

Moving On

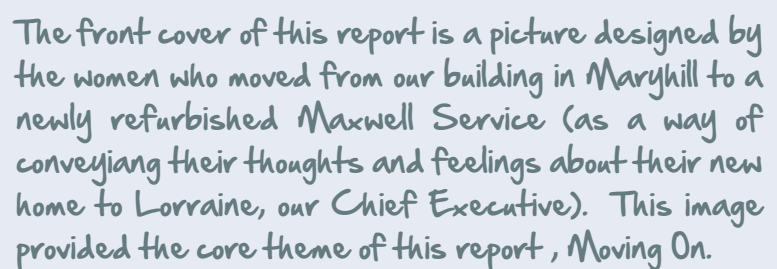
Annual Report 2014



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Thanks to Wendy Ball and Jollie Design for all help and support in producing this report.



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CEO's Report

MOVING ON...

Another year and one that passed all too quickly. As I looked back over the year I began to realise just how much and how far some parts of our organisation have moved on.

We have built a new organisational strategy, setting out our aims and ambitions for the coming three years. We embarked on our Better by Design journey to move us beyond traditional planning models into a world where everything we do is led by design and informed by the people we support and work in partnership with. Services have moved onto to new accommodation, new integrated models and new contract extensions. New opportunities have moved us on from being a solely regional organisation to one that contributes nationally through demonstration projects and capacity building initiatives with the Scottish Government. New delivery partnerships are emerging that go well beyond those naturally linked with homelessness, as are new links and collaborations with our fellow providers across the country.

We are growing more vegetable and flowers around our accommodation, with more and more people catching the gardening bug. The Peer Volunteers have shown us just how you can use lived experience to move on positively into employment, new learning and more settled lives. We have welcomed a strengthened board with even wider influence and impact and they have supported us to grow a stronger financial approach. A review of policies and procedures ensured a fit with our newly restated values. These are no more than a flavour of what has been a year fully of energy and positive improvement. However as ever, the more we do, the more we find to do and our

culture, which is built on continually growing the range opportunities we can offer people to achieve their goals and move on from homelessness, will ensure we never run out of new challenges, and nor would we want to.

We have faced the same challenges around tighter funding and increasing costs as everyone, but that has not held us back from pushing forward to ultimately achieve the most important move on of all, the people we support moving on and away from their experience of homelessness. This year we have had the privilege of supporting 250 people to do just that and many, many more to move forward in their lives in ways that matter most to them. Much of this is dependent on our growing range of partnerships in both delivery and development. We are keen to extend that range both within and outwith homelessness particularly when by working together we can do more.

Lastly I must again express my gratitude to everyone who has supported me this year, particularly the service users who have shared their thoughts and experiences with me, our staff who continue to be unremittingly committed, flexible and positive about what we can achieve, our Board who have challenged, supported and invested their energy and our partners and stakeholders who have supported us to move on so far in such a short time.

Lorraine McGrath
CEO

Chair's Report

Robert Browning, the British poet, said that
'a man's reach should exceed his grasp'...

...suggesting that to achieve anything worthwhile a person should attempt even those things which may turn out to be impossible. Browning's image is very persuasive picturing a hand stretching for something just out of reach.

The Simon Community over the last six years has been planning through the universally difficult times experienced by the whole charitable sector but now finds itself in a much more stable and sustainable place now ready to "move on" from striving to survive to striving to improve, grow and develop better responses. This change of attitude and culture extends across the organisation and has been reinforced through engagement with the Better by Design programme which has been ongoing over the last year and a half.

Moving on may seem a very modest ambition but infers new way of looking at how we do things in future. The challenge for any organisation is to set out goals, ideals and values which stretch the creativity of its board, senior management and staff - not for its own sake but to fulfil the original intention of those who founded the Simon Community in Glasgow some 48 years ago.

That intention was to seek out, engage with, and help move on those who were hard to reach because of their chaotic lifestyles. It seems astonishing to say that almost half a century on, against the background of huge changes in our post-modern world, that we still have unacceptably large numbers of people experiencing homelessness today.

Many Third Sector organisations are struggling just to "keep the lights on" leaving them little time to reflect, far less plan, for the step-change which is desperately needed to do more than maintain the status quo.

The innovation and creativity required to bring about such step-change will almost certainly involve risk; and with risk there comes the possibility of failure; but there is no failure which cannot be revisited and lessons learned.

The Simon Community are now seeking partnerships with those who would not normally be thought of as having anything to contribute to the problem of homelessness in order to extend our reach in new innovative thinking, financial support and managerial resources.

As part of our planning for the future during this past year we have been fortunate to add to our Board a number of senior managers as Non-Executive Directors from a variety of disciplines bringing a much wider understanding to the issues of homelessness. I am personally indebted to those new trustees who have agreed to bring their passion, skills and networks alongside the present hard-working board in order to help realise the ambition we have for the future.

To the senior management team and all the staff under the leadership of our Chief Executive, Lorraine McGrath, I want to say how much I appreciate their continued commitment, devotion and hard work in helping us to the point where the Simon Community are now able to more comprehensively extend our grasp for the benefit of those who are often considered to be beyond reach – which is the whole purpose for our existence as an organisation.

With my thanks and best wishes

John Matthews
CHAIR

Revised Strategy

how our Board feel



We have formed a new set of strategic aims to guide the organisation through the next three years. We wanted a set of aims that defines how we will set about delivering our mission, vision and values but was also easy to

understand and identify with. So what we have, drawn from 18 months of engagement and learning with staff, service users and stakeholders, is a set of strategic aims and ambitions, outlined in summary below:

Involved and included service users

- » All service users feel their views and opinions matter and are listened to
- » A strong focus on personalisation is evident in everything we do
- » Clear and effective mechanisms are in place that enable service user involvement and influence
- » Every service is shaped by service users views and ideas

Practicing our Values

- » Our values are evident in every area of activity
- » All changes to practice are assessed against our values
- » All staff and service users feel valued and involved
- » All staff understand and engage with the organisational values

Transforming Homelessness Responses

- » Delivery of an effective programme of homelessness prevention
- » Early intervention approaches reduce the length of homelessness experience
- » The number of rough sleepers reduce every year along with the average number of nights anyone sleeps rough
- » Employability is a focus within all homelessness services
- » New forms of settled accommodation choices are available

Sector Leadership

- » To be recognised as champions of change for homelessness
- » To publish and disseminate findings from pioneering pilot initiatives
- » To deliver new research and evidenced based approaches which are recognised as best practice
- » Be the first point of contact for consultation on service delivery issues
- » Be the first partner of choice in homelessness

Building Resources and Learning

- » A strong volunteering programme adds value across whole organisation
 - » A range of delivery partnerships with leading organisations
- » Partnership and collaborations with housing providers across the West of Scotland
 - » Presence and/or profile within all West of Scotland Local Authorities
- » Quality management framework in place and accredited award achieved

Being Brilliant at the Basics

- » That GSC remains a well-run and governed organisation solely focused on delivering it's mission and vision
- » Staff development is matched to and exceeds core competence requirements
- » Service delivery objectives are met and exceeded
- » All regulation and compliance requirements are met and exceeded
- » Health Safety and Wellbeing of staff and service users is well managed



Led by Design, Better by Design

Over the course of the last year, a number of people from Simon Community have been taking part in a 'Better by Design'. It's a Big Lottery Scotland initiative and Simon Community is one of fifteen third-sector organisations chosen to receive support, to become more sustainable and to improve the impact you make on the lives of homeless people and those at risk of becoming homeless.

But Better by Design is different. Big Lottery hasn't provided money in the form of grant funding. They've provided me, an expert in design, organisational change and leadership, and my role is to support the people within Simon Community to find new ways to work together, building on the skills and capabilities that each one of us has, to improve the lives of the people you are here to support.

There is an, at times, overwhelming landscape of programmes, training courses, advice services and toolkits available for third-sector organisations, all aimed at filling a gap in knowledge or telling you what you need to do to manage your organisations differently. Often these programmes are based on assumptions about what you don't know. Better by Design starts with what you do know and also challenges you to look again at the familiar and see it with fresh eyes, to put assumptions to one side and to work with one another to uncover new possibilities.

It can be easy to sit back and take the help offered to you – either in the form of grant funding, or training, or whatever – but that hasn't been an option with Better by Design! The team at Simon Community has had to step forward and dedicate the time and effort to work through the process together, to challenge each other to change, and to do things differently, all the time maintaining optimism for the future and what we can achieve together.

Better by Design is, at its heart, about co-production. I know, co-production is a buzz-word, but it does have a meaning that we're all sharing in Better by Design. For us, co-production is about working creatively, with shared responsibility, to bring all our skills and capabilities together to make the difference we all want to see in the world. That's why I prefer to think of Better by Design as a movement rather than a project or a programme.

A movement differs from a programme in many ways, not least of which is the nature of participation it engenders. The kind of movement we're trying to create through Better by Design is one that changes thinking and doing across entire organisations...and beyond. Imagine the scene...if we'd lined up fifteen organisations over a year ago and told them that they weren't doing it right and we had a better way of doing it, the chances are we wouldn't have got very far with people 'buying-in' to what we were trying to do!

No, the movement behind Better by Design is more about being together through a process that seeks to 'let go' of old ways of doing things and work together with everyone who has an interest in creating new ways of doing things. Oh, and we're not trying to do it with a new IT system, we're doing it through talking and listening to each other. In fact, the technology being used doesn't get more complicated than post-it notes and felt-tip pens (okay...there are flip-charts as well). The special ingredients, the ones that make the conversations we have with each other in Simon Community so valuable, are the passion, professionalism and experiences of those involved. Those are the ingredients that are producing new ways of thinking and working in the organisation.



what inspires us to work in homelessness



When the programme finishes in Spring next year, we'll have produced a new Service Users' Handbook, which we hope will embody a new way of thinking and working for Glasgow Simon Community. But we don't want the movement to finish. We want the movement to keep moving on.

And finally, it's not too late to join in. If you know someone who's involved with the Better by Design 'change team', ask them what they're up to. **Join in.**

Richard Hewitt
TAYLOR HAIG FOUNDATION

Peer Volunteers Moving On

ELLIS - My Story of moving on



One day after a conversation with David (support worker) about what I had done in my life and things that I had achieved, he suggested that I look into Peer Support where people who have experienced homelessness become volunteers and work with others who find themselves homeless. The Simon Community RSVP (Rough Sleepers and Vulnerable People) Hub offer advice and information to people who are homeless and they were just about to recruit peer volunteers. When the day came to attend the peer volunteer information meeting at the Hub I felt apprehensive, nervous, anxious and really didn't want to be there but because of the encouragement I had been given from my support worker I felt I needed to give it a go and I have never looked back.

By the time I attended several introduction meetings and took part in the interview process and training provided, I knew that this is where I wanted to be. In no time I had built up a connection with the other peers and staff.

I have been involved in the daily running of the Hub, various training days that have helped my personal development, taken part in the Simon Community AGM, been part of the Better By Design work that is taking place within the wider organisation, attended open days representing GSC and have been part of the Self Directed Support Pilot for the Scottish Government by taking part in the interviews with service users and using my lived experience to make people feel at ease.



During the pilot I like the way that I was made to feel involved, being part of a team and included in decisions about the pilot i.e. our input about what should be asked in the questionnaires, I also enjoyed going out to different types of services and meeting new people. Feedback from the interviews was the best part for me that built my confidence, it has made want to go out and get involved other projects.

Since becoming a peer volunteer 11 months ago I now have a better understanding of homelessness and all the issues that come with it and that no two people are the same.

The experience has truly made me feel like part of something and valued, it also made me realise that I want a career in Social Care and I am currently seeking employment within this field and I don't feel I could have got here without the hard work I have put in and the achievements that I have made whilst working with the Simon Community.



Personally life has got better and better I recently moved into my own flat and I feel settled. Volunteering has built up my self-esteem and confidence, it gives me a reason to get up in the morning , I enjoy learning new things and I am starting to feel like I make a difference, I may not have all the answers but I can certainly try...

Peer Volunteers Moving On

CARLY - My Story

I spent a year in the Southern General relearning to walk, talk and live again after my drug use caused me to have a massive brain hemorrhage. I lost my house, I was in hospital, they just changed the locks.

I got a new tenancy in the West End which I have now managed to maintain for 11 years. I stayed clean for four years, went to college and on holidays I was really living life. Then I had a number of health problems for which I was put on opiate medication, I was off and running again. This time I went into Phoenix Futures rehab, I knew what I had to do.

You have to look at your thoughts feelings and behaviours in there and make changes. I work voluntary in Phoenix now and I'm so passionate because it changes people's lives.

I also became a Peer Volunteer for the Simon Community where we did 12 weeks training, the training was brilliant and it helped with my confidence and self-esteem. I went out and did interviews for the SDS pilot and even spoke at the AGM meeting. It helped building up relationships with the staff there because I still felt like a service user and fitting in with a staff team I have always struggled with.

I even had the confidence to apply for a Hepatitis C Community Trainee position with Waverley Care. I was really nervous going for the interview I went to the Simon Community to pick up my training certificates beforehand and was told to "just be myself" and that's what I did. Waverley Care phoned that afternoon to offer me the position, I think I screamed I couldn't believe it. I thought that I had messed the interview up. I have been there a couple of months now and sometimes I can't believe how different my life is.

At Waverley Care I'm working with people affected by Hepatitis and I use my lived experience to help me empathise with others. They're putting me through a SVQ 3 which is a fantastic opportunity to have. I have fitted in with the staff team and I'm learning all the time. There has been challenges but I'm facing them and reflecting on what I could have done differently.

This past year has been amazing I'm even learning to drive which I thought would never happen as I only have the use of one hand. I can do anything I put my mind to. From a wheelchair to four wheels driving around and from prison to presentations with my work.

Now that's what I call living life...

SARAH JANE - My Story

I came across the Simon Community. They were doing interviews and then a 12 week training programme for volunteers. I was unsure whether or not I was ready to try this 'cos I had never been for an interview before. I realised that only by pushing through my uncertainty would I make further progress.

I worried for nothing, the process was quite informal, helpful and very supportive. I started on the 12 week programme that covered subjects like Induction, Child Protection, Adult Support & Protection, SafeTalk, Confidentiality, Boundaries, Challenging Behaviours, Roles and Responsibilities – what was expected of you as a volunteer and also what you could expect from the Simon Community as a volunteer.

Through the Programme I started volunteering in the Hub and this really improved my confidence and self esteem. I went out with the Street Team and saw another side of the work they do.

In my time in Phoenix and also as a volunteer one thing that stands out above all else is that people will share their worries and hopes with others who have had a similar experience either in addiction, mental health, homelessness or having come through the Care System.

As part of my volunteering I was approached by Glenda and Ashleigh to help with a piece of research around Self Directed Support. I was given the task of talking to service users who had been or still were homeless. This went really well because they could relate to the fact that I am going through the process of being homeless myself.

Through the support and confidence gained as a volunteer for the Simon Community, I put myself forward to be part of a Recovery group for the North East and I was able to use my knowledge, skills and experience to benefit this new initiative. In January 2014 North East Recovery Communities (NERC) was established and I became a Committee member for the very first time.



How women feel in homelessness

Services Moving On

Newlands/CSIS merge

Our Newlands accommodation service and our Community Support and Inclusion Outreach service have been meeting needs and delivering effective support for a number of years. However, the people coming who now need the support and accommodation at Newlands had been changing and it was time to look again at how we could best move the services on to respond even more effectively with the resources we have. We wanted to open up our Newlands Accommodation to a wider range of people. To do that we needed to extend the support across the 24 hour period, rather than the office hours the service was originally designed for.

We looked at a proposal to make better use of the resources of CSIS and Newlands to offer an integrated 24 hour accommodation and outreach service. Bringing the two services together offers service users more options on when and how to engage with support and ensures we can respond to the increasing vulnerability of people being referred. We believe this would allow more people to move into Newlands more quickly from more intensive support as preparation for mainstream living and increase the impact offered from the 24 hour aspect of CSIS.

We were keen to retain the original focus for people staying at Newlands, which instils a therapeutic environment for individuals ready to move on into the community, whilst still having the Outreach aspect of CSIS for people who have more complex needs and are more challenging to engage with.

Our partners Glasgow City Council and Thenue Housing Association embraced the idea and supported us to develop the service merger proposal and to bring the available resources together.

The combined team is working to continue to build on the outcomes for people so far and how to continue to get the best from the resources they have.

Margaret Graham
SERVICES MANAGER

The Journey from Maryhill...



how service users feel about the Simon Community support

When Glasgow City Council found new premises to replace the Maryhill project, the women were delighted to move to Maxwell project. Primarily because this building, as a large sandstone detached villa, had similarities to Maryhill project but significant investment meant it was fully modernised and upgraded with the 'luxury' of en-suites in all rooms. Everyone involved was ambitious to create safe, warm and homely accommodation, that anyone would enjoy living in.

Before the move in date, the women planned a few visits so they could chose the colour scheme, furniture and also pick their own bedrooms.

SOME OF THE COMMENTS THE WOMEN MADE:

"it looks like a palace",

"I can't believe I'm going to stay here",

"When I go out I will enjoy coming back to this project, knowing I feel safe"

...to Maxwell



After the visits, the women's excitement began to build and they grouped together to organise a plan for the move to Maxwell, using a Mind Map tool. The Mind Map detailed what tasks was still to be completed for the move, who was to be informed of the move, what was still to be purchased and who was responsible for that task.

Each woman also discussed excitement and fears around the move and supported each-other with solutions, especially around the local area of Maxwell. All the staff worked alongside the women to plan, pack and prepare.

All the women were really creative, individualising their rooms and taking great pride in showing their room to visitors. When they got feedback about how lovely their rooms look, it gives them a sense of achievement and more confidence.

SOME WOMEN SAY THAT ALTHOUGH THEY LOVE BEING AT MAXWELL, THEY WILL ALWAYS HAVE SPECIAL MEMORIES OF MARYHILL WITH COMMENTS LIKE:

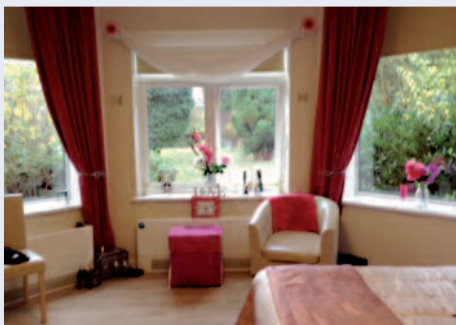
"It's the first place I felt I could be myself and don't have to pretend I'm someone else"

"Maryhill was the start of my recovery Journey because I was not made to feel bad if I had a blip."

A huge thanks to everyone who helped make Maxwell such a lovely place to live, recover and work.

Alison Brolly

PROJECT MANAGER



The art on the front cover of this report was created by the women at Maxwell and presented to the Lorraine, Chief Executive to demonstrate just how much they feel about their new accommodation.

Funding and Expenditure

ANNUAL REPORT 2013-14

Income for the year has increased from £3.4M (2013) to £3.9M (2014) reflecting the full service now being provided by our RSVP team, and additional grant income received in the year to run our 2 pilot projects – Self Directed Support and The Spare Room Initiative. We are grateful for this additional funding from the Scottish Government and the Oak Foundation. We do recognise the pressure facing our various funding bodies and wish to thank Glasgow City Council, North Lanarkshire Council, Friends of GSC, volunteers and fundraisers for their continued support.

The additional funding received has helped us increase our range of work and continue our good financial performance, and combined with our strict cost controls, we have generated a surplus in the year £263k (2014) in comparison to £46k in 2013.

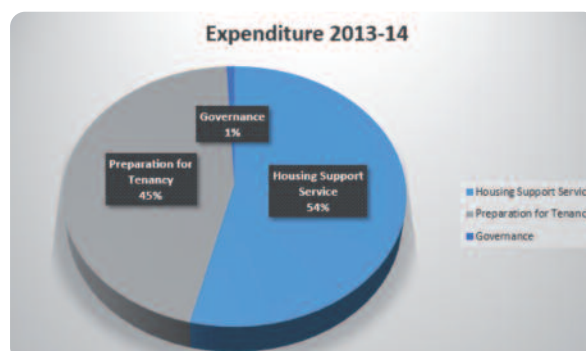
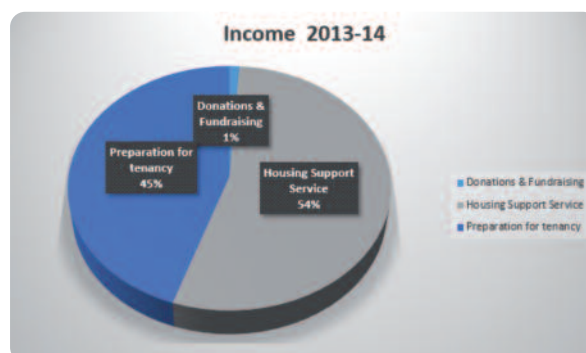
Our financial performance has remained strong, our range of work expanding with the 2 pilot projects, as noted above, and we continue to maintain our high standards in care provision throughout our services. Unrestricted reserves have increased to £474k. This is still somewhat short of our desired level of £1M and the Board will continue to try to generate surpluses to meet this target over time.

The Board is aware that the current and future financial climate will be difficult given government funding cuts, and continue to place strict control over costs and plan the Community's finances accordingly.

Desmond O'Brien

TREASURER

	2014 £'000	2013 £'000
Income	3,974	3,436
Expenditure	3,711	3,391
Net Income	263	46
Total Funds b/f	852	806
Total Funds c/f	1,116	852



Thanks to our Supporters

We were once again very fortunate in these challenging financial times, to receive donations and ongoing support from many individuals, groups, trusts and personal bequests.

We sincerely thank everyone for every pound they gave and every hour of their time they put into raising funds to support us in combating the causes and effects of homelessness including:

- » The Nelson Platform
- » The Barcapel Project
- » Caram Trust
- » Saint & Sinners Club of Scotland
- » German Kinderclub
- » Glasgow University Students Rep Council
- » Celtic Foundation
- » Andrew & Elizabeth Little
- » Ann Campbell
- » Bishopbriggs Golf Club
- » Elizabeth Scott Trust
- » Plus Magazine
- » Sovereign Order of St John of Jerusalem
- » Howford Primary School
- » Martin Connell Trust

We also wish to thank our housing providers, Friends of GSC, partners and funders for their continued collaboration and joint work to consistently improve our delivery and the range of options open to the people we support, most notably:

- » Glasgow City Council
- » North Lanarkshire Council
- » Big Lottery
- » The Oak Foundation
- » Scottish Government
- » Voluntary Action Scotland
- » West of Scotland Housing Association
- » Thenue Housing Association
- » Govanhill Community Development Trust
- » Yoker Housing Association
- » Castlemilk Housing Association
- » Glasgow West Housing Association
- » Harley Builders
- » Lanarkshire Enterprise

**If you would
like to support us,
make a donation
or find out more about
how to get involved
please visit our website
www.glasgowssimon.com
or contact our
Chief Executive on
0141 418 6980**

A Big Thanks

to our committed staff

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Caroline Scullion Alistair Jenkins Kayleigh McDonald Helen Deacon
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