



Crossroads Care Orkney Managing Orkney Carers
Centre, Crossroads Respite Scheme and Orkney
Young Carers.

Annual Report
2025-2026

Contents

Chairperson's Report	Page 2
Donations & Fundraising	Page 3
Survey Report	Page 4
Survey Feedback	Page 5
Care Inspectorate, Duty of Candour, Service Report	Page 6-7
Care Hours Provided	Page 8
Referrals	Page 9
Health & Age range of Service User's and Unpaid Carers	Page 10-11
Orkney Carers Centre Information & Support	Page 12-15
Annual Training Day and SVQ	Page 15
Compliments	Page 16
Training undertaken by all Staff	Page 17-18
Young Carers Support Service	Page 19-20
Support Workers	Page 21
Board of Trustees, Advisors, Representatives Carers Representation	Page 22
Independent Examiner	Page 23
Year Plan 2026-2027	Page 24-27
Accounts Summary	Page 28-30

Chairperson's Report

Crossroads Care Orkney has continued to deliver high-quality support to Unpaid Carers throughout the past year, responding to increasing demand for our services across the islands. The dedication of our staff, volunteers and supporters has enabled us to maintain and strengthen the support we provide to those who play such a vital role within our communities.

We were pleased to see the positive results of our 2026 survey, which demonstrated a high level of satisfaction with the services we deliver. Feedback from Carers remains invaluable in helping us evaluate, develop, and improve our provision.

The generosity of our supporters continues to be instrumental to our success. Through fundraising activities and charitable donations, we have been able to enhance the support available to Unpaid Carers and respond to growing levels of need. We are sincerely grateful to the individuals, community groups, businesses, and volunteers who have contributed their time, resources, and commitment throughout the year.

I would also like to acknowledge our funding partners for their ongoing support. Their investment enables us to deliver a service that is both valued and essential to Carers across Orkney.

On behalf of the Board, I extend my thanks to our Staff and Support Workers for their professionalism, compassion, and dedication. Their commitment ensures that Carers receive the support they need and deserve.

I would also like to thank my fellow Board members for their continued commitment, guidance, and governance throughout the year. Their experience and dedication play an important role in supporting the organisation's strategic direction and long-term sustainability.

As we look ahead, Crossroads Care Orkney remains committed to meeting the evolving needs of Unpaid Carers, strengthening our services, and continuing to make a positive difference within our communities.

Finally, I would like to thank everyone who has supported our work over the past year. Your contribution helps us continue to deliver an important and much-needed service throughout Orkney.

Willie Neish
Chairperson

Donations & Fundraising 2025-2026

Crossroads Donations

Ladies Kirkwall District Darts League £600.00
Blue Door Kirkwall £2418.60
Kirkwall Flower Arrangement Club £723.60
St Magnus Cathedral – Candle Fund £1000.00
Green Marine £500.00

Young Carers Donations

Community Alcohol Partnership for Pottery Classes £1410.75
Cooke Aquaculture £1200.00
D&H Law (Bequest in a Will) £2764.03

Many thanks to everyone who contributed; this help is invaluable.

All funds raised and donations received are kept within Orkney to provide essential support to Unpaid Carers of all ages.

Survey Report

A total of 249 Annual Surveys were distributed in January 2026 to Service Users and Unpaid Carers via post and Microsoft Forms. We are pleased to report a strong response rate of 23.7%.

We would like to thank everyone who took the time to share their feedback. Your input is extremely valuable and plays a key role in helping us improve our services. The results show that both Unpaid Carers and Service Users are highly satisfied with the support they receive.

A full analysis report is available upon request by contacting the office.

The charts below provide an overview of how Unpaid Carers and Service Users rated their overall satisfaction with the service.

Unpaid Carer Satisfaction



3 4 5 (Excellent)

Summary

- 5 (excellent): 22 responses (81.5%)
- 4: 4 responses (14.8%)
- 3: 1 response (3.7%)

Total responses: 27

Service User Satisfaction



3 4 5 - Excellent

This pie chart shows:

- 5 – Excellent: 22 responses (75.9%)
- 4: 6 responses (20.7%)
- 3: 1 response (3.4%)

Feedback from the Surveys

'I am delighted with the person who comes to me.'

'The help has been invaluable.'

'I am very happy with the support that we receive – for both my husband and me.'

'Helped to ease the strain of caring immensely. Also, the team were so easy to speak to.'

'As a carer 24/7, the service provides me with a few hours to myself when I know my husband is being well looked after, enjoying the company of someone else outside the family and taking him out for a change of scenery.'

'We were very impressed with the initial contact to Crossroads. Very informative and plenty of chances to ask any questions we had.'

'It was very easy to get the information I needed from the office.'

'We could not have asked for a better Crossroads Support Worker. It took a lot of pressure off our shoulders when we knew they were coming to see our relation.'

We understand that completing surveys can sometimes feel like a chore. However, the feedback we receive plays a vital role in shaping and improving the services we provide. For the first time, we introduced Microsoft Forms as an option, offering greater flexibility for those who prefer to respond digitally.

We welcome any suggestions or comments on how we can make our surveys more accessible, engaging, and easier to complete.

All feedback—both positive and constructive—provides us with valuable opportunities to address concerns, build on best practice, and enhance the quality of our services. Please remember, you are always welcome to contact the office at any time to discuss your support needs; there is no need to wait for a scheduled review or survey.

Care Inspectorate Report

Crossroads Care Orkney Respite Scheme underwent an unannounced Care Inspectorate inspection between 10 and 13 November 2025. As part of the inspection process, the Care Inspector reviewed feedback from Service Users, Unpaid Carers, and partner organisations, alongside a range of service documentation. Observations of Support Workers and management practice were also carried out to inform the overall evaluation.

The full inspection report from November 2025 can be accessed via the Care Inspectorate website: [Home | Care Inspectorate](#).

Duty of Candour Report

As a regulated service, we have a legal duty to contact Service Users and/or their families when an unintended incident has occurred that results in harm or death. This includes offering an apology and inviting those involved to participate in a review of the incident. We are also required to submit a report to the Care Inspectorate and inform our members when an incident triggers the Duty of Candour.

There were no Duty of Candour reports recorded for the period 2025–2026.

Service Report

Once again, this year, Crossroads Care Orkney has continued to experience a high demand for its care and support services. During the reporting period, Support Workers delivered 10,085.20 hours of care across mainland Orkney and four of the non-linked isles. This represents a decrease of 2,958.55 hours compared to the previous year. The reduction in service provision reflects the ongoing challenges associated with staff recruitment, alongside our commitment to ensuring that both staff wellbeing and service quality are maintained. Ensuring that staff are not overstretched remains a key priority.

The total hours of care provided do not include scheduled visits that were cancelled for a variety of reasons, such as hospital admissions, residential respite stays, and day-to-day changes in individual circumstances nor does it include 461.65 hours of staff training. The team at Crossroads Care Orkney remains dedicated and committed to support staff wellbeing and ensuring that appropriate resources are in place are essential to maintaining staff retention and delivering a service that is both effective and sustainable.

Respite care for Unpaid Carers of all ages and across all disabilities continues to be provided free of charge and constitutes most of the care delivered. These hours are part-funded by OHAC, with the remainder supported through our own fundraising efforts and the generous donations received from the public, for which we are extremely grateful.

The support provided to Service Users and Unpaid Carers in emergency or crisis situations is ongoing, ensuring the right support is available at the right time.

Crossroads Care Orkney takes pride in its ability to respond to these changing needs by continually reviewing, prioritising, and making the best use of available staffing resources. Our flexible and creative approach enables us to provide meaningful and responsive support, ensuring that Unpaid Carers receive the help they need, particularly during challenging times.

The Orkney Carers Centre recorded 2,301 contacts during the year from and to Unpaid Carers and Service Users. Of these, 127 contacts resulted in Carers completing a formal registration with the Carers Centre. These individuals were then supported to access appropriate services, equipment, and aids to assist them in their caring role, alongside receiving information, advice, and emotional support. Support is delivered in a variety of ways and tailored to meet individual needs. This includes face-to-face meetings, telephone support, email communication, and participation in the monthly support group.

The Young Carers Support Service has continued to provide monthly group activities and one-to-one support for 28 Young Carers aged between 7-18 years old. This service provides young people with caring responsibilities, the opportunity to engage with their peers, build their confidence and social and developmental skills and to have time away from their caring role.

In addition to the Crossroads Respite Scheme, Orkney Carers Centre and Young Carers Service, there continues to be a demand for services delivered through Options 2 and 3 of Self-Directed Support. However, supporting Unpaid Carers in the County remains our core priority and the respite scheme will continue to be utilised as effectively and efficiently as possible.

Sheila Ritch, Registered Manager

Number of Care Hours Provided

Total – 10,085.20 hours

Month	All Respite Hours	All Purchased Hours (OIC & Private)	Total
April	657.5	331	988.5
May	617.5	342.3	959.8
June	544	352.3	896.3
July	577	296	873
August	519.3	275.5	794.8
September	506	296.5	802.5
October	521.9	278.7	800.6
November	521.7	280.4	802.1
December	487.1	307.4	794.5
January	460.8	306.3	767.1
February	414.1	316.8	730.9
March	542.8	332.3	875.1
Total	6369.7	3715.5	10,085.2

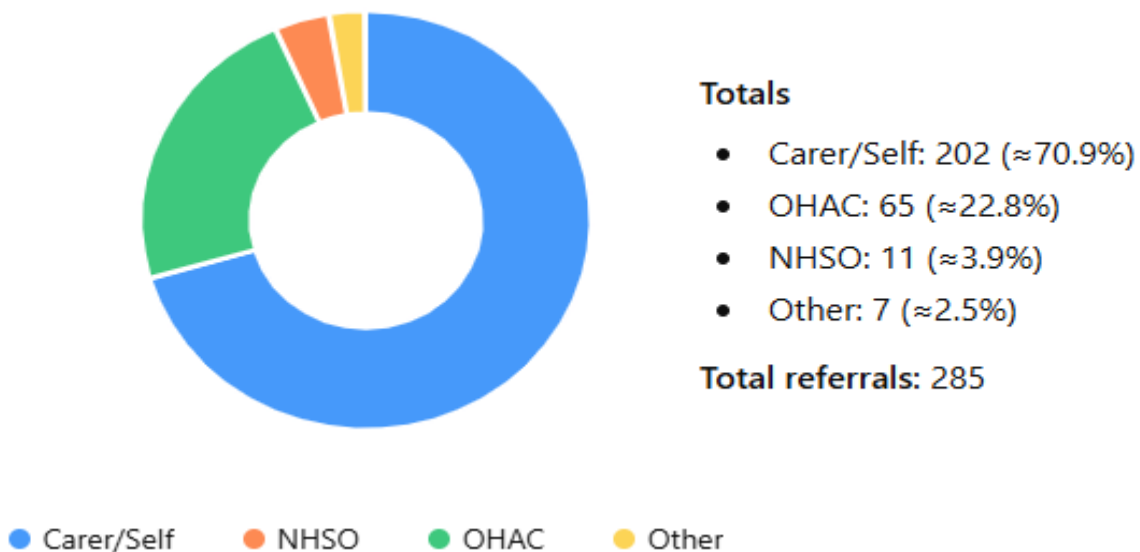
Referrals to the Service

The total number of referrals during 2025–2026 was 285, including both new and existing Service Users and Unpaid Carers. Of these, 187 referrals were from existing Service Users and Unpaid Carers who required occasional or additional respite support.

There were 98 new referrals to the service. These included requests for a range of support, such as respite care, privately purchased care, and local authority-funded provision. In some cases, following an assessment of need, it was identified that alternative support would be more appropriate. Where appropriate, individuals were referred or signposted to other services to ensure the right support was accessed. These included Telecare, the Ageing Well Service, Occupational Therapy, Social Work, Community Pharmacy, Relationship Scotland Orkney, Dial-a-Bus, Age Scotland Orkney, Employability Orkney, Improving the Cancer Journey (ICJ), Inclusive Orkney, Enable, Scottish Autism, GP surgeries, Community Nursing teams, Community Link Practitioners (CLPs), Citizens Advice Bureau, Orkney Men's Shed, Young at Heart Memory Café, The Blide Trust, and Marie Curie, among others.

The below chart demonstrates the breakdown of the referrals received. It is very encouraging to see that 70.9% of referrals came from the Unpaid Carers themselves.

Sources of Referrals



Health conditions of Service Users receiving care and support as at 31 March 2026

Dementia/Alzheimer's	57	Heart/Lung	7
Frail Elderly	64	Spina Bifida	1
CVA (Stroke)	12	Neurological	3
Multiple Sclerosis	13	unknown	1
Cancer	10		
Parkinson's Disease	10		
Multiple Disability	0		
Osteoporosis	7		
Down's Syndrome	6		
Other	21		
Respiratory/Asthma	3		
Visual Impairments	6		
Mental Health	8		
Epilepsy	3		
Learning Disability	4		
Autism/Asperger's	11		
Spinal Injury	3		
Arthritis	2		
Diabetes	2		
Head/Brain injury	3		
		Total	257

Age of Service Users receiving the care and support as at 31 March 2026

Age	0-15	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85-94	95-104	unknown	Total
Total	11	5	6	4	11	12	20	70	92	16	10	257

Health conditions of Unpaid Carers receiving care and support as at 31 March 2026

Frail Elderly	18	Heart/ Lung	5
CVA (Stroke)	2	Spina Bifida	1
Multiple Sclerosis	1	Unknown	6
Cancer	7	No Disability	241
Osteoporosis	2		
Other	17		
Visual Impairments	1		
Mental Health	4		
Autism/Asperger's	1		
Arthritis	8		
Diabetes	2		
Head/ Brain Injury	1		
		Total	317

Age of Unpaid Carers receiving support throughout the year (Young Carers not included)

Age	0-15	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85-94	unknown	Total
Total	1	1	7	35	29	77	48	54	15	50	317

Orkney Carers Centre

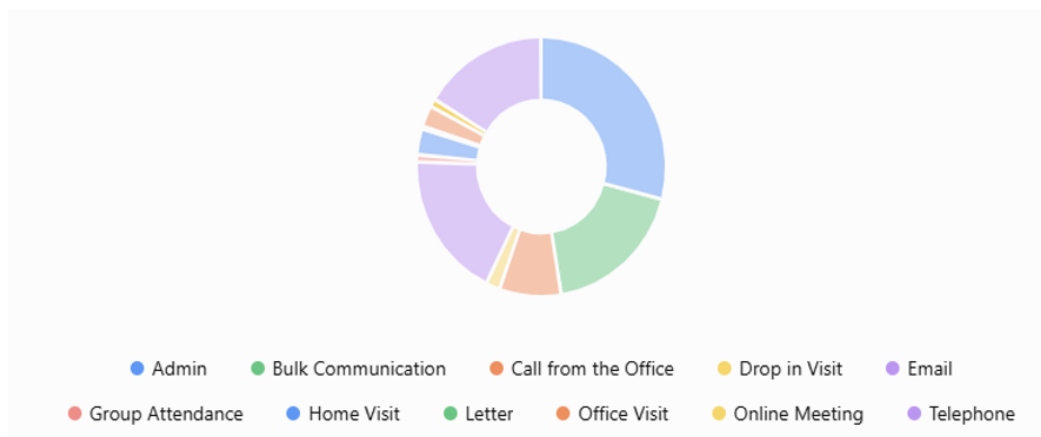
Information & Support

The Carers Centre continues to be open from 9:00am – 5:00pm, Monday to Friday for information, advice, and support. Unpaid Carers are encouraged to drop in any time or to arrange a day/time which works best for them alongside their caring role.

The contacts to the Carers Centre were frequent and steady - in person, on the phone, via email or an arranged home visit. When people get in touch for help, support, information, and advice we fully appreciate and understand how difficult taking this first step can be. We strive to put people at ease to enable them to tell us about their circumstances and support needs. This in turn enables us to understand how best we can support them.

The below shows the breakdown of how contacts were made to the Carers Centre.

Contact and Communication Methods



Total activities: 2,288

Method	Count	Percentage
Admin	674	29.5%
Bulk Communication	424	18.5%
Email	423	18.5%
Telephone	374	16.3%
Call from the Office	182	8.0%
Home Visit	72	3.1%
Office Visit	58	2.5%
Drop in Visit	39	1.7%
Online Meeting	20	0.9%
Group Attendance	17	0.7%
Letter	5	0.2%

Carers Support Group

The Carers Support Group is scheduled for the second Wednesday of each month in the Carers Centre. It provides a relaxed and welcoming space for conversation and peer support, with sessions guided by the interests and preferences of those who attend.

A key part of the group's appeal is its informal and friendly atmosphere, where tea, coffee, cake, and biscuits are always in plentiful supply. Combined with conversation, laughter, and mutual support, this creates a positive and supportive environment for all who attend. It is a great way for people to share experiences, pass on ideas and to build friendships.

Carers Quarterly Newsletter

Our quarterly newsletter is distributed to over 250 Unpaid Carers and those who do not have an Unpaid Carer, either by post or email, providing information on topics relevant to their needs and interests. This has included updates on the Time to Live Microgrant, resources available through the Carers Centre, Carers Week activities, Friends of Crossroads activities, key updates on relevant legislation and opportunities to get involved in research as well as promoting an awareness of groups such as the Coalition of Carers in Scotland (COCIS) and Shared Care Scotland (SCS).

The newsletter also keeps Unpaid Carers and Service Users informed about office opening times, upcoming events, and fundraising activities, ensuring they remain connected and up to date with the support available to them.

Time to Live

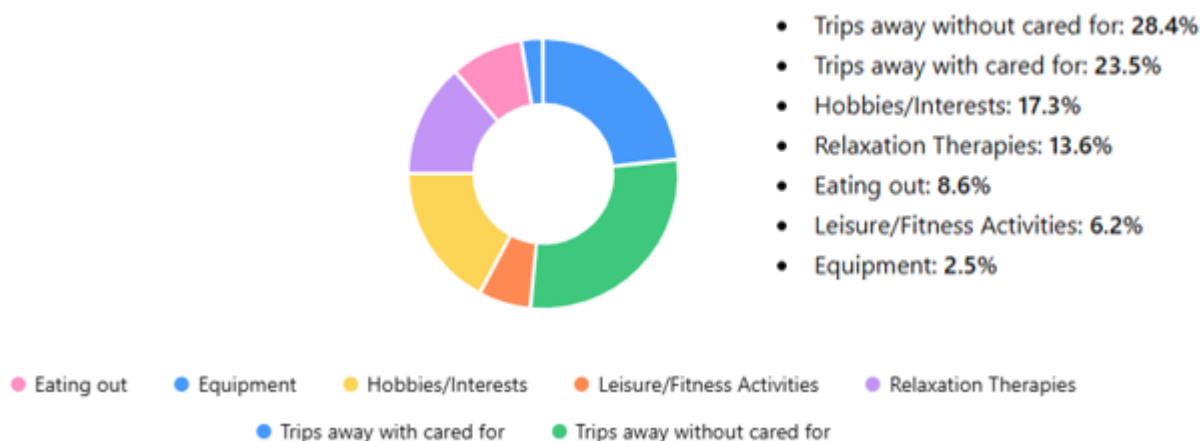
Funding was once again secured from the Scottish Government through Shared Care Scotland's Short Breaks Fund. During the reporting period, a total of 71 Unpaid Carers benefited from the Time to Live Microgrant Scheme.

This fund is open to adult, parent, and young carers and requires completion of a short application form. Once submitted, applications are reviewed by a small panel, which determines the level of funding awarded to help carers achieve their desired outcomes and enable them to take a meaningful break from their caring responsibilities.

This year also saw the continuation of the voucher scheme, with thirteen vouchers distributed to Unpaid Carers. These vouchers supported a variety of activities and purchases, including afternoon tea, beauty treatments, trips to the bowling alley, meals out, and gardening supplies.

The charts below illustrate the range of ways in which Unpaid Carers used the funding, as well as information about the recipients.

Use of Time to Live Microgrants



Carer Support Plans

Carer Support Plans continue to be offered to Unpaid Carers across the service. Although uptake currently remains relatively low, it is anticipated that this will increase as more Unpaid Carers register and engage. These plans provide significant value by ensuring that carers' individual needs, preferences, and circumstances are identified, understood, and appropriately supported. They enable a more personalised approach, helping Carers to access relevant services and resources.

With the Carer's consent, Carer Support Plans may also be shared with the Local Authority where appropriate, supporting coordinated working and ensuring that Carers receive timely and effective support.

Carers Week 9-15 June 2025

Carers Week is an annual campaign to raise awareness of caring, highlight the challenges Unpaid Carers face, and recognise the contribution they make to families and communities throughout the UK. It also helps people who do not think of themselves as having caring responsibilities to identify as Unpaid Carers and access much needed support.

This year's theme was focusing on 'Caring About Equality' by highlighting the disparities and disadvantages faced by Unpaid Carers across the UK and calling for a fairer society where they have access to greater support.

Over the course of the week, various drop-in sessions facilitated by Employability Orkney, Citizens Advice Bureau, and information about the digital switchover were held in the Carers Centre, alongside drop-in sessions by Centre staff and a free cinema pass to a group of young Carers and their families.

Items for Loan

We offer a wide range of resources available for loan, all of which can be viewed at the Carers Centre. These include LED display calendar clocks, one-button radios, big-button telephones, and a Komp – a simple, one-button computer designed specifically for individuals with little or no experience using smartphones, computers, or tablets. Komp enables families to stay connected with ease, allowing them to send photos, messages, and make two-way video calls through a dedicated app, helping carers maintain meaningful connections with those they support.

We can also assist individuals in sourcing essential aids online, such as Kylie bed sheets and continence products, as not all Carers or Service Users have access to a computer or the internet.

In addition, we have a wide and varied library of jigsaws and books available for anyone to borrow, offering opportunities for relaxation and enjoyment.

Items for Purchase

We have gloves, aprons, Conti wipes, and skin cleansing foam all available to purchase from the Carers Centre. Kylie sheets and seat covers can be purchased too.

Crossroads Annual Staff Training Day

The Annual Training Day for all Support Workers was held on Monday 6 October 2025 at the library. Lunch was provided by Brough Bakes, and kitchen facilities were available throughout the day. Staff made every effort to attend.

To ensure the day was as beneficial as possible, only essential operational updates were included. Most of the programme focused on informative sessions delivered by colleagues from NHS Orkney. These were Moira Flett, Multiple Sclerosis and Motor Neurone Disease Advisor, and Jennifer Watt from Infection Prevention and Control.

These smaller, interactive sessions were clearly well received by staff, who actively participated, asked questions, and engaged with the tasks associated with the training.

Feedback from the training day was incredibly positive, with many staff expressing a preference for including more sessions led by external agencies in future events.

SVQ (Scottish Vocational Qualification) Healthcare & Social Services

Congratulations to Support Workers Alice Dennison and Sophie Paterson for completing level 2 in this award and Sheila Ritch for completing level 4. These qualifications are adhering to registration requirements stipulated by the Scottish Social Services Council (SSSC).

Compliments

During my travels, I spoke with someone who described their experience of caring for family members with complex needs. I wanted to share with you how highly they spoke of Crossroads, specifically the empathy shown to those who need care and those who deliver it.

Our community values and appreciates all you do, and I wanted to share this feedback while it was fresh in my mind. Thank you so much for all you do – Previous Chair of the Board for NHS Orkney.

Thank you all – fantastic staff.

We are both so grateful for all your help over the last few years.

The short break was just what I needed and helped me get caught up on some sleep.

Mums main Crossroads carers both displayed the highest level of care and professionalism. Keep up the good work!

Thank you for all the care, kindness, and compassion you showed Dad. The support you extended to us as a family has been appreciated and will not be forgotten.

The support me and my dad received from Crossroads has been immeasurable and will never be forgotten.

Sending thanks to everyone for all that you do day after day, especially for the many things you do that so many are unaware of. All the help that you give to ease the burden for so many cannot be underestimated but sometimes may not be acknowledged. Everything you do day on day makes such a difference and for that – thank you.

I would like to thank you from the bottom of my heart for all the care and compassion you showed him in the 16 months since my Mum died. We were both truly appreciative of Crossroads carers' visits to check on his welfare and give him some social support.

Your service is truly invaluable - long may it continue to assist those in our society who become less able to care for themselves.

Training undertaken by Carers Centre Staff

Arlene Montgomery	Registered Manager 35 hours per week (From Sept – 2021 – May 2025) Supported the induction of the new Registered Manager.
Sheila Ritch	Care Co-ordinator 35 hours per week (From May 2022- Dec 2023) Acting Assistant Manager/Care Co-ordinator (From Jan 2024 – May 2025) Registered Manager (From May 2025) Training Completed - Completed SVQ 4 Health & Social Care Services (SCQF 9) in April 2025, Orkney Interagency Child Protection Guidelines, mandatory TURAS modules, commencement of CPD in Leading and Managing Care Services (SVQF 10) in Oct 2025, Charitylog review.
Gemma Alexander	Assistant Manager/Care Coordinator 35 hours per week (From July 2025) Training completed – Induction, Macmillan Improving the Cancer Journey service drop-in session, all mandatory TURAS modules including Adult Support and Protection modules 1&2 and Child Protection modules 1&2, VSDS signatory role training, Care Inspectorate self-evaluation training, Respite introduction, Time to Live evaluation and implementation, NHS Orkney Mentally Health Workplace Training for Managers, Orkney Interagency Child Protection Guidelines, Talks on MS/MND and Infection Prevention and Control, Carers Conference, Charity Log Training, Fire Warden training, Interview Skills, ASPire, Applied Suicide Intervention Skills Training, Charitylog review,
Steve Woods	Care Co-ordinator - 30 hours per week (From June 2023) Training completed - all mandatory TURAS modules including Adult Support and Protection modules 1&2 and Child Protection modules 1&2, Value Based Reflective Practice, Orkney Interagency Child Protection Guidelines, Once for Scotland NES Eating, Drinking and Swallowing level 2 Training, Level 4 Advanced People Handling and risk assessment key trainer's certificate, First aid at work instructor's certificate, Charitylog review

Lynn Bartlett

Young Carers Support Worker - 12 hours per week
(From October 2016)

Training completed - Young Carers Conference –
Stirling, Orkney Carers Conference, Fire Awareness
Training, Orkney Interagency Child Protection Guidelines,
mandatory TURAS modules.

Claire Laughton

Finance Administrator - 35 hours per week (From May
2021)

Training completed – Fire Awareness Training,
Charitylog review, Orkney Carers Conference, mandatory
TURAS modules.

Training undertaken by Support Workers

- First Aid
- People Handling
- In house staff training day
- Medication- online & in person training
- SVQ Level 2 Health & Social Care. This training is in line with the registration requirements of the Scottish Social Services Council (SSSC)
- Save a life- Suicide awareness training.
- Mandatory TURAS modules (online learning platform through NHS Orkney)
- Eating, drinking, and swallowing level 2 training

All new employees receive a full induction relevant to their role.



Young Carers Support Service

Orkney Young Carers Service continues to support young people aged six to eighteen who have caring responsibilities. Young people meet with others in similar situations, providing opportunities to build friendships and reduce isolation. Monthly sessions are organised for both junior and senior young carers to take part in fun activities together. These sessions provide Young Carers with the opportunity to take a break from their everyday responsibilities of caring for a parent, sibling, or grandparent, while also offering emotional and practical support when needed. The service gives young people something positive to look forward to and a chance to enjoy special experiences.

Over the past year, a wide range of activities has been organised, offering Young Carers opportunities to learn new skills, build confidence, develop friendships, and take time away from their caring roles. Activities have included floral art, watercolour painting, virtual reality (VR) experiences, climbing wall sessions, cinema trips, soft play, visits to Skara Brae and the Orkney Dairy, laser tag and trips to the Relic Café, bushcraft activities, kayaking and archery, and a visit to the Sheila Fleet Café and workshop tour.

Additional activities have included pottery with Robin Palmer (funded by Orkney Community Alcohol Partnership), ten-pin bowling, resin coaster making, pizza making, and a variety of crafts and games.

Young Carers also had the opportunity to take part in first aid training, helping them develop practical skills and confidence. Given the caring responsibilities many young carers undertake, this training is particularly valuable and will continue to be offered every two years or as identified by the Young Carers.

Orkney Young Carers were invited to participate in the Orkney Carers Conference in November 2025. Time and preparation were vital to ensure adequate support for the three older Young Carers to write and confidently present their stories at the conference. In the end, they did exceptionally well, presenting at the Pickaquoy Centre Cinema in front of a large audience. Feedback from delegates was extremely positive and the young people felt very proud of their involvement and rightly so. They were subsequently recognised at the Orkney Youth Awards where they were presented with a certificate of achievement for their efforts.

Christmas can be an especially difficult time for some Young Carers and their families. Orkney Young Carers has been supported for many years by Cooke Aquaculture, whose financial grant covers the cost of £20 worth of Christmas presents for each Young Carer as well as the annual Christmas party. The Christmas

party of 2025 was held at Aalfired Up with food provided by Mars Catering and was enjoyed by all who attended.

Additional funding was provided this year to organise a cinema screening for young carers and their families. Held between Christmas and New Year, the event provided a wonderful opportunity for families to spend time together and socialise with others. Attendance was excellent and participants thoroughly enjoyed watching *Zootropolis*. The Giving Tree Project also provided additional Christmas gifts for young carers. These gifts were greatly appreciated by the young people and their families.

The Young Carers Support Worker also spent time at Kirkwall Grammar School delivering six S1 Personal and Social Education (PSE) classes. These sessions were another valuable opportunity to raise awareness of young carers and the challenges they face, helping to increase understanding among both pupils and staff.

In March each year, the Scottish Carers Trust hosts a national conference for staff supporting Young Carers across Scotland. Attendance at this event provides valuable networking and learning opportunities, enabling staff to share good practice and bring new ideas back to the service.

Participation

As of 31 March 2026, the service supported:

- 8 Junior Young Carers
- 15 Senior Young Carers

Annual reviews were completed for all Young Carers, and several new starts joining the service throughout the year.

Lynn Bartlett, Young Carers Support Worker



(photo permission given)

Current Support Workers as of 31 March 2026

Kirkwall

Jean Bain

Fiona Campbell

Kate Laughton

Kelly-Marie McGuigan

Moir Ross

Neil Tait

Laverne Taylor

Beverly Whitman

West Mainland/Hoy

Alice Dennison

Winifred Dunnet

Anne Slight

Lesley Sole

Kathryn Wilson

Eileen Sandison

East Mainland

Ruth Craigie

Inga Berstan

Alison Petrie

Shelly Vendy

North Isles

Ruth Brough

Marie Jenkins

Samantha Muir

Alison Drever

Ailsa Seatter

Sophie Paterson

Lenka Mellor

Employed during 2025-2026

Gemma Alexander

Inga Berstan

Eileen Sandison

Lenka Mellor

Left Employment during 2025-2026

Jessie Drever

Pearl Thomson

Kim Donnelly

Chloe Whitman

Kerry Mills

Morag Muir

Hilary Booth

Caroline Delday

Liz Bews

Board of Trustees

Chairperson	Mr William Neish
Vice Chairperson	Mrs Margaret Foulis
Treasurer	Inga Scholes (Appointed June 2025)
	Mrs Barbara Hutchison
	Miss Margaret Sutherland
	Mrs Linda Russell
	Ms Kerry Warman
	Mrs Lillian McLennan
	Mrs Wendy Gunn (Resigned October 2025)

Advisors & Representatives of Funding Bodies

Mr Stephen Brown	Chief Officer, Orkney Health & Social Care Partnership
Ms Lynda Bradford	Head of Health & Community Care, Orkney Health & Social Care Partnership
Ms Amanda Moffat	Shared Care Scotland

Carers Representation

The Manager/Assistant Manager represented Carers and the Carers Centre on the following working groups/committees.

- Carers Strategy Group
- Third Sector Working Group
- Coalition of Carers in Scotland (COCIS) and Rural & Island Engagement meetings
- Carers Centre Manager Network
- Isles network meeting (with Skye, Lewis, Harris & Shetland)
- The Promise Board
- Shared Care Scotland – Time to Live Microgrant Scheme
- Improving the Cancer Journey Working Group
- Resource Management Meetings

Independent Examiner

Mr Charlie Flett

Foubister & Bain, Chartered Accountants, 4 Broad Street, Kirkwall, KW15 1NX.

Year Plan April 2026 - March 2027

Objective or Action Point	Quantity, Level, Date or Deadline	Lead Person (if appropriate)
1. Governance		
1.1 Hold Annual General Meeting followed by business meeting.	August 2026 and annually thereafter	Board of Directors/Registered Manager
2. Care Services and Carers Centre		
2.1 Endeavour to provide at least 160 free of charge hours of respite care to Carers through the Service Level Agreement with the Local Authority.	160 hours plus per week	Registered Manager/Assistant Manager/Care Coordinator
2.2 Enable Carers the opportunity to purchase additional care hours. Enable clients to purchase care with their Direct Payments or through Option 2 or 3 of Self-Directed Support.	Ongoing	Registered Manager/Assistant Manager/Care Coordinator
2.3 Continue to raise awareness of All Carers.	Ongoing	Registered Manager/Assistant Manager/Care Coordinator/Young Carers Support Worker
2.4 Highlight Carers Week (Building Carer Friendly Communities) through activities, liaison with press officer at local authority, newsletter, social media, and ongoing engagement with Crossroads Support Workers.	8 - 14 June 2026	Registered Manager/Assistant Manager/Care Coordinator/Young Carers Support Worker
2.5 Distribute posters and leaflets out to all GP Surgeries/rural shops/libraries to raise awareness of the support available to Carers.	Ongoing	As Above
2.6 Review/Revise/Implement Adult Carer Support Plans and Young Carer Statements	Ongoing	As Above/Carer Lead for Orkney Islands Council (OIC)
2.7 Increase Adult Carer Support Plans and Young Carer Statements carried out.	Ongoing	Registered Manager/Assistant Manager/Care Coordinator

2.8 To continue fundraising efforts.	Ongoing	Board of Directors/Friends of Crossroads
2.9 To support and work with Carer Lead, OIC to identify more Unpaid Carers and provide appropriate support.	Ongoing	Registered Manager/Assistant Manager/Care Coordinator/Young Carer Support Worker
3. Contracts and Funding		
3.1 Ensure Local Authority funding is in place as soon as possible after the start of the financial year.	Start of the financial year	Registered Manager
3.2 Apply to Shared Care Scotland for Short Breaks funding.	Ongoing/Annually	Registered Manager
3.3 Apply for funding to support mandatory training.	If available/Annually	Registered Manager
4. Financial Management and Administration		
4.1 Review staff wages and mileage allowance.	May 2026	Board of Directors
5. Administration and Systems		
5.1 Continually review all systems to ensure they are up to date and are fit for purpose.	Ongoing	Registered Manager/Assistant Manager/Financial Administrator
6. Office and Equipment		
6.1 To future proof the services ability to continue seamlessly regardless of weather or any other emergency or disruption.	Ongoing	Registered Manager/Assistant Manager/IT support
7. Human Resources		
7.1 Recruitment	Ongoing	Board of Directors/Registered Manager
7.2 Continue support & supervision sessions for Support Workers along with observations of practice.	Ongoing	Registered Manager/Assistant Manager
7.3 One to one meeting with Centre Staff	Ongoing	Registered Manager/Assistant Manager
7.4 Monthly staff memo	Monthly	Registered Manager/Assistant Manager

7.5 Review/update and implement Policies and Procedures		Beyond HR/Board of Directors/Registered Manager/Assistant Manager
8. Training and Development		
8.1 Support Workers to undertake SVQ level 2 training, in Health and Social Care.	Ongoing	Registered Manager/ Assistant Manager
8.2 Ensure all Support Workers are up to date with mandatory training.	Ongoing	Assistant Manager/Care Coordinator
8.3 Access specialist training where required.	Ongoing	Assistant Manager/Care Coordinator
8.4 Organise annual training day for all staff.	Autumn 2026	All office staff
8.5 Annual appraisal of each staff member	Ongoing	Registered Manager/Assistant Manager
9. Regulation of Services and Quality		
9.1 Comply with inspection from Care Inspectorate and implement recommendations.	Unknown date due to unannounced inspection protocol	Board of Directors/Registered Manager/Assistant Manager
9.2 Complete annual returns for Companies House, Office of the Scottish Charity Regulator (OSCR), and the Care Inspectorate.	As and when required.	Board of Directors/Registered Manager/Assistant Manager
9.3 Continue to review and update Policies, Procedures, and the Business Continuity Plan	Ongoing	Registered Manager/Assistant Manager
9.4 Ensure all staff are SSSC registered & PVG checked.	Ongoing through Volunteer Scotland Disclosure Services and Scottish Social Services Council (SSSC)	Registered Manager/Assistant Manager
10. Health and Safety		
10. Review Health and Safety policy and Lone Working Policy.	October 2026	Beyond HR/Board of Directors/Registered Manager

11. Monitoring, Reporting and Evaluation		
11.1 Carer, Service User and Employee Survey to be reviewed, updated and sent out and findings reported to the Board.	Annually	Board of Directors/ Registered Manager/Assistant Manager
11.2 Send out survey on behalf of the Care Inspectorate	When required	Registered Manager/ Assistant Manager
11.3 Carry out Regular Service User/Carer reviews.	Ongoing/ 6 monthly/ as and when required	Assistant Manager/Care Coordinator
12. Networking		
12.1 Attend relevant meetings to strengthen collaborative working and increase support and information networks.	Ongoing	Registered Manager/ Assistant Manager

Crossroads Care Orkney Limited

BALANCE SHEET AS AT 31 MARCH 2026

2025

		<u>Fixed Assets</u>	
£ 1,494		Office Equipment	£ 1,195
299	£ 1,195	<u>Deduct Depreciation</u>	239
			£ 956
		<u>Current Assets</u>	
1,926		Debtors	6,761
326,638		Cash at Bank and in Hand	318,648
328,564			325,409
		<u>Deduct Sundry Creditors</u>	
10,176		Creditors	20,259
10,176			20,259
	318,388		305,150
	£ 319,583		£ 306,106
		<u>Reserves</u>	
	£ 282,223	Unrestricted Reserves brought forward	£ 311,909
	23,089	Surplus (Deficit) for year	(12,887)
	6,597	Transfer between Funds	(1,334)
	311,909		297,688
	7,674	Restricted Reserves	8,418
	£ 319,583		£ 306,106

Kirkwall, 18 August 2026

We have examined the books and records of Crossroads Care Orkney for the year ended 31 March 2026 and confirm that the above Balance Sheet and accompanying Income and Expenditure Account are in accordance with the accounting records. The full statutory company accounts are available from the office of Crossroads Care Orkney.

Foubister and Bain
Chartered Accountants

Crossroads Care Orkney Limited

INCOME AND EXPENDITURE ACCOUNT
for year ended 31 March 2026

<u>2025</u>	Income:-	
258,229	OHAC/NHS Orkney	220,718
13,442	Young Carers Project	15,960
93,588	Contract Income	85,062
10,000	Repsol Sinopec Grant	10,000
19,231	Time to Live Fund - Micro Grants	25,250
3,338	Time to Live Fund - Development & Delivery	7,224
451	Mock Wedding	-
29,790	Donations	18,165
-	Training Grants	1,080
704	Gloves, Wipes & Aprons	579
180	Membership Fees	180
149	Miscellaneous Income	500
4086	Friends of Crossroads	5251
1,600	Bank Interest	1,163
<u>£ 434,788</u>		<u>£ 391,132</u>
	Expenditure:-	
110,113	Salaries - Co-ordinators	98,511
29,099	Salaries - Administration	29,112
195,638	Salaries and Training - Support Workers	176,584
614	Travel Costs - Co-ordinators	650
-	ILP Costs - Administration	-
1,317	- Client Costs	574
(2,498)	- less recharges	574
<u>18,800</u>	YCP Costs	15,575
1,203	Children's Service	-
1,498	Carers Information	1,514
1,476	Care Commission	1,476
451	Mock Wedding	-
17,907	Rent, Electricity and Insurance	20,563
7,533	Telephone	7,409
1,032	Stationery and Postage	955
5,985	Repairs & Renewals	9,783
613	Affiliation Fees	529
3,186	Payroll & Accountancy	2,680
763	Adverts, Publications and Sundry Expenses	1,232
1,950	SVQ Training	2,130
17,183	Time to Live Fund - Micro Grants	25,250
3,338	Time to Live Fund - Development & Delivery	7,224
815	Friends of Crossroads	1,469
766	Bank Charges	909
70	Bad Debt Write Off	-
934	Gloves, Wipes & Aprons	815
299	Depreciation	239
<u>418,768</u>		<u>404,609</u>
<u>£ 16,020</u>	Surplus (Deficit) for year	<u>£ (13,477)</u>
23,089	Whereof: Unrestricted	(12,887)
(7,069)	Restricted	(590)
<u>£ 16,020</u>		<u>£ (13,477)</u>

Crossroads Care Orkney Limited

Composition of Reserves at 31 March 2026

	<u>At 31/3/25</u>	<u>Incoming Resources</u>	<u>Resources Expended</u>	<u>Transfer between Funds</u>	<u>At 31/3/26</u>
<u>Unrestricted Funds</u>					
General Fund	311,909	351,761	(364,648)	(1,334)	297,688
<u>Restricted Funds</u>					
YCP Project	7,424	5,637	(4,893)		8,168
Carers Information	-	180	(1,514)	1,334	-
SVQ Training	250	1,080	(1,080)	-	250
Time to Live Fund - Micro Grants	-	25,250	(25,250)		-
Time to Live Fund - Development & Delivery	-	7,224	(7,224)	-	-
	<u>7,674</u>	<u>39,371</u>	<u>(39,961)</u>	<u>1,334</u>	<u>8,418</u>
	<u>319,583</u>	<u>391,132</u>	<u>(404,609)</u>	<u>-</u>	<u>306,106</u>

Crossroads Care Orkney
Managing
Orkney Carers Centre and Orkney Young Carers

Kirkwall Travel Centre

West Castle Street

Kirkwall

Orkney

KW15 1GU

Tel: 01856 870500

Email: carers@crossroadsorkney.co.uk

Website: www.crossroadsorkney.co.uk

Facebook: Crossroads Orkney

Office Opening Hours

Monday-Friday 9am-5pm

Registered Charity Number SCO22786

Company Number 164342



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Go to www.easyfundraising.org.uk/crossroadsorkney

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