



Service Plan

2019-2022

(Draft v1.1)

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Crocus Group is part of Highland Hospice
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Executive Summary

- This Service Plan sets out the priorities for Crocus Group over the next three years.
- Crocus Group amalgamated with Highland Hospice in January 2018.
- Crocus Group's provision of effective bereavement support to children is a vital form of CAMHS Tier 2 early intervention, lessening the risk of a wide range of documented poor outcomes.
- The key service objective for 2019-2022 is to ensure that adequate and effective support is available for every child and young person living with grief in Highland.

Research evidences *"... the importance of a differentiated response to childhood bereavement, taking account of each child's needs and circumstances"*

(Ackerman and Statham, 2014)

"I feel more confident talking to others about what happened to my dad and how I cope with it"

"Doing all the arts and crafts, it feels like you can actually touch sadness and happiness in your hands"

"Being at Crocus has helped me to feel less sad and angry, more positive and less alone."

"There are not a lot of places you can go where it doesn't feel clinical. It's comfortable. If I took her to the doctors they would have put her to counselling and that's not what she wanted. She just wanted to understand what happened."

Highlights of 2015-2018

- In January 2016 Crocus Group secured its own dedicated premises for the first time, providing space for appointments, meetings and groups and thus allowing for significant expansion of the service model
- In 2016 Crocus Group introduced a refreshed support programme, including assessment visits, a new regular group provision for teenagers (in partnership with Youth Highland), separate groups for children aged 5-8 and 9-12 and 1-2-1 sessions
- In January 2018, Crocus Group integrated with Highland Hospice, allowing for project staff to focus more on service delivery and opening up opportunities afforded through wider resources, facilities and staff teams
- The 2017/18 academic year saw the reintroduction of training provision for practitioners in Highland alongside some capacity to provide consultations, particularly for professionals supporting bereaved young people with additional support needs
- In 2018 Crocus Group launched its own ECHO virtual network as a follow-up to face-to-face training, providing practitioners with access to a regular training, support and mentoring forum
- From 2015-2018, Crocus Group has seen an 80% increase in number of annual referrals to the service
- Review of the 2016-19 Service Plan evidences that many of the planned service developments were achieved including more tailored provision, increase in number and regularity of support sessions, increased capacity for 1-2-1 support, equipping other professionals to deliver bereavement support and increased budget for resources
- Throughout these periods of significant change and development, the service has retained a small but dedicated team of volunteers which has for the most part ensured continual service delivery

Vision

Key Objective

To ensure that adequate and effective support is available for every child and young person living with grief in Highland

Aims of the Service

Crocus Group aims to:

- Help children, young people and families to understand and express their grief in individual and collective ways
- Provide bereaved children and young people with an opportunity to meet other bereaved children and young people
- Help children, young people and families to find helpful ways to remember the person who died
- Educate children, young people, families and the wider community about grief
- Help people to talk openly about death and bereavement
- Help restore confidence and self-esteem in bereaved children and young people

“Making sense of what has happened, and looking at ways of coping and moving forward, is crucial if young people are to fulfil their potential after the death of an important person.”

Winston’s Wish

“One of the ‘key hurts’ which bereaved children recall is the feeling that few people, if any, acknowledged their loss.”

Stokes

Keys to Success

1. Recruitment of dedicated, flexible support workers to create a robust staff team
2. Continued and sustainable funding
3. More appropriate premises

Description of the Service

Background

Crocus Group was formed as an Unincorporated Association in 1999, by professionals who identified that there was little or no support available for bereaved children in Highland. In August 2002, a large donation enabled the group to employ a part-time coordinator to bring the service together and run Days to Remember and social sessions for bereaved children. A part-time secretary was then employed, and the service expanded to provide some limited one-to-one support within school settings.

In August 2015, a new service manager was employed to redevelop the service and coordinate a plan for expansion and sustainability. This marked an important departure from the previous service model. As a result, Crocus Group aligned with the Childhood Bereavement Network's statement of beliefs, service standards and evaluation formats, which aim to ensure continuity and high quality practice across bereavement services in the UK.

Crocus Group was fortunate to amalgamate with Highland Hospice in January 2018. Highland Hospice's bereavement support services now include children and young people, as well as adults, and Crocus Group benefits from the support of a larger, established organisation. As Julie Douglas, Head of Finance at Highland Hospice has said: "The delivery of a child support service fits within our charitable objectives, and we are delighted that we can add value to the work done by Crocus by providing support in areas such as voluntary services, finance, fundraising and administration."

Crocus Group continues to run Days to Remember, and social activities for bereaved children and young people. It also runs group programmes, individual and family support sessions, and a group for teenagers. Importantly, and in line with good practice, new referrals now begin with an assessment visit to better establish need. Since 2015, the service has begun its evolution into a robust, responsive service, tailoring support to the needs of individual children, young people and families in Highland. Around a third of bereaved children and young people are thought to be "in need of clinical levels of support" (Akerman and Statham, 2014), meaning a significant number of children and young people require therapeutic support, or some 'extra help' with managing their grief.

Crocus Group has stepped up partnership working with other groups across Highland, to a more formal level over the period 2016-18. For example:

- Crocus Group and Youth Highland run a group for bereaved teenagers together
- Crocus Group have partnered with staff from the Pines and National Autistic Society to provide skills swaps and sharing of resources

- Crocus Group participate in the newly-formed Grief Matters Highland network, the shared aim of which is to ensure bereavement services are available for everyone across Highland
- Crocus Group and Child Bereavement UK have co-delivered training in Highland and look towards further partnership opportunities
- Hannah Lind, Service Manager, sits on the Highland Change, Loss & Bereavement Working Group, Paediatric Palliative Care group and Keeping Children Safe reference group. This has involved co-production of resources such as the trauma & loss toolkit for Highland, co-delivery of bereavement & loss training for Highland's intake of Probationer Teachers and active participation in improvement plans

Current Service Model

Crocus Group provides an early intervention service, where bereaved children can have their grief openly acknowledged, express their experiences in a safe environment, meet other bereaved children and young people, and learn to journey through their grief to a place of greater resilience and emotional maturity. Grief is normal and necessary, and needs to be validated through listening and responding thoughtfully. Children can *"heal, learn and grow into individuals who know both the tenderness and the torment of developing the skills of resilience at a young age"* (Stokes).

Worden (1996) identified three different models for childhood bereavement support services. Crocus Group has adopted the only truly preventive model that ensures service provision to all bereaved children and their families. Crocus Group accept referrals for any bereaved child or young person, and tailor the level of support once the individual's needs are more accurately identified through initial assessment and ongoing communication. Crocus Group recognise the importance of working holistically, taking into account the child's surrounding context of family, school and community. Therefore, support is coordinated with these other groups and agencies as appropriate.

While Crocus Group accept referrals from anyone, it is a requirement that the child or young person and parents/carers are aware of the referral. It is unlikely that direct support is provided to children and young people very soon after the death. Several months are usually needed for children and young people to be able to accept the reality of the loss and adjust to 'a new normal'. Only after this time has passed is it usually possible to identify whether there are concerns about how a child or young person is managing their grief. However, the upcoming 'Bereavement care for the right people at the right time' report (National Bereavement Alliance) may shed new light on what may be an appropriate provision at an earlier stage, such as educational or awareness-raising approaches with families, and Crocus Group will seek to be responsive to this and act in light of any recommendations.

Once the referral is received and any further additional information obtained, an introductory (assessment) visit is offered. This could be for the parent/carer alone, if the death is very recent, the child does not know/understand the cause of death or the child is very young, but usually gives the parent/carer and the bereaved child a chance to meet us and find out more about the service. The visit also enables us to provide some reassurance, advice and resources, and to assess whether we can provide appropriate further support. During the session, we usually split so that one person does an activity with the young person, and the other obtains more information from the parent/carer/s. The session normally lasts around 40 minutes.



After the visit we get back in touch with the family with our support recommendations. Sometimes one visit is all that is needed and can make a big difference in helping families feel confident about supporting their children through their grief.

Any direct support is usually provided in our Inverness office, but with greater resource we can travel out to meet some service users at their school or local community hub. Our support mostly takes the form of creative, hands-on activities where children can express their innermost thoughts freely and begin to make sense of what has happened.

5-8 Year Olds

The main provision for this age group is a Day to Remember. This is an opportunity for children to get together to share experiences and talk about the person who has died.

Days to Remember are held throughout the year and involve a programme of activities suited to the age and circumstances of each child.

We aim to:

- Provide the child with an opportunity to meet other bereaved children
- Give the child the opportunity to accept the reality of death
- Educate about the grief process
- Acknowledge the different feelings which children may experience
- Facilitate the child's understanding about what has happened

For this age group of bereaved children, one of the most important things is ensuring that support is given within the family and wider support network of school and community. We aim to help parents, carers and other supportive adults in the child's life to feel confident and equipped in helping their child manage their grief. This can involve visits to our office, conversations over the phone and provision of appropriate books and resources.

9-12 Year Olds

Depending on the bereavement support needs assessed through the introductory assessment visit/discussions with parents, carers and other supportive adults in the child's life, we may offer:

- A Day to Remember – a special remembrance day in which small groups of children share their experiences and make memories of the person who died (as above)
- A 6- to 8-week group programme, after which children are encouraged to use the 'toolkit' of resources they've built up for themselves to manage their grief. Parents and carers are welcome to use the kitchen space for tea, coffee and conversation whilst these sessions are running.
- A block of one-to-one bereavement support sessions may be offered if assessed to be appropriate and needed. However, the majority of bereaved children benefit most from participating in a group context.

13 Years +

The Helping Hands teenagers group is run in partnership with Youth Highland, and uses a youth work approach to empower young people to take the lead in managing their loss in healthy ways. The young people are encouraged to set the agenda and build supportive peer relationships. They can decide how much of their own personal experience they share with the group and when. A recent group have developed a bereavement education resource to share with teachers and other support staff, aiding them to respond helpfully to a bereaved young person. The current group are working on “DedTalks”, podcasts about their experiences of bereavement that they hope will reach those unable or unwilling to attend the group in person. Those who have engaged successfully with targeted support are then given opportunities with Youth Highland to take on a peer support/lead role with group projects.

A block of one-to-one bereavement support sessions may be offered if assessed to be appropriate and needed. However, the majority of young people benefit most from participating in a group context.

After Bereavement Support

After attending group programmes or remembrance days, parents/carers of children are given summary guides with top tips, reassurance about ending of support and ideas on how the tools created and shared throughout the sessions can continue to be used at home and elsewhere to provide opportunities for ongoing conversation and support.

Once a child or young person has completed their time with Crocus Group, they may attend any community or open events that we may be running throughout the year.

Bereavement support needs may change as a child matures and develops. In the event of further concerns in the future, a child or young person may be re-referred to Crocus Group.

Training and Consultancy

Crocus Group provide training, consultancy and advice to school staff and other professionals in the Highland area. Crocus Group have provided resources and

suggestions of activities that are tailored to meet the needs of young people with additional support needs.

Service Standards

The Crocus Group Self-Assessment Matrix is a working document that is used to audit and evaluate our service against the Bereavement Care Service Standards (2014) and identify ongoing action points. This is reviewed at least annually.

Links to Local and National Outcomes

Scotland's National Outcomes

- 4 – Our young people are successful learners, confident individuals, effective contributors and responsible citizens
- 5 – Our children have the best start in life and are ready to succeed
- 6 – We live longer, healthier lives
- 7 – We have tackled the significant inequalities in Scottish society
- 8 – We have improved the life chances for children, young people and families at risk
- 11 – We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
- 15 – Our public services are high quality, continually improving, efficient and responsive to local people's needs

For Highland's Children 4 (awaiting publication of For Highland's Children 5 2019-20)

Safe

1 – Children are protected from abuse, neglect or harm at home, at school and in the community

3 – Young people and families live in increasingly safer communities where anti-social and harmful behaviour is reducing

Healthy

4 – Children and young people experience healthy growth and development

Achieving

6 – Children and young people are equipped with the skills, confidence and self-esteem to progress successfully in their learning and development

Nurtured

8 – Children and young people thrive as a result of nurturing relationships and stable environments

9 – Families receive support, advice and guidance which is well-matched to their needs and available in ways which helps them to prepare for the various developmental stages

Respected & Responsible

11 – Children and young people know their rights and are confident in exercising these. They are able to express their views and be involved meaningfully in decisions which affect them

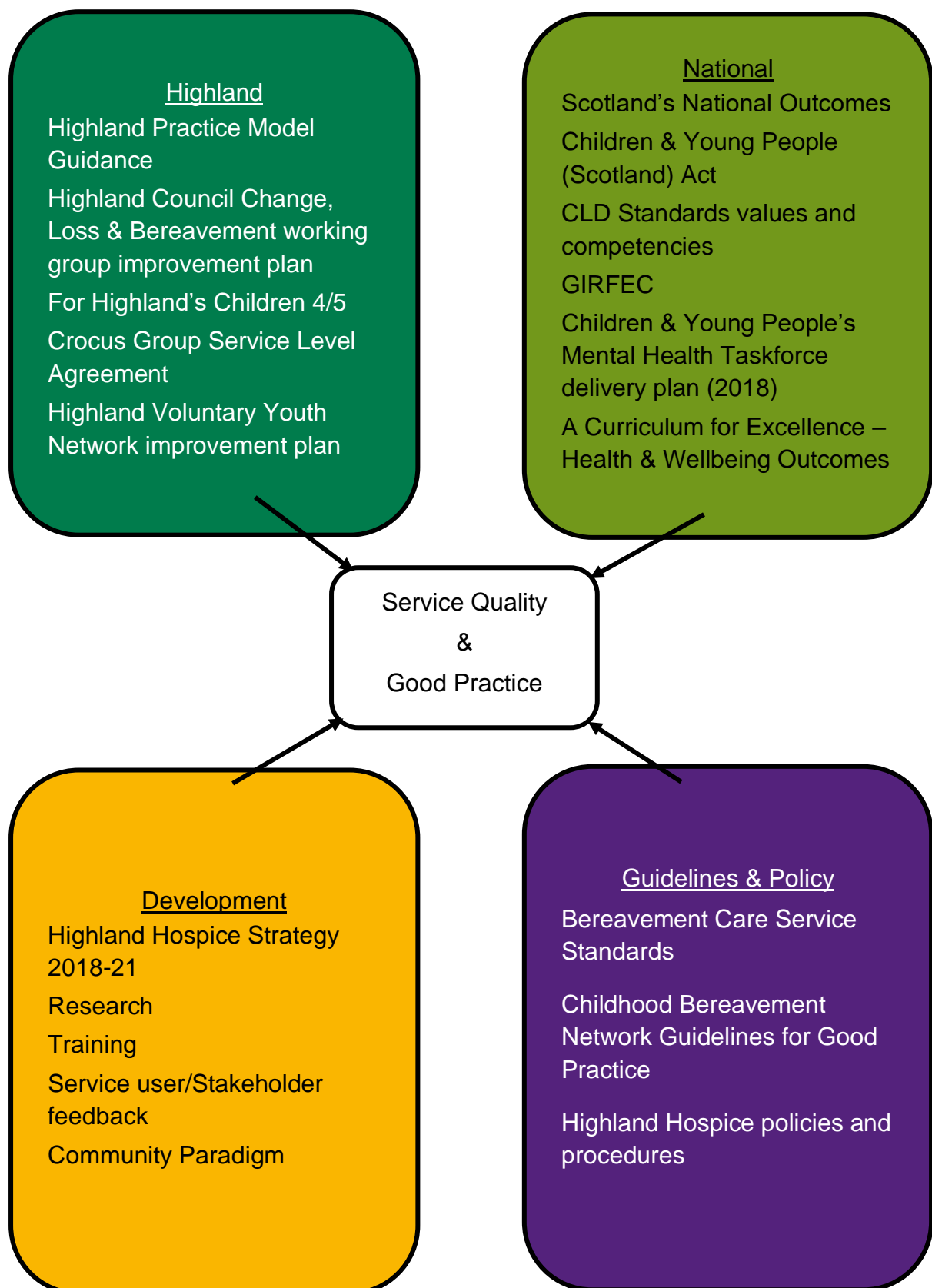
12 – Families are valued as important contributors and work as equal partners to ensure positive outcomes for their children and young people

Included

13 – Children, young people and their families are supported well to develop the strengths and resilience needed to overcome any inequalities they experience

14 – Children, young people and families are enabled to tell us what they think about services and the community in which they live, and improvement is determined with their involvement and by understanding their views, wishes and expectations

Key Drivers



Evaluation Data

Referral information for 2018 indicates:

- Slightly more males than females are engaging with the service (56% / 44%)
- There is good engagement across the age ranges
- 34% of those who engaged successfully with support had known additional support needs
- Most of the deaths were sudden and unexpected
- The vast majority of young people supported live in Inverness or Ross & Cromarty. Very few referrals were received from Badenoch & Strathspey or Sutherland

Childhood Bereavement Network Assessment Trackers, case studies, review sessions and evaluations completed with children, young people and parents/carers evidence that outcomes are consistently positive for those who are engaging in support with the service.

A sample of the responses from the 2019 stakeholder is provided in Appendix 1.

The following are direct quotes from clients:

"The group for me has helped me move on and to understand that feeling sad sometimes is okay, yet I now have a better understanding of how to get through it."

"I think being in the group allows us to be open. I like how you can speak about anything and they will listen and respect you. Everyone knows what you are going through so you don't feel judged."

"I think Crocus Group encourages young people to talk about how they feel and come out of the box – it is helpful."

"I liked seeing how other people coped with the same situation."

"Crocus has given me a place where I can talk about it, other people don't want to hear about it. It's a fun and safe environment and the people here are very nice."

"It helps to come here and I always feel better afterwards. I don't have to worry about upsetting other people and you are easier to talk to. It has helped. If I didn't come here I would have gone mad a wee while ago."

When given a choice of potential service developments, the most popular choices were:

- Expand our training programme for people who work with children and young people across Highland
- Offer each child/young person and family a review visit at the end of their time of direct support at Crocus
- Extend Crocus Group's outreach work across Highland
- Develop opportunities for young people to take a lead in the service through projects and volunteering
- Develop our provision for children and young people with additional support needs (ASN)

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Consistently positive feedback from service users and other stakeholders • Outcomes, including assessment tracker results, evidence positive impact: families feel supported • Young people and families view Crocus premises as a comfortable, safe, inviting space and shaped by young people's creative contributions • Running consistent programmes of support: Days to Remember, Crocus Squad, teens group, family sessions • Committed and skilled volunteer team • Young people value space to express themselves without impacting others close to them • Young people consistently comment on value of meeting peers who have a shared understanding through group provision • Partnership working has become more formalised, e.g. Youth Highland, Grief Matters, ECHO • Increased provision of 1-2-1 sessions • Training programme and consultancy provide increased support for bereaved children and young people in outlying areas • Security and support provided by Highland Hospice • Continuing growth of resources conducive to support, e.g. garden, chill-out shed, Amazon Wish List • Improved access to service, e.g. budget for transport costs; gentle introduction through family visits; better sharing of the nature of the support provided 	<ul style="list-style-type: none"> • Capacity currently too limited to meet all current young people's needs, including ASN and those in remote outlying areas • Capacity currently too limited to develop service • Limited scope for appointment times – currently can only offer Tuesday or Thursday within school hours • Young people often still perceive Crocus to be a counselling service and this puts them off • Premises are not ideal: often too cold/too hot/too bright for staff's comfort (e.g. wearing sunglasses inside); lack of privacy between office and space for parents and carers • Volunteers feel less supported with reduction in training opportunities and supervision • Some lack of clarity as to where roles and responsibilities lie between Crocus and Highland Hospice, e.g. decisions regarding areas of expenditure and where approval should be sought; fundraising • Could improve level of support provided to parents/carers to ensure family context is adequately recognized and we do not serve as a replacement • Not every young person/family has the opportunity for a proper review to ensure a good ending to the support due to lack of staff– can end up feeling left behind or forgotten

Opportunities	Threats
<ul style="list-style-type: none"> • Increased integration with Highland Hospice teams/departments to strengthen and develop the service • Potential for partnership work with CBUK and/or Cruse, potential pooling of resources • Strengthen core staff team to ensure consistent and reliable delivery of current service • Strengthen core staff team to enable service development 	<ul style="list-style-type: none"> • Uncertainty regarding funding from Highland Council • Over-reliance on one staff member for service delivery • Total reliance on small volunteer team to run core groups and sessions • Volunteer recruitment and retention remains difficult • Staff and volunteer team must maintain adequate training and professional skills to ensure consistent experience of support for service users

Development Aims

Crocus Group has identified numerous development aims over the next three years (2019-22). Many of these are tweaks to the current service to ensure the current standard of service delivery. In order to achieve any wider development aims, greater capacity is required. At present, service delivery is almost completely reliant on the presence of one individual staff member and a handful of devoted volunteers. There are no contingency plans in place in the event that the service manager or our one family support volunteer become unable to work, or decide to leave. Even with the increase to full-time hours for our Service Manager, Crocus Group cannot currently accommodate any increase in the number of referrals received.

The following table provides a comprehensive list of the identified development aims, the rationale for them and their anticipated outcome over the 2019-22 period. The table also identifies the resources required for each aim and whether or not that exists in the current team.

It is possible that the timeframes for some developments may change, dependent on opportunities afforded such as restricted funding being made available for particular projects. Development aims for year three have been deliberately limited to allow for embedding of previous service changes and any unanticipated opportunities that may arise. Most are dependent entirely on provision of additional staff.

The Development Aims are colour coded as follows:

High Importance – urgent service requirement / addresses significant gap in provision

Medium Importance – addresses gap in provision / response to service user feedback of needs / meets key objectives

Low Importance – requirement less urgent / builds upon key objectives / already in progress

Year 1 (2019-20)

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
Develop fundraising strategy for the service	<p>Outlined as sustainable practice in Child Bereavement Network's Good Practice Guidelines</p> <p>Need to maintain secure and sustainable funding to continue service delivery</p> <p>Funding required for any expansion</p>	<p>Coherent approach to fundraising activity, with identified priorities and areas of focus</p> <p>Greater clarity re. where roles and responsibilities lie regarding fundraising</p>	<p>Staff – time to meet, coordinate and develop strategy</p> <p>Highland Hospice fundraising team</p> <p>Budget for events/awareness-raising</p>	Already in progress
Provision of tailored resource packs for families	<p>Currently patchy/inconsistent provision, need to formalize as standard part of service delivery</p> <p>Many families only require reassurance and advice that they can utilize for themselves</p>	<p>Improved experience for families not requiring more targeted support but seeking reassurance</p> <p>Families experiencing recent bereavement feel better supported and equipped to navigate childhood grief in the early days</p>	<p>Amazon Wishlist / budget used for purchasing books</p> <p>Staff to monitor and keep stocks replenished</p> <p>Staff and volunteers to read and review literature for possible inclusion</p> <p>Staff to tailor/adapt/create new resources or literature according to need</p> <p>Printing and postage of literature</p>	Already in progress
Reintroduce 1-2-1 supervision sessions for volunteers	Requested by several volunteers through team meeting feedback	Volunteers report feeling valued, well supported and equipped in their role	<p>Staff time to conduct 1-2-1 sessions</p> <p>Training budget to be used for any identified</p>	Extra staff required

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
		Retention of dedicated and committed volunteers	training/development needs and allow for responsiveness to this	
Undertake training, CPD and audit exercises to ensure Crocus Group is a Trauma-Informed service and staff are Trauma-Skilled	<p>High proportion of people seeking support at Crocus are trauma-experienced</p> <p>Emerging and rapidly developing evidence base around the importance of trauma-informed practice across settings</p> <p>In line with National Trauma Training Plan</p>	<p>Anyone accessing the service feels safe and able to engage with support</p> <p>Trauma-experienced clients report improved quality of life after engaging with support</p> <p>Evaluations evidence improved quality of care and staff/volunteer experience</p>	<p>Training and CPD for staff</p> <p>Provision of training for volunteers</p> <p>Staff and volunteer time to engage in service audits and identify requirements</p>	Extra staff required
<p>Expansion of training programme:</p> <p>Work with CBUK to deliver specialized training in bereavement through suicide</p>	<p>Opportunity to build upon previous partnership work. As the child bereavement service for Highland, Crocus should be able to develop and deliver relevant specialist training</p> <p>Suicide remains leading cause of death for clients seeking bereavement support</p>	<p>Participants report improved understanding of bereavement through suicide and associated complexities</p> <p>Participants report improved ability to support young people bereaved through suicide</p>	<p>Staff time to work with CBUK in developing and delivering training content</p> <p>Provision of training facility – Netley Centre?</p> <p>Staff to coordinate bookings</p> <p>Budget for training day – publicity, catering, resources, travel etc.</p>	Extra staff required
Provision of family support sessions as core part of service delivery	Recognised as a need and current gap in service provision	At least 20 family support sessions run annually	Training for staff team in therapeutic family support	Extra staff required

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
	<p>Importance of holistic family context in support approach</p> <p>Many family members report needing help with opening up supportive conversations with one another</p>	<p>Service users report improved confidence in supporting one another at home</p> <p>Young people report feeling better able to open up emotionally with parents/carers</p>	<p>Staff time to plan, deliver and evaluate family support sessions</p> <p>Two staff members to run each session</p>	
Offer review visits as standard	<p>Recognised as a gap in current service provision</p> <p>Some families report feeling 'left' as support comes to an end</p> <p>Opportunity to provide appropriate closure to targeted support and transition people out of this</p>	<p>At least 30 review visits run annually for families who wish to take up the opportunity</p> <p>Feedback evidences that young people and parents/carers feel more confident moving forward without targeted support</p> <p>Young people are able to identify the supports and coping tools they have to help them manage their grief over the long term</p>	<p>Staff time: Two staff members available to conduct each family review</p>	Extra staff required
Introduce pre-bereavement support	<p>Increasing requests for support and advice from several agencies and families, many of whom have no access to other services. Support with anticipatory grief is shown</p>	<p>Consultation and support sessions received by children and families will be evaluated to have helped them to manage</p>	<p>Trained staff member, increased range of resources to address pre-bereavement</p>	Extra staff required

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
	to improve outcomes for children and families after a death	their situation and cope better with their grief.		
Incorporate Drawing & Talking Therapy and creative expression activities into group and 1-2-1 support programmes	Use of recent training/CPD to enhance the range and quality of therapeutic support provided. Affords an increased suite of resources young people can benefit from	Improved range of therapeutic tools Maintained consistency in positive evaluations of support Organisational reputation – recognized as skilled and high quality	Staff time to develop group programmes and write session plans and evaluations Budget to purchase equipment needed	Already resourced
Create and circulate leaflets for teenagers, share video blogs etc. online introducing the service	Feedback from teenagers – they do not feel current literature reflects their age group Consultation with young people 2018 – many teenagers still misunderstand the service (counselling, formal etc.) Commented on as a barrier to engaging	Increased engagement in support from teenagers referred to the service Increase in self-referrals from teenagers Teenagers report less anxiety on first visit/meeting	Budget for leaflet design and printing Staff to assist with photography and content Staff/young people to create videos and share online	Already in progress
Introduce calendar of family and social events throughout the year	Regularly requested through service user feedback Provides an important opportunity for families to maintain a sense of	Feedback evidences positive impact of provision of social/community events Parents/carers feedback feeling reassured by	Staff time to coordinate, organize, publicize and run events Budget for specific activities and refreshments	Already in progress

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
	community and not feel forgotten. Encourages a community approach to bereavement support, transitioning people gently out of targeted support	engaging with shared/collective events	Possible use of freelance workers to run specific activities	
Introduce more robust training programme for volunteers	Recognition that current training provision is not adequate or in line with requirements of other similar services	Volunteers report feeling more skilled and better equipped to provide bereavement support Volunteers report feeling more valued in their role Service able to evidence the quality of skill and knowledge across the team	Annual budget for volunteer training – Effective Listening Skills, Decider Skills, Trauma etc. Staff time to organize training plan with Learning & Development department. Staff time to organize and deliver in-house training	Existing resource – Learning & Development team
Increase residential activity weekends to two per year	Feedback from teenagers that this has been the single most popular and helpful provision Provides opportunities for young people in outlying areas to access support and connect with other bereaved young people	Increased number of teenagers report positive impact of participation in activity weekends Increase in number of young people becoming volunteers/taking on leadership or peer support roles	Budget to cover cost of two residential weekends including travel Staff time to organize, run and evaluate two residential weekends Youth Highland staff to co-lead residential weekend activities and help with sourcing travel, serve as	Already resourced

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
			emergency source of contact etc.	
Develop team's ASN skills and provision, including complex needs	<p>Recognised as a potential gap in provision should young people with complex needs be referred to the service – they have an equal right to appropriate bereavement support</p> <p>Increased number of enquiries/consultations regarding supporting young people with ASN</p>	Self-Assessment Matrix evidences that additional needs have not been a barrier to any young person receiving bereavement support	<p>Staff and volunteer training – PAMIS, CHIP+</p> <p>Staff time to engage with CPD and develop the service's resources</p> <p>Use of resource budget for any additional equipment or resources required</p>	<p>Extra staff required</p> <p>Learning & Development team to identify training</p>
Offer greater choice to young people regards when and where they first meet us	<p>Feedback received from young people at Crocus and as part of 2018 wider youth consultation</p> <p>Current provision of initial assessment visit identified as a potential barrier to engaging with support</p> <p>Communicates important message about our approach regards control and choice</p>	<p>Young people report less anxiety about first engaging with the service</p> <p>Increased number of young people choosing to engage with support</p>	<p>Staff time to consult with other youth services to establish best practice and alternative ways of working</p> <p>Staff time to travel out-with the Crocus office for initial meetings</p> <p>Travel budget to be used when required</p> <p>Sourcing of appropriate 1-2-1 spaces in other premises e.g. schools, other agencies' offices</p>	Extra staff required

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
Establish new Community of Practice with colleagues across Scotland in partnership with Donna Hastings (St Columba's Hospice)	Identified as a peer-support/mentoring/supervision need through appraisal. Valuable CPD and networking opportunity	Staff feedback feeling more supported and confident in practice Improved knowledge of best practice and sharing of ideas across settings Improved partnership working at a national level	Staff time – coordinate meetings and agendas, travel Budget for staff travel to Perth	Already in progress
Extend social media and web resources	Identified development aim in appraisal Ideal platform for connecting with people in outlying/ hard to reach areas Many people report feeling more comfortable accessing resources online Ties in with teenagers' new Podcast project to share opportunities for grief support through online platforms	Increased public awareness of the service Increase in online engagement e.g. Facebook followers, page likes etc. People report feeling helped by resources shared	Staff to research, prepare and post social media updates and update web site content Social Media training for staff Staff and Youth Highland staff to continue developing and delivering podcast project with teenagers group	Already in progress
Expand ECHO network and curriculum	Current low level of engagement, however those who do participate report that it is extremely beneficial to their practice	Increase number of regular network members to at least 15 Participants in 'spokes' report that the network	Staff time to coordinate curriculum and programme with ECHO team, source speakers and training topics	Already in progress

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
	Opportunity to further disseminate child bereavement training and resources to practitioners across more remote parts of Highland	improves their confidence, knowledge and ability to support bereaved young people Participants report that they are able to use what they have learned to actively support young people in their area	Staff time to build working relationships with practitioners in communities across Highland and introduce the resource appropriately Staff time to run regular blocks of weekly/fortnightly sessions	

Year 2 (2020-21)

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
Roll-out of resource boxes for practitioners in outlying communities accessing training via workshop days and ECHO – develop a means of evidencing impact for bereaved young people (to be trialed in 2019-20)	Feedback from training days evidences lack of resource/budget as main barrier to utilizing training in everyday practice Provides more equitable level of support for young people who cannot access Crocus directly	Increased number of bereaved young people in Highland receive appropriate direct support from trained practitioners Young people report positive impact of engaging with direct support – reduced risk of poor outcomes	Budget for 20x resource boxes (each for six young people) - £5700 Staff time to put boxes together and coordinate dissemination Staff time to develop means of evidencing impact and follow-up appropriately with practitioners	Likely to be funded

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
		Practitioners report feeling better equipped to support bereaved young people Increased numbers engaging with training days and ECHO network		
Build support programmes for parents/carers into core service delivery e.g. 8-week group programme, facilitated discussion at all Days to Remember and children's group sessions, clear onward referral route	Recognising family context identified as key aspect of bereavement support for children, evidenced in research and service user experience – 'if the parent struggles, the child will struggle too'	Families report being better able to support one another with grief when ending targeted support Parents/carers report feeling well supported and equipped to address bereavement and grief with their children	Staff time to engage in family therapy training and develop programmes of support in consultation with other agencies and professionals Staff capacity to run support sessions with adults Allowance in resource budget for resources and refreshments Appropriate facilities for sessions to run	Extra staff required
Extend training programme to include delivery of suicide-specific training workshops	Opportunity to work in partnership with CBUK as part of their Highland development plan – Crocus could be well-placed to follow-on with delivery of specialized training for Highland	Participants report improved understanding of bereavement through suicide and confidence to support young people bereaved through suicide	Staff time to develop and deliver training workshops Learning & Development team to coordinate and publicise training workshops	Extra staff required

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
	Suicide remains a leading cause of death for younger age groups in Highland - bereavement through suicide leads to range of documented poor outcomes and requires appropriate early intervention support	Increased public awareness of suicide and its impact Higher number of young people in Highland able to access and engage with timely and adequate support for bereavement through suicide	Increase in training budget to allow for expansion	
Increase provision of consultations	Anticipated outcome of increased awareness of service and engagement with training – requests for advice with supporting bereaved young people with specific needs will likely continue to increase	Increased number of young people supported with bereavement by practitioners who have engaged with consultations	Staff capacity to offer consultations and develop tailored resources/programme of activities according to need Resource budget	Extra staff required
Extend outreach work to provide support sessions in communities across Highland – use of Youth Hubs, schools and other agencies' premises	Feedback from stakeholder survey requesting provision of support in other communities – suggesting monthly visits etc. Ties in with wider youth services strategy to establish and utilize community hubs Feedback from youth consultation requesting	Increased number of young people from out-with Inverness engaging with and benefiting from direct bereavement support Face-to-face link enables other practitioners to feel more confident in following on with longer term / more regular support	Staff time to travel and conduct support sessions across Highland Budget for travel and resources to allow for monthly visits to five Youth Hubs / schools e.g. Alness / Wick / Lochalsh / Fort William / Golspie	Extra staff required

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
	more flexibility with location of support			
Increase regularity of teenagers group sessions to fortnightly	Feedback from young people who have been supported by Crocus	Young people feel better supported and that there is not too long of a break in-between sessions	Staff and Youth Highland capacity	Extra staff required
Locate and secure appropriate new premises for Crocus Group service	<p>Current premises not fit for purpose –</p> <ul style="list-style-type: none"> • Space does not allow for adult groups to run • No privacy between office space and support space for parents/carers, particularly regarding phone calls / voice messages • Premises often too cold, hot, bright or loud for staff to comfortably work in. Heating does not adequately reach second room 	<p>Improved working conditions for staff</p> <p>More comfortable environment for young people, families and volunteers</p> <p>Improved privacy and best practice r.e. confidentiality</p>	<p>Staff and Facilities team to develop proposal of requirements</p> <p>Staff and facilities team to identify suitable premises and engage in process of purchase/lease thereof</p> <p>Funding Project for purchase/lease/moving costs/furniture and fittings</p> <p>Staff time</p>	Ongoing
Develop and formalize opportunities for young people at Crocus to transition into leadership roles e.g. volunteering,	Reflects best practice r.e. community-led approach and youth work. Appropriate power shift, creating a culture of community collaboration	<p>Increased engagement from young people, both in support and volunteer roles</p> <p>Improved quality of service – better meets real needs</p>	Staff time to collaborate with Youth Highland on formalized project and develop budget	Already in progress in partnership with Youth Highland

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
project leadership, peer mentoring	<p>Provides valuable opportunity for service to be meaningfully shaped by service users</p> <p>Enables young people to transition confidently out of support – builds confidence and skills</p>	<p>of bereaved young people rather than perceived needs</p> <p>Increased success with funding applications to trusts looking for community-led work</p> <p>Confident and skilled young people enhance the service for other young people through peer support</p>	<p>Possible use of awards schemes e.g. Dynamic Youth, Saltire</p> <p>Young people who are engaged and interested</p> <p>Staff time to invest in young people</p> <p>Collaboration with Highland Hospice volunteer department</p>	
Explore how Pupil Equity Funding could be utilized by schools to purchase Crocus Group services whilst retaining equitable provision across Highland	<p>PEF funding could contribute towards running costs of the service and reduce overall fundraising burden</p>	<p>Increased visibility of service across school groups</p> <p>Increased number of young people accessing bereavement support from the service</p>	<p>Staff time to network, research and develop an approach that does not preclude any other young person from equal access to support</p> <p>Highland Hospice staff to assist with appropriate costings of any service provision</p>	

Year 3 (2021-22)

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
Anticipated move to new premises and set up of service in fit for purpose facilities	As before	As before	As before Volunteers and Facilities to help with practicalities of office move Budget to update literature	As before
Develop tailored support programmes for care experienced young people	Evidence that CEYP experience significantly higher proportion of traumatic bereavement and are at much heightened risk of poor life outcomes Current low level of engagement with the service – reasons for this are many and complex and requires a differentiated response Staff from residential settings have reached out to the service looking for support with bereavement issues	Care experienced young people in Highland have access to appropriate and timely bereavement support and feel better able to cope with their losses Staff in care settings feels more confident and skilled in supporting bereaved young people	Training for staff Staff to invest in relationships with care experienced young people who wish to help shape the service and take a lead in designing support for others Staff time to build relationships with Barnardos and other care providers, and develop appropriate strategy for support in these settings Staff time to coordinate and deliver support to care experienced young people	Extra staff required
Build a working partnership with University of Highlands & Islands (UHI)	Recognised difficulties with young people transitioning out of children's services and	Bereaved young people experience more positive transition from children's services into adult services	Staff time to engage with students and establish their experiences regarding bereavement & grief, and better	Extra staff required

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
	<p>support dropping off completely</p> <p>Opportunity to involve UHI staff in training, workshops and awareness raising around grief and bereavement support</p> <p>Opportunity to provide child bereavement input into some course modules e.g. counselling, child care etc.</p>	<p>UHI staff feel equipped to address bereavement and support bereaved students in appropriate ways</p> <p>UHI students entering relevant vocations have some knowledge of child bereavement including grief theory and approaches to support</p>	<p>understand their needs and current gaps in provision.</p> <p>Staff time to build working relationships and explore opportunities for training, workshops etc. and then implement delivery of these.</p>	
Review and refresh service model against most up to date research and practice recommendations e.g. timing of interventions, forms of intervention, community-led approaches	<p>Best practice</p> <p>Ensures service remains responsive to real need</p>	<p>Improved quality of service for bereaved young people and families in Highland</p> <p>Reduced risk of poor long term outcomes for bereaved young people who have received timely and appropriate support</p>	<p>Staff time – meaningful stakeholder consultation, research, training, review and development of service model</p> <p>Input from Grief Matters Highland network, Community of Practice and consultation with wider groups & agencies</p> <p>Use of Community Paradigm model to explore how the service can empower young people & families to design and shape services and participate</p>	

Development Aim	Rationale	Anticipated Outcomes	Resource Needs	Existing Resource
			meaningfully in service delivery	

Proposed Staffing Structure and Responsibilities

Service Manager:

- Strategy and operational management
- Training, support, supervision and line management of staff and volunteers
- Training delivery
- Teenage group projects
- Introduce Drawing and Talking Therapy and expand creative expression activities
- Consultation
- Partnership working and participation in Highland/national working groups
- Cover support work for absences, annual leave etc.
- Assist with set up of groups for young people in outlying communities
- Development of Social Media profile and activity

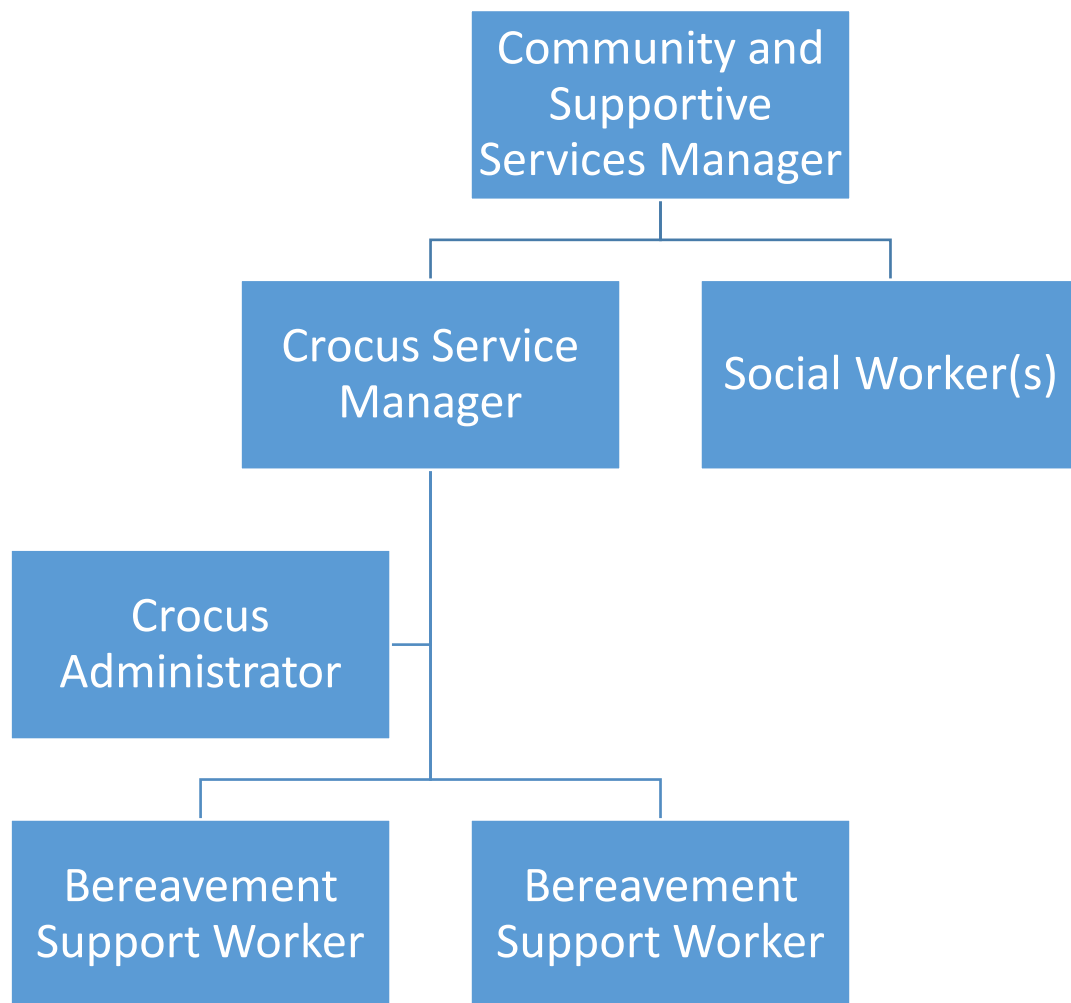
Bereavement Support Workers:

- Run assessment visits
- 1-2-1 support
- Group programmes
- Review visits
- Days to Remember
- Support in outlying communities
- Respond to traumatic events
- Work with those with Additional Support Needs
- Provide adult/family support
- Work in pre-bereavement period
- Support Social Media activity

Resourcing:

- As Crocus Group further integrates with Highland Hospice, the Hospice Social Worker(s) could provide two days service to Crocus per week, covering some of the support worker roles
- It may be appropriate to refer adult family members to other Grief Matters Highland partners
- Awaiting outcome of application to Big Lottery Improving Lives for one Bereavement Support Worker post
- Re-application to Children in Need scheduled for May 2020 with a clearer focus on supporting children, especially those further disadvantaged by geography and/or additional support needs
- Possibility of looking at partnership with CBUK to fund another post. CBUK welcome discussions around this following Highland Hospice committing to the service plan. Suggest proposal of CBUK sponsoring one staff post– staff member would work under Crocus Group service model but be promoted as a CBUK provision
- Possibility of funding through the Army Covenant Fund

Organogram



5 Year Income / Expenditure Forecast

Income	2019/20	2020/21	2021/22	2022/23	2023/24
Highland Council Grant	£20,658	£20,658	£0	£0	£0
The Robertson Trust	£16,000	£16,000	£16,000	£16,000	£0
The Gannochy Trust	£8,000	£8,000	£0	£0	£0
National Lottery	£0	£21,600	£21,600	£21,600	£0
Children in Need	£0	£0	£25,000	£25,000	£25,000
Non-recurring Trust Income	£6,000	£12,000	£15,000	£15,000	£15,000
Fundraising & Donations	£11,200	£15,000	£20,000	£22,000	£25,000
Other	£1,500	£0	£0	£0	£0
Total	£63,358	£93,258	£97,600	£99,600	£65,000

Expenditure					
Service Manager	£35,187	£42,638	£43,917	£45,235	£46,592
Bereavement Support Worker (0.8 WTE)	£0	£24,000	£24,720	£25,462	£26,225
Bereavement Support Worker (0.53 WTE)	£0	£0	£16,400	£16,892	£17,399
Administrator	£6,939	£10,210	£10,516	£10,832	£11,157
Rent & Insurance	£11,425	£13,000	£15,000	£15,000	£15,000
Resources (PR/Therapy/Books/Crafts)	£3,500	£4,500	£5,000	£5,000	£5,000
Community Resource Packs	£0	£6,000	£3,000	£3,000	£3,000
IT & Communications	£2,500	£2,500	£2,500	£2,500	£2,500
Administration Expenses	£300	£400	£500	£500	£500
Property Maintenance	£2,800	£2,800	£2,800	£2,800	£2,800
Utilities	£1,790	£1,826	£1,862	£1,900	£1,938
Travel & Training (inc. clients)	£2,900	£3,500	£5,000	£5,000	£5,000
Residential Courses	£3,000	£5,000	£5,000	£5,000	£5,000
Total	£70,341	£116,374	£136,216	£139,120	£142,110

Surplus/(Deficit)	(£6,983)	(£23,116)	(£38,616)	(£39,520)	(£77,110)
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Notes

Income

Assumes full loss of Highland Council grant

Assumes securing a 4th and 5th year from The Robertson Trust

Assumes 66% of amount requested from National Lottery is given

Assumes success of Children in Need in May 2020

Expenditure

Service Manager made full-time 19/20

New posts starting mid-point Band 4

Administrator increased from 0.35 WTE to 0.5WTE in 20/21

Assumes new premises from January 2021

Two residentials per year

Salary increases 3% annually

Appendix 1: Responses from the 2019 Stakeholder Survey

Positives	Negatives	Suggested Developments/Improvements
"Warm, welcoming, young person centred. Literally life changing for some of the young people"	"Hard for folk outside Inverness"	"Mental health support, family support in general, holistic support, more understanding how it affects those children with ASN"
"A supportive service that helps guide children and their families through the grieving process"	"Seems to be primarily for under 12s"	"More residentials"
"Wonderful"	"My kids' dad died 7 years ago - had a few evening sessions and then we heard nothing as there was a lot of things happening internally They got left behind and we were never contacted from them again. How do you define when the end of time is? My kids has limited days when younger - it just frazzled out"	"More outreach groups, out of Inverness"
"It's more comforting than across a seat from a person dressed in white and the residential is a good way to escape from home and your everyday environment"	"Service of remembering helped me, a parent, a lot - so sad it is no longer taking place"	"Possibly more outdoor activities?"

Positives	Negatives	Suggested Developments/Improvements
“They are experts in their field and can offer one to one or group support and reassure people dealing with grief that their feelings are normal and OK and help people on their own unique grief journey.”	“My children used this service a few years ago. The groups were great, however I felt more 1-2-1 counselling was required at the start and then move on to the groups. After the groups finished I felt that was it and nothing else, or no further support. I felt we were then just left in limbo.”	“Crocus needs to be supported to reach children and young people across the Highland region. Capacity needs to grow. Crocus could offer training and expert support to other practitioners working with children and young people to enable good practice across the sector.”
“A caring safe place for young children. Gives children the understanding on how to cope.”		“More funding and therefore staffing to be able to widen the scope of help.”
“It is a safe and supportive place where children and young people can be themselves and express themselves freely about what’s troubling them. Somewhere they have help to make sense of what’s happened to them.”		“I wish they could get more funding as they are majorly under-appreciated”
“Fantastic valuable service which we wouldn’t have been without”		“More 1-2-1 bereavement counselling. Different counselling for over 12s/teenagers”
“Welcomes, Hannah does a great welcome :) so important for anxious young people coming in for the first time”		“More workshop / meetings for the younger children”

Positives	Negatives	Suggested Developments/Improvements
"Giving dedicated time to children; promoting emotional peer support; spreading the 'word' about death and dying and how this affects young people; bringing together families in bereavement situations who can then support each other"		"Group events, family counselling, art therapy, ASN children process things differently"
"Care and reassurance"		"Family days"
"They are all so caring and give the child coping mechanisms for when they are at home"		"Support in outlying areas"
"Nice volunteers and good group sessions."		"Have information about what their service offers to children and young people, and the impact it has."
"Provides a warm friendly caring environment where the children , young people and parents feel relaxed and united"		"Give more advice to family members on how to assist the child"
"The service has a great and vast understanding of what families need in terms of support"		"More counselling for the whole family as a group. Especially where it is a parent who has died."
"I think you are fantastic and I see the difference to the young person I referred since she has started attending"		"Maybe not centralise every thing that it has to be Inverness. Outreach groups Crocus should be accessible in all areas"
"We wouldn't have managed without you"		"More days to remember away from 'base'"
"Crocus group helped us immensely in a time of great sorrow, it was invaluable"		"More local events"

Positives	Negatives	Suggested Developments/ Improvements
"I greatly appreciate the support we have received , given it was a late stage of grief (3 years had passed) when my eldest needed the support from crocus they completely understood that timing is vital and offered support straight away which was hugely beneficial for my son"		"Email / social media. Online chats?"
		"Perhaps a sort of "outreach" programme where once a month or so the Crocus group could have a base temporarily in other locations away from Inverness. Or possibly training programmes set up to organise local "branches" in other towns."
		"If they could have pop up places in the further away places or residential place where the child could come and be with them and other children in similar circumstances"
		"Need to visit the rural areas once a month. E.g., Lochinver, Lairg, Golspie, Wick etc"