services could offer.

Lisa created a **recovery plan**, and her goals were to reduce her illicit drug use with a strong desire to becoming drug free. At this point, she was on a daily, supervised methadone prescription from the chemist. Lisa indicated that she would like to work towards one day coming off her methadone prescription, as it was a barrier in her moving towards a stable life.

Lisa also wanted to get involved with groups to promote and aid her recovery and, eventually, become connected with training and development opportunities. It was vitally important that Lisa worked with the IPRS service to create a solid foundation for housing, in which she would be given a permanent address that could have **long-term sustainment** with wraparound support.

**Lisa herself has often said that
"without the intensive support she
has received, she would have found
it very challenging to achieve her
goals."**

In October 2021, Lisa was given a **permanent address** and from this moment onwards, she has progressed at an incredible rate. Lisa has been heavily involved with Recovery Ayr and the South Ayrshire Alcohol and Drug Partnership. She has completed various **personal development** programmes, including Branching Out. This is a 10-week programme at Boswell Coach House to build confidence and motivation through bushcraft skills and learning about nature.

Lisa completed this with great success, which allowed her to move on to Stepping Stones, which is a 20-week programme at Ayrshire College and is an introduction to the Volunteer Peer Worker Programme. Based in South Ayrshire, this allows individuals to complete a SVQ Level 2/3 whilst carrying out a placement in Health and Social Care organisations.

Lisa completed this and in August 2022, she joined the Peer Worker Programme to achieve a volunteer award. Not only has she **excelled** in her personal development, but Lisa has also nearly completed her 2 Year Drug Treatment and Testing Order without being recalled to prison. Lisa has fully come off her methadone prescription and is now on Espranor and does not have to attend the chemist daily anymore.

Recovery is possible.



blue triangle works in partnership with **UK SMART Recovery** to provide a recovery programme for those who use our services.

We currently have 14 trained **SMART Recovery** facilitators.

SMART Recovery meetings are running in Ayr, Kilmarnock, Renfrew and West Dunbartonshire, reaching around 25 attendees per week.

Over 300 **blue triangle** staff have access to SMART Recovery training through our learning platform, **THRIVE**.

UK SMART Recovery feedback in 2022:

"I enjoyed the group and think it's a good meeting for the people of West Dunbartonshire as it gives them more choice when it comes to recovery."

"It was refreshing compared to other meetings as you are free to discuss any issues not just drugs or alcohol."

"The meeting is a safe place to talk about your feelings where you won't be judged."



the trauma-informed ecosystem

A number of people who move on to their own tenancies often return to **blue triangle** services for continued support. An example of this is **Brian**, who totally transformed the garden in our Clydebank service, and when he moved on, the upkeep slipped and all his good work wasn't being maintained. Staff had the idea of asking Brian if he wanted to volunteer in the garden and at the same time impart his knowledge to any interested parties who could maintain and enjoy the garden when he wasn't here.

Brian has now settled into his own property and is still able to receive support with anything that arises if he needs it, and his self esteem has improved as he has a purpose. Brian was given free rein to design the garden. This was a positive outcome for all: the task gave him routine, as he was leaving his house everyday, and whilst visiting the service to do the garden, he would attend meetings in the local area. Brian has remained a friendly face at our **Clydebank** service.

Brian's Story

"I have been asked to write a short piece about our garden.

The reason I got involved in the garden was lockdown boredom. It had me climbing the walls, and there was only so many "Gimme Gimme Gimme" and "Mrs Brown's Boys" TV shows a guy can watch. I was looking for a project – something I enjoyed. I was in the garden one night putting out my bin and had a good look around and noticed the space had great potential. All it needed was a man looking for a project, and that was me.



When I began the garden, it was unkempt and needed care and attention; as I started tidying and weeding the ground, it made me think of how I came to **blue triangle**. **I, too, needed a bit of care, attention and support to rebuild myself.** Along the way, I have had a lot of help which I appreciate greatly. The goal was to make a nice, relaxing space for us all to enjoy during the summer. Everyone had been cooped up, and it was finally time to enjoy the summer surrounded by flowers and colour. The garden is my happy place to enjoy, stay busy and watch my hard work grow.

At the weekends, I have decorated the back garden with pots and plants to make the space more homely. I would love to see everyone out there, coming together to enjoy the area. It is everyone's garden, and during the summer, I would love to get a barbeque and garden games, now lockdown is finally over and it's time to have fun."

#EmpoweringPeople

Barry was referred to **blue triangle's** services at the start of the year from Lochgilhead hospital, where he was being treated for mental health problems and an alcohol addiction. Barry had also lost his partner, and was struggling to come to terms with her death.

When Barry came to our **SOLAS supported accommodation** service in Oban, he was very quiet and didn't want to engage with other residents or staff in the communal living environment. However, Kim, his project worker, worked hard to gain and build Barry's **trust**. She then supported Barry by linking him with other external partners.

Eventually, Barry started joining **group activities** and would participate with other residents and staff. He slowly came out of his shell and even wanted to cook for those in the SOLAS service, which became a regular thing.

A few months on, Barry now has a **part time job**, cooking in a local restaurant in Oban. He moved on from SOLAS to our Shore Street service, where he currently resides, waiting for his own tenancy. Barry has also started volunteering at our **Intensive Peer Recovery Support** Hub and goes wild swimming once a month with Kay, our IPRS worker.



Jack came to our **SOLAS supported accommodation** service during Covid, due to a breakdown in relations with his parents. He wanted staff to help him get an apprenticeship and learn how to drive. Jack was supported by staff to get an apprenticeship with local company McCallum Roofing.

He then moved on to our other service, Lorn Court, where he currently resides waiting on his **own tenancy**. The service is dedicated for people who are working and need limited support.

Jack completed work on our Don Mor service with his roofing job. He recently has passed his **driving test** and bought himself a car.

"Thank you so much to all the staff at Whattriggs for not only caring for us because it's your jobs, but for going out your way when you don't have to. You're all absolutely amazing and I love each one of you all like family!"

-Harley



Ruari from our Lanark service was struggling with his **mental health** and gender transition.

Staff actively supported Ruari to attend and positively engage with his support agencies to enable and empower Ruari to **respect his choices**, meet his needs and preferences whilst upholding his rights.

Ruari's confidence and self-esteem is now **thriving**.

"You have all restored my faith in humanity!"



At Airdrie recovery Café, our **Intensive Peer Recovery Support Breakthrough** staff were approached by **Colin** who was facing an illegal eviction from his home. He was to move out that same day and was in fear for his own safety, putting his recovery in serious jeopardy – he would have been homeless. Breakthrough staff provided immediate **crisis intervention** and spoke directly with the landlord, making them aware that Colin was receiving support and also made them aware of his rights. Colin continues to receive support from Breakthrough staff, has **sustained his tenancy** and his recovery journey.

The Breakthrough team also received a referral for a gent who had not engaged and was discharged from statutory services, he was in **active addiction** and in dire physical health, his family had not spoken with him in months – he spoke about committing suicide that day. Staff put immediate supports in place – **Gordon** is now **abstinent** from alcohol, in hospital receiving the treatment he needs, is rebuilding his relationship with his family who have visited him. Amendments are scheduled to be made to his home to make it fit for his mobility needs. Gordon continues to actively engage with staff and the improvements to his mental health have been **incredible**.

"I like that I get to feel safe in my accommodation without fear"



Feedback fom our supported people about blue triangle:

"[Staff are] always very helpful and supportive"

"It's good to have someone here to give you acknowledgement"

"I feel safe and like the staff"

"Always having someone there to listen especially through the night"

"Staff always available will listen and do what they can to help, always treated with respect"

"The support to gain sobriety and the staff... they have saved my life"

"A roof over head my and grateful for the staff help"

"I appreciate the staff for linking me in with external agencies for additional support for alcohol use"

"Staff have motivated me and gave me new ideas about what I want to achieve in life"





Registered Charity Number SC010858

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Photography by Elaine Livingstone

To view our Audited Accounts, Annual Assurance Statement and Engagement Plan, scan this QR code to visit our page on the Scottish Housing Regulator's website.

