



Respect



Compassion



Inclusion



Integrity



Annual Report

2025-2026



BECAUSE PEOPLE MATTER



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Chair's Report

I would like to begin by expressing my sincere thanks to my predecessor, **Stephen Plummer**, for his leadership and commitment to the organisation. During his time, Stephen guided the organisation through a period of significant financial pressure while overseeing many notable achievements. His dedication and direction have provided a strong foundation for the future.

In my first year as Chair, I have had the privilege of visiting a number of our services, meeting staff and the people we support, and attending our bi-annual Staff Conference, themed '**Compassion in Action**'. The conference provided an opportunity to reflect on our shared purpose and celebrate the dedication of colleagues across the organisation. In my address, I emphasised that our motto, '**Because People Matter**', is at the heart of everything we do. I was particularly struck by the compassion, professionalism and teamwork demonstrated by our staff, including the way colleagues supported one another and the people we support through periods of significant change.

It is important to acknowledge the challenging environment in which third sector organisations continue to operate. Increasing demand for services, financial uncertainty and wider economic pressures present ongoing challenges, while the continuing impact of the cost-of-living crisis has affected many of the individuals and communities we support. In response, the Board remains committed to making informed and responsible decisions that support the long-term sustainability of the organisation, while remaining firmly guided by our values and mission.

We recognise the continued pressures facing the social care workforce, including recruitment and retention challenges across the sector. Supporting, developing and valuing our staff remains central to maintaining high-quality, compassionate services. As we move forward, my fellow Trustees and I will continue to work closely with the Executive Team and Senior Management to strengthen the organisation's resilience, identify opportunities for development and ensure we continue to deliver high-quality support to those who need our services.

Looking ahead through our 2023-2028 Strategy, I am impressed by the continued drive for excellence across **Our People, Our Service, Our Voice and Our Development**. I have been particularly enthused



by our approach to succession planning, the development of the new service user database and sustainable investment decisions. Continued investment in digital systems and infrastructure will play an important role in improving service quality, strengthening governance and enabling more effective outcomes.

The Board of Trustees has also agreed to continue supporting Turning Point Scotland's '**Make it Happen**' grant programme. This valuable initiative enables people who use our services to apply for small grants for equipment, training or experiences that can enhance their wellbeing, independence and quality of life. It reflects our commitment to ensuring people have opportunities to achieve their personal goals and realise their potential.

We also continue to consider how sustainable and responsible practices can be embedded across our operations and future planning. Throughout my visits and conversations across the organisation, I have been continually inspired by the **inclusion, compassion and integrity** demonstrated across Turning Point Scotland. The commitment of our staff, combined with the resilience and achievements of the people we support, highlights the profound impact of our work and reinforces the importance of our shared purpose. We remain committed to ensuring that the voices and experiences of the people we support continue to influence how services are designed, developed and evaluated.

I would like to thank our staff, volunteers, partners and fellow Trustees for their continued dedication and support. Together, I am confident that we can build a strong and sustainable future while remaining committed to supporting people facing the most challenging and complex situations.

Chief Executive's Report

There has been much for Turning Point Scotland to celebrate over this past year as our services continue to deliver high-quality support to the most vulnerable individuals our community. Firstly, I want to thank our skilled staff whose important work has such a positive impact on the lives of the people we support.

Our workforce continues to embody our values of **respect, compassion, inclusion and integrity**, while continually innovating to develop the high-quality services we provide. **Turnaround's** staff is an example of this and within this report we gain insight into their work and the unique service model they deliver in the justice sector. The dedication of our staff does not go unnoticed within our organisation and I feel privileged to work with my colleagues in our joint mission.

This year at our Annual General Meeting a new Chair, **Graeme Cook**, was elected on our Board of Trustees and **Peter Gabbittas** as Vice Chair. We have worked constructively together and I look forward to continuing these working relationships to further benefit Turning Point Scotland.

While social care in Scotland continues to face challenges, as a strong organisation our expertise and ability to innovate enable us to continue to move forward with our vital work. The reality of the third sector we work in sees a rising demand for services, ongoing staffing pressures, cost increases and underfunding. These issues were brought to the attention of members of the Cabinet and Ministers who visited several of our services allowing our staff to showcase their important work.

I had the pleasure of attending several important staff events this year. Our staff conference earlier followed the theme '**Compassion in Action**' and highlighted the achievements of staff. The event also provided the opportunity for colleagues from across the country to come together and share their experiences.



The **Alcohol and Other Drugs** staff event showcased the evolution of our services in this sector over the past five years, including our innovative ways of working to benefit the people that we support.

Into this coming year we will continue to advocate on behalf of our skilled staff in terms of pay and greater resources for the people that we support. It might be argued that the function of third sector social care is to support the NHS but experienced organisations like ours are much more. We perform a complementary function through our prevention and crisis services that make a vital impact on the wider system and the lives of the individuals in need of support across the country.



Advocating for a stronger social care sector across Scotland

Our organisation advocates for the voluntary sector by sharing decades of expertise and innovative approaches to improve policy for the benefit of our staff and the people we support. Pressure on social care has resulted in greater advocacy from Turning Point Scotland in relation to policy. Opportunities to engage with elected officials play an important role in these efforts.

A reshuffle of the **Scottish Government** in mid-2025 provided an opportunity to welcome newly promoted members of the Cabinet and Ministers to our services allowing staff to showcase their vital work. Advocating on behalf of our highly-skilled and experienced staff on issues including pay within the third sector was a priority issue at all service visits.



Staff from **Aberdeen Housing First** and **Outreach Housing Support** described providing wraparound care to the people they support to **Cabinet Secretary for Housing, Mairi McAllan**, during her visit. This skilled team, led by Head of North East Services, Lynsey Blaney, builds trusting relationships with individuals on their



housing journey, who can have more than one support need. A key element of this support is providing the energy to navigate institutions and authorities, while advocating alongside the people we support. The impact of funding cuts and the merging of services was highlighted, as this can lead to the erosion of high-fidelity models such as **Housing First**.

The **Minister of Drug & Alcohol Policy and Sport, Maree Todd**, was hosted at the **Glasgow Alcohol & Drug Residential Recovery Service**. The Minister was interested in learning more about the unique service model, acknowledging the importance of stabilisation. Head of Alcohol and Other Drugs, Patricia Tracey, was instrumental in developing the 16-bed service, noticing a group of people relapsing in the community who required more support when she managed the **Glasgow Alcohol and Drug Crisis Service**. With senior staff, Patricia discussed the successes of the model with the Minister and the interest expressed by partner organisations outside of Glasgow in providing stabilisation services.



The **Inverclyde Service** team were pleased to welcome the **Minister for Social Care and Mental Wellbeing, Tom Arthur**, to the service. Head of Learning Disabilities, Elaine Bradley, described Turning Point Scotland as a training ground, developing staff through experience and qualifications, with some moving on to other providers outside the third sector due to higher wages. Elaine and Service Manager Aldo Marrone enthusiastically described high morale among the staff at the service and how recruitment remains at strong levels. The training and health package provided by Turning Point Scotland was credited with attracting staff whose values align with those of our organisation.



Opportunities to engage with elected officials allow our management and staff to showcase the positive contribution our high-quality services make to communities in which we work. The political advocacy of our organisation, in line with our mission, vision and values, will remain consistent regardless of the continuing shifts in the wider political landscape.



Compassion in the Community

There are moments in life when people need more than a service. They need someone to listen. Someone to believe in them. Someone to meet them with dignity and humanity during some of the most difficult periods of their lives.

In social care, compassion is often found in the moments that go unseen. The quiet consistency of someone showing up day after day. The patience to sit beside someone through crisis. The belief that a person is more than the challenges they face and deserves the same opportunities for belonging and purpose as everyone else.

This understanding was reflected at **Turning Point Scotland's Staff Conference 2025**, where colleagues from across the organisation came together under the theme **Compassion in Action** to reflect on the role compassion plays not only within social care, but within society itself.

In an increasingly complex sector often measured by demand and outcomes, the conference created space to focus on something human: the importance of relationships and the impact they can have on people's lives. Across Scotland, Turning Point Scotland supports people experiencing **homelessness, mental ill health, alcohol and other drug use, learning disabilities, neurodiversity and involvement with the justice system**. These experiences can leave people feeling isolated or disconnected from their



communities. While every person's circumstances are different, a common thread remains; the importance of being treated with kindness, respect and understanding.

Compassion in social care is sometimes spoken about as though it is soft or intangible. In reality, it is transformative. It is the support practitioner who continues to show up when



someone feels they have been failed too many times before. The lead practitioner who recognises potential in someone who no longer sees it in themselves. The peer support practitioner who understands that recovery, confidence and trust are not built overnight, but through empathy and genuine human connection.



Across Turning Point Scotland, colleagues see the impact of this every day. People rebuilding independence after periods of crisis. Individuals reconnecting with family, securing housing, rediscovering purpose or taking steps towards goals they once believed were out of reach. These moments may not always make headlines, but they represent the quiet, life-changing impact social care can have within communities across Scotland.



The conference also explored the importance of compassion within teams and workplaces themselves. Social care is emotionally demanding work. Staff regularly support people through trauma and uncertainty while navigating the wider pressures facing the sector. Creating a culture where colleagues feel valued and supported is essential not only for wellbeing, but for sustaining compassionate support for others.

A keynote session from **Olympian Eilidh Doyle** reinforced many of these themes. Reflecting on resilience and mindset, Eilidh spoke about the importance of how people respond to challenge and the roles encouragement and support can play in helping individuals move forward. Her message resonated strongly with attendees, particularly within a profession built on helping people recognise their own strengths and possibilities.

Turning Point Scotland's values describe compassion as meeting people where they are with kindness, acceptance and patience to promote wellbeing and resilience. This is more than an organisational statement. It is visible in everyday actions and relationships that help people feel that they matter and can shape meaningful lives beyond the barriers they face.

At its best, social care does more than provide support. It creates the conditions for people to rebuild confidence, rediscover identity and feel part of something larger than themselves. In communities where people can experience isolation and inequity, compassionate support can help people feel valued, connected and able to move forward.

Compassion is not an abstract idea within social care. It is often the starting point for hope, recovery and lasting change; beginning with the simple knowledge that someone has not given up on you.



Three decades of innovation

For over 30 years, Turning Point Scotland has demonstrated innovation in our **Alcohol and Other Drug services**, with new approaches to reducing harm, strengthening communities and improving access to support.

This journey has been shaped by our willingness to adapt to emerging challenges. In a radical response to drug related harms, the **Glasgow Drugs Crisis Centre** launched in 1994, introducing the **Glasgow Needle Exchange** in 1995. Later services such as **218** and **Turnaround** addressed the complex issues of offending behaviour interrelated with use of alcohol and other drugs. **North East Recovery Service**, **Naloxone pilot** and **Glasgow Assertive Outreach** expanded the range of support available to people living with complex challenges.

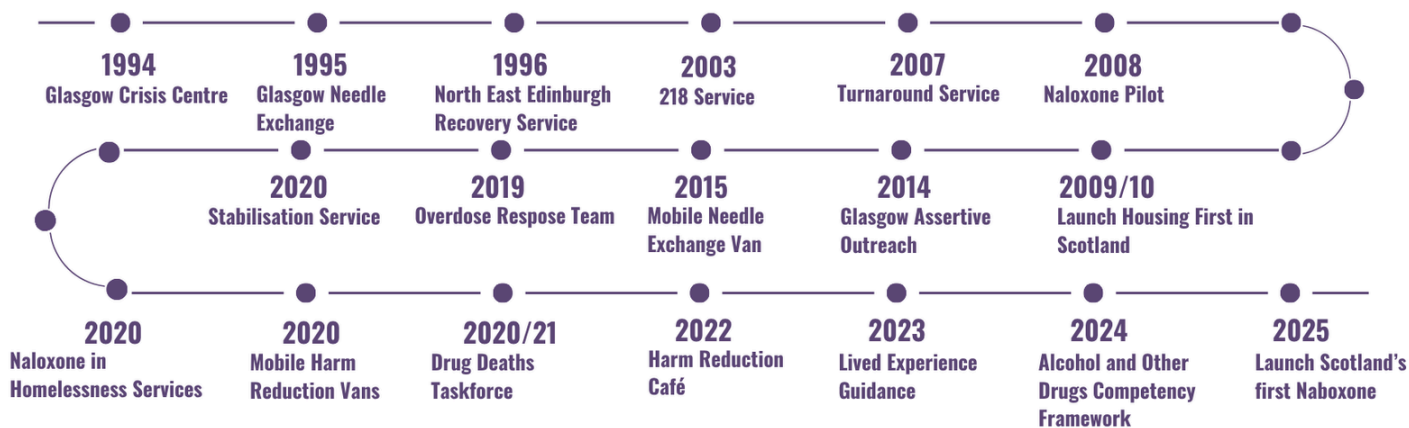
Housing First launched as a three-year pilot for people experiencing homelessness alongside alcohol and other drug use. By recognising the role that homelessness and justice play in the wider circle of support required for people using alcohol and other drugs, this demonstrated the value of taking a person-centred, trauma-informed and compassionate approach to supporting people to build stability and create lasting change.



That same spirit of innovation has continued throughout 2024-2025.

In October 2025, alongside South Lanarkshire Alcohol and Drug Partnership, Turning Point Scotland launched Scotland's first naloxone cabinets in Larkhall (**Naboxone**), making the lifesaving overdose reversal medication available to the public 24/7. This initiative is the latest development in a long history of improving access to naloxone. Our early pilots at the **Glasgow Drugs Crisis Centre** and Lanarkshire services led from the expansion of naloxone provision in homelessness services and the development of today's community-based approach. These prime examples demonstrate Turning Point Scotland's ability to adapt and respond creatively to drug-related harm.

This forward-thinking approach has carried us through periods of significant public health challenges. We adapted quickly to deal with the emerging risks of the anthrax outbreak in 2009/10 and the HIV outbreak in 2015. The Overdose Response Teams, Mobile Needle Exchange vans and the introduction of Scotland's first stabilisation service were among the approaches developed in the years that followed, each responding to changing needs and helping bring support to the people who need it most.



Timeline of innovation across Alcohol and Other Drugs services

This year, alongside the launch of the naloxone cabinets, we brought colleagues together for our first Alcohol and Other Drugs staff event. ‘Empowering Our Unique Practice’, celebrated the expertise of our teams, encouraged collaboration and reinforced our commitment to high-quality, person-centred care. Investing in our workforce is an important part of ensuring that innovation translates into meaningful support for the people we work with.



Our approach often extends beyond our own services. We also strengthened international collaborations through a new partnership with San Antonio Nexus Connection in Texas, formalised through a Memorandum of Understanding. Focusing on harm reduction, public health and supporting marginalised communities, the partnership creates opportunities for knowledge exchange and shared learning as services adapt to changing policy, funding and community needs.

Our work over the years has contributed to national conversations through involvement with the Scottish Drug Deaths Task Force, while initiatives including Harm Reduction Cafes, Lived Experience Guidance and Turning Point Scotland’s Alcohol and Other Drugs Competency Framework demonstrate our continued focus on evidence-based practice, lived experience and shared learning.

Reflecting on the years and continued innovation, Patricia Tracey, Head of Alcohol and Other Drug Services, said: “For more than 30 years, we’ve worked alongside people, communities and partners to respond to some of Scotland’s most significant alcohol and drug-related harm challenges. Innovation has always been central to our work, but our focus remains on person-centred care, learning from evidence and continually improving how we support recovery, reduce harm and influence positive change.”

Looking at this history, from the opening of the **Glasgow Drugs Crisis Centre** in 1994 to Scotland’s first naloxone cabinets in 2025, the timeline tells a story of service evolution. The challenges change, but the principles remain the same: listen, learn and develop services that meet people where they are.

As Scotland continues to face alcohol and drug-related harm challenges, Turning Point Scotland will build on our experience, continuing to innovate, collaborate and use evidence and lived and living experience to improve outcomes and create lasting change.



Turning lives around for the past 20 years

As we look ahead to the important milestone of 20 years for our **Turnaround service**, we reflect on how the service has adapted and evolved over the past two decades. This year has been no different, with the support offered continuing to develop and partnerships with local services providing robust, responsive services.

From its origins as a three-year pilot in Paisley, hundreds of men have now benefitted from residential and throughcare support. The service addresses a gap in the justice sector, working with people seen as the hardest to engage across 14 local authorities. The initial six-week residential stay provides an alternative to custody for men who require specialist and clinical intervention, supported by a psychologically informed framework. Offending behaviour, alcohol and other drug use, mental and physical health, occupying time and achieving goals, and relationships are the six areas of focus developed in alignment with **Turning Point Scotland's Citizenship framework**.

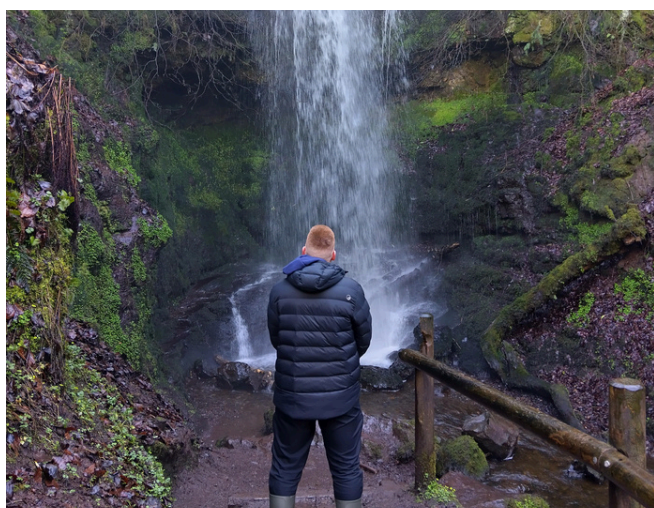
The residential service continues to evolve, led by Service Manager, Ali McDonald. During the year, **Turnaround** began



trialling Cognitive Behavioural Therapy. This included bringing a therapist into groupwork sessions, demonstrating the service's continued efforts to invest in and improve its provision. "We aren't stagnant. We have to develop with policy and changes in best practice. This short intervention can have such a powerful, long-term impact. A lot of other facilities can be very institutionalised in their thinking. Turning Point Scotland, is not afraid to develop."



Structured days at **Turnaround** include health treatments, activities, group work and one-to-one support. There is 24-hour skilled social care and healthcare support, which includes nursing staff and a visiting medical officer. The service also benefits from a skilled administration and facilities team, providing an important link to Head Office, while also supporting service colleagues.





A review in 2018, resulted in the previous community provision evolving into providing pre-work before the residential programme and support post discharge in the community. This throughcare provided by **Turnaround** is an example of the service's continued development. It is also a vital change, according to Service Manager, Stephen Harkins who leads the throughcare team. "The abrupt end of intensive support can be too much for many people. Throughcare provides wraparound aftercare once an individual leaves. This supports the person to implement their **person-centred reintegration plan** in their community," he said.



A former resident in early 2026 described how the service had helped him make positive changes. "**Turnaround** helped me set up for the outside world. I was a mess when I came in and in no time at all I had my confidence back, I was loving life again and slowly began to love myself again. I got into a training course through **Turnaround** and since coming here my life has improved so much. I think, feel and even look different."

When asked what the best aspect of the support provided at the service was, he credited the staff team at Turnaround. "**The staff members. Coming in, it's difficult opening**

up to people, but the staff were so patient and caring and made you feel so welcome and like they cared. I was never judged."

Turnaround continues to provide a sustained period of stability, for some men for the first time in years, assisting them to navigate multiple systems, such as benefits, housing and health services. The service provides structure when people are experiencing crisis, offers consistent staff relationships, supported accommodation, assistance with substance use dependency and recovery, and support to reconnect with community services. **Turnaround** delivers the justice interventions that national policymakers say are needed.



Board of Trustees



Graeme Cook
Chair



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Vice Chair



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Lorna Gibbs



Patricia Cassidy



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Marc Mazzucco



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Allan Clow



Douglas McLaren



Fiona Walker



Murray Husband

I became a trustee with Turning Point Scotland because I had a great respect and regard for the organisation, the diversity and the inclusiveness

- Alison Bunce

Finance

Consolidated Statement of Financial Activities (incorporating income and expenditure account) For the year ended 31 March 2026

	Notes	Unrestricted Funds £	Restricted Funds £	2026 £	2025 £
Income and endowments from:					
Donations and legacies	6	13,415	-	13,415	69,861
Charitable activities	7	47,788,761	338,315	48,127,076	48,094,505
Investment income	8	67,160	-	67,160	62,583
Other income		9,674	-	9,674	6,736
Total income and endowments		47,879,010	338,315	48,217,325	48,233,685
Expenditure on:					
Charitable activities	9	(48,954,890)	(375,193)	(49,330,083)	(50,115,283)
Total Expenditure		(48,954,890)	(375,193)	(49,330,083)	(50,115,283)
(Deficit)/Surplus of Funds		(1,075,880)	(36,878)	(1,112,758)	(1,881,598)
Net gain on revaluation of investments					
		254,832	-	254,832	55,749
Net (expenditure)/Income	14	(821,048)	(36,878)	(857,926)	(1,825,849)
Recognised gains/(losses)					
Gains on revolution of fixed assets		-	-	-	633,486
Actuarial gain on defined benefit pension scheme	26	1,601,000	-	1,601,000	966,000
Remeasurement of pension obligations	26	-	-	-	(3,757,000)
Net Movement in Funds		779,952	(36,878)	743,074	(3,983,363)
Total funds brought forward	22	6,231,308	358,577	6,589,885	10,573,248
Total funds carried forward	22	7,011,260	321,699	7,332,959	6,589,885

All income and expenditure is from continuing activities.

All recognised gains and losses in the current and previous year are included in the Statement of Financial Activities.

Service Directory

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OSCR

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