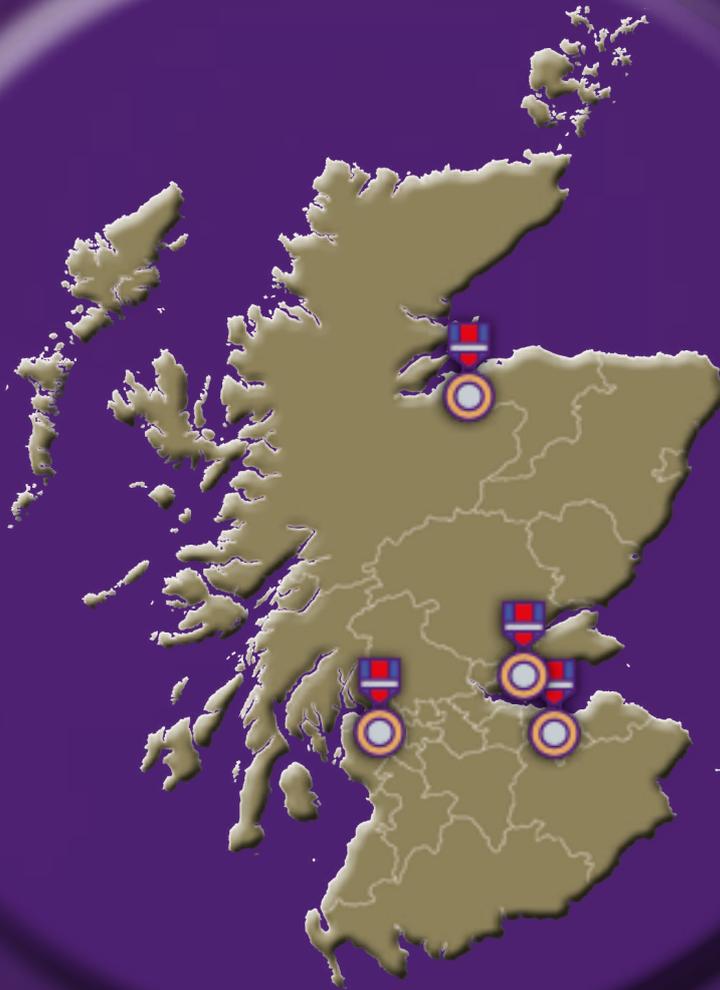


ERSKINE STRATEGY 2025 - 2031

January 2026



*"A SCOTLAND IN WHICH VETERANS AND
THEIR FAMILIES THRIVE."*

Futures for the Brave

“Our citizens who join the Armed Forces enter into a social contract with their country – encountering adversity, risking their physical and mental wellbeing, and at times their lives, to defend it. In return, the nation owes them, and their families, gratitude, respect, and enduring support.

Most Veterans transition successfully into civilian life, equipped with skills and values that help them thrive. We will undertake to reinforce this, and correct misperceptions to the contrary, in all we do. But there are times - whether soon after service or many years later - when Veterans or their families might need additional support, and too often, society cannot, or does not, respond.

When a Veteran needs support, Erskine Veterans Charity exists to help in upholding Scotland’s side of the social contract. Strategy 2025–2031 sets out how we will continue to honour that commitment - through new approaches, in new places - while staying true to our ethos: Futures for the Brave.”

**Wing Commander
Ian Cumming MBE** MA FCSI
Chief Executive Officer

Mr Stuart Aitkenhead BSc CEng FIMechE
Chairman

Our Legacy, Our Brand

For over a century, Erskine Veterans Charity has stood beside Scotland’s Veterans, supporting them to lead full and independent lives after service. We have come a long way since our founding days delivering surgical and rehabilitative care, followed by reskilling and employment, during the Great War. We evolved quickly to provide a practical and holistic network of support - tailored to the real and changing needs of those who served, and their families – regardless of age or life-stage.

Founded through the generous compassion of Glasgow’s people, our profile remains strongest in the Central Belt - especially in Glasgow and the West. And we believe that Erskine spends more on Veterans services in Scotland, than the next 8 major UK military charities combined.

Yet, despite our unique scale of delivery of a wide spectrum of hands-on, high-quality care,

erskine.org.uk

accommodation and community-support services, charities with lesser offerings often enjoy greater public recognition. This has led to many potential beneficiaries and supporters remaining unaware of what Erskine offers. This requires redress with imagination and determination.

Changing Needs, Evolving Responses

Erskine is rightly renowned for excellence in nursing care. Yet in recent years, we’ve observed that Veterans are arriving in our homes much later in life - often too late for us to significantly enhance their quality or length of life, despite increasingly complex and costly care interventions.

Early in the last strategic cycle, rising care costs placed these vital services under existential pressure. Through analysis, collaboration, and strong leadership, we’ve emerged more financially secure, rigorous and confident than at any point in recent memory. Our agile, capable management team, backed by a proactive Board, has adapted our care service into a sustainable model which meets the needs of a much smaller population of elderly Veterans – with far fewer remaining from the once large WW2 and National Service generation.

Veteran Demographics and Needs

As the generation of WW2 Veterans continues to diminish, the proportion of younger Veterans - those from more recent eras and conflicts - is now greater. They are often geographically dispersed across major cities or located near their former military bases.¹ Their current needs and wishes may tend to differ from those of their predecessors.

We know that even beyond 2030, there will be more Veterans in Scotland (1.5-1.6M UK, around 150k-160k in Scotland) than Erskine has yet supported in its 110-year history.²

Our Nursing Care service remains sustainable and tailored to meet projected demand from elderly Veterans. But of those 50,000 elderly Veterans and spouses currently living in Scotland, who may need care or support - only around 2,000 live within comfortable reach of our current residential facilities. Meanwhile, both public policy and personal preferences increasingly favour care delivered at home and support embedded within local communities.

Community Support

Here at Erskine, we know that Veterans with meaningful, productive lives, strong community ties, and access to local, integrated support - will live better, happier and longer lives in their homes. These factors improve wellbeing, avert crises, reduce hospital admissions, and delay the need for long-term care. However, across the social care and charity sectors, other organisations are shrinking/ withdrawing their physical presence, or replacing them with virtual signposting, or telephone services. This is sub-optimal to say the least.

Recognising this, we have piloted a range of innovative, successful services during previous strategic cycles, including:

- Transition Support Accommodation (TSA)
- Retirement Apartments
- Erskine Veterans Activity Centres (EVACs)
- Erskine Home Support

These services all go a considerable way to addressing the key themes of the Scottish and UK Governments’ Veterans Strategy (Community & Relationships; Employment Education & Skills; Finance & Debt; Health & Wellbeing; Making a Home in Civilian Society; and Veterans and the Law).

[Scotland’s Census 2022 - UK Armed Forces Veterans | Scotland’s Census](#)
[New figures reveal changes to the UK’s Veteran population - GOV.UK](#)

They are also coherent with Scot Gov’s “Health & Social Care Service Renewal Framework” and the “Population Health Framework” which focuses on the social, economic and environmental aspects of long-term health improvement, as a means to enhance preventative measures. We know we are doing it right, and we were doing it early. But there is more we can and must do...

Having guided Erskine through the financial uncertainty of the global recession, the Coronavirus Pandemic and a Sustainable Service Review, we have protected our reserves and are now ready to be bold with the services above, which we know have upstream, preventative impact. We are therefore drawing our current strategy to an end and recasting it from 2025-2031.

In the landscape of a lamentable reducing of physical presence from other military charities, our goal, and our competitive advantage is an ability to physically reach more Veterans, earlier in life, and help them positively shape their futures. To do this, we aim to be more visible, more present, and more impactful – so that more Veterans and their families across Scotland not only survive but thrive.

Vision AND Mission

Our Vision remains unchanged:

“A Scotland in which Veterans and their families thrive.”

We know we cannot achieve this vision alone. But through collaboration, innovation, and targeted investment, we will play our part.

Our Mission continues to guide us:

**“To offer Veterans the best possible future
- through the best possible Care,
Accommodation, and Community Support.”**



Concept of Operations

Our Care Homes, and special accommodation, will always remain a vital sanctuary for Veterans as they grow older. However, strategic analysis confirms that the most effective way to expand our reach is to grow our community-based services - tailored to local needs, enhanced by innovation and thoughtful investment.

We believe that by intervening earlier and across a wider geography, we can significantly improve health & wellbeing, resilience, and life outcomes for more Veterans and their families. This is how we deliver better *Futures for the Brave*.

In Strategic Cycle 2025–2031, we will optimise our management and staffing structures, centrally and regionally, to support impactful, sustainable growth. Using the Erskine Gateway process, we'll evaluate, adapt, and replicate successful service models in new locations.

Confirmed Commitments

Continuance:

- Two quality Care Homes – in the West and East of Scotland.
- 44 Family Cottages – in the Erskine Veterans Village.
- 5 Retirement Apartments – abutting the Erskine Home.
- 23 Transition Support Service Apartments – including caseworker assistance and follow-on support.

For Development:

- **More Erskine Veterans Activity Centres (EVACs):** With target regions including Fife (FY26/27), Edinburgh (2027/28), Aberdeenshire, Perth/Stirling, and South-West Scotland all long evident to us, through our analysis of the Scottish Census and supporter networks, as high Veterans density areas.
- **Expansion of Erskine Home Support:** First in the West, then regionally - a flexible, scalable model adaptable to local need, either with or without fixed infrastructure.
- **Non-Erskine Care Home Outreach:** Exploring ways to potentially enhance the lives of Veterans in care homes, beyond Erskine, in partnership with other care providers, Veterans charities and the Scottish Government. We will share our expert insights on what makes a difference to an elderly Veteran's life, and who else within the social care and third sectors might be able to assist Veteran residents and enhance their wellbeing. This could

help other Veterans, who do not live in our homes, to nonetheless benefit from our work.

Opportunities to be evaluated during next cycle

- New Retired Living Communities: Including the conversion of the former Erskine Park Home (2026), as per the extant strategy.

Opportunities to be evaluated under program of service evolution led by the Chief Executive

- Veterans Holidays & Carers' Breaks: Delivered via existing infrastructure or through partnerships (e.g. EVAC North, Erskine Edinburgh Home, or leased caravan sites).
- Micro Transitional Support Services (TSA) in underserved regions – using spare capacity of existing infrastructure.
- Erskine Benevolent Fund – To assist beneficiaries, with unexpected costs associated with post-Service life (e.g. help with funeral fees, or arrangements).
- Erskine Estate Development: Potential for new housing, community amenities, Tri-Service sculpture and visitor/donor reception centre and museum.
- Whole Family Transition Support – To assist families with relocation, community support and resettlement post Service.
- Sector Support, Mergers, and Acquisitions: Strategic engagement and alignment with like-minded charities under financial strain, or in need of support – preserving services and broadening reach.

Not Being Considered

- New Care Homes, or respite care services in new locations: these are not sustainable at additional scale, with the level of staffing and quality which Erskine would be proud of.
- Extension of eligibility beyond Veterans and their families: this would dilute our brand, whilst forcing our capacity to unsustainable scale.

Strategic aims and key activities

See Appendix 1 for a draft of our objectives for the strategic period and Appendix 2 for a geographical summary of our key activities.

Theory of change

An organisational theory of change sets how and why an organisation expects to achieve its long-term goals, including the core issue we exist to address, and the things we will do towards that mission. We have updated our outline organisational theory of change and included this in Appendix 3.

Strategy statement

A strategy statement (Collis and Rukstad, 2008) ⁴ is a concise summary that defines an organisation's long-term strategic direction. It communicates what the organisation aims to achieve, how it will compete or operate, and what makes it distinct, often in one to three sentences. We have included a draft strategy statement in Appendix 4.

Funding and Sustainability

Erskine's financial foundations are now stronger. With our income and expenditure now prudently matched, our unrestricted reserves remain sufficient to responsibly seed, support and scale high-impact services. However, in 2025, we needed £7.1m in net (£10M gross) fundraised income to sustain current operational costs and services. Going forward, we must grow our revenue streams to support our expansion towards more beneficiaries. Our target is at least £10M net (£15M gross).

We believe that the rollout of new, meaningful services – combined with ambitious fundraising and marketing investment, will increase our national visibility and voluntary income. Whilst Erskine is in the fortunate position of having free reserves to underpin the delivery of its strategy, as services mature, we expect them to become increasingly self-sustaining. Indeed – EVACs have proven to be much more generously supported by Trust & Foundation grants, than our Care Homes have ever been. This speaks to their positive impact upon local communities and funders' corresponding willingness to support them. However, it is important that we continue to proactively develop our voluntary income to fund our service expansion. If we fail to do this, then a

service may be vulnerable to withdrawal, where lack of local or national support, for Erskine renders them untenable and outwith our financial capacity. A long-term financial plan which sets out how we can affordably and sustainably deliver this organisational strategy will be created in the next phase of its development. Management is ready to modify the scale and nature of the proposals in order to ensure that the delivery of the strategic aims is financially sustainable.

⁴ "Strategy Statement" adapted from "Can you say what your strategy is", Collis and Rukstad, 2008, Harvard Business Review.

Summary

When you have the ability to make a difference in the life of someone who once defended your way of life - that's not a choice. That's a calling.

This strategy is bold by design. Through targeted expansion, innovation, and strategic partnerships, Erskine Veterans Charity is poised to significantly increase its visibility, reach, fundraising and impact across Scotland, when others are withdrawing.

By honouring our proud past, acting confidently in the present, and planning ambitiously for the future, we will shape a new chapter - worthy of those who served.

Appendices

- Appendix 1 – Outline strategic aims 2025-2031
- Appendix 2 – Outline activities 2025-2031
- Appendix 3 – Outline theory of change 2025-2031
- Appendix 4 – Strategy statement 2025-2031



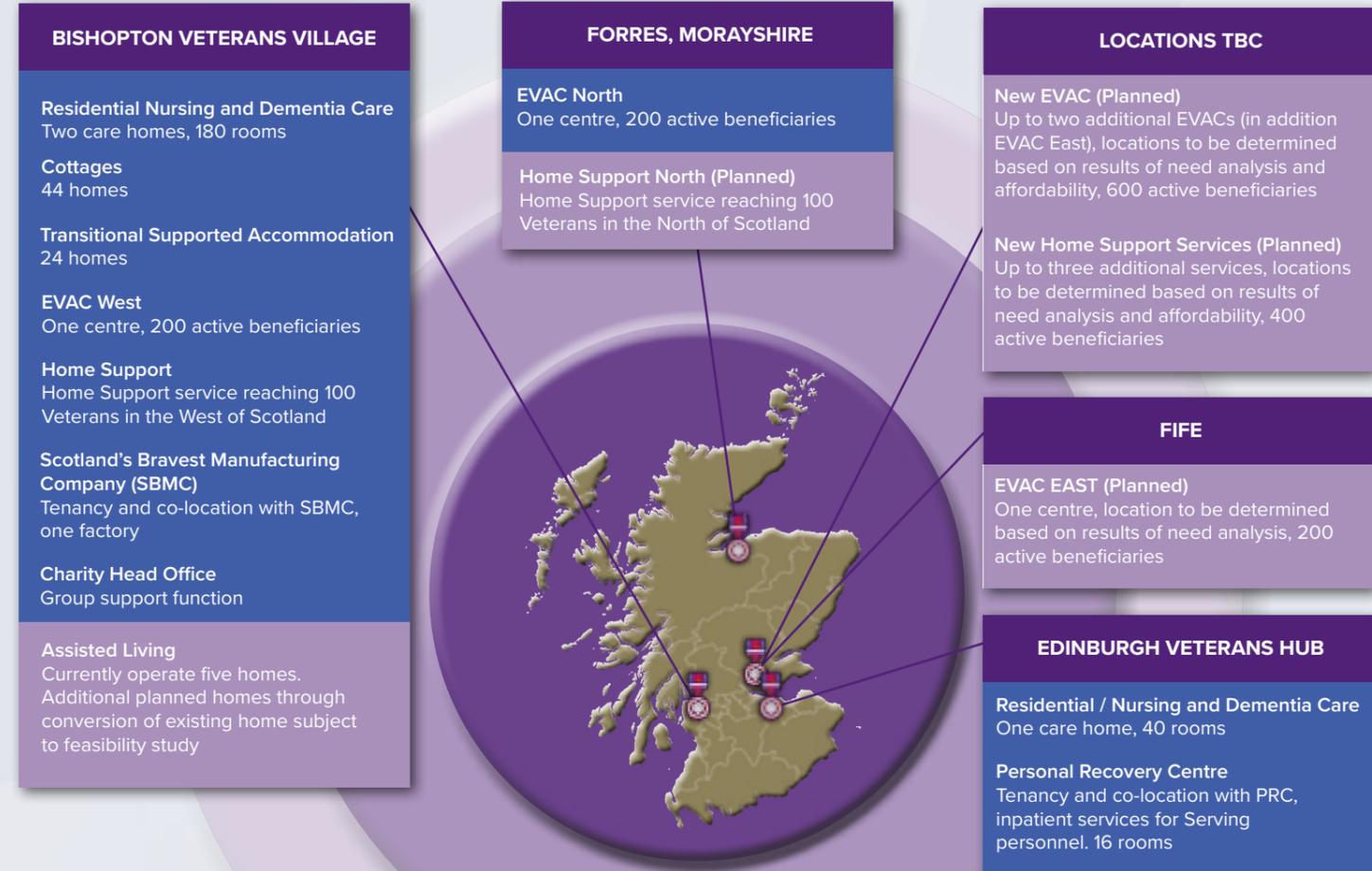


Appendix 1 – Outline strategic aims 2025-2031

<p>CARE Veterans receive good quality, person centred care from when they leave the forces through to the end of their lives.</p>	<p>ACCOMMODATION Veterans have a place to live when they leave the armed forces, for the longer term, and during their retirement.</p>	<p>COMMUNITY Veterans at risk of isolation experience enhanced wellbeing, strong community support, and a renewed sense of belonging.</p>
<p>Residential / Nursing and Dementia Care 1. Continue to deliver nursing and residential care services at our Bishopton and Edinburgh homes, delivering care we can be proud of while ensuring the consistent provision of good quality care.</p>	<p>Transitional Supported Accommodation 3. Support Veterans to secure sustainable tenancies and employment through the Transitional Supported Accommodation service on the Bishopton Veterans village.</p>	<p>EVAC West and EVAC North 6. Continue to operate EVAC West and EVAC North, achieving an active membership of at least 400 Veterans.</p>
<p>Care Innovation 2. Research and develop new ways to improve the delivery of care for Veterans across Scotland, including exploring how Erskine can play a full role driving forward the Veterans Friendly Care Home Framework or equivalent scheme.</p>	<p>Cottages 4. Maintain 100% occupancy of existing family accommodation on the Bishopton Veterans Village.</p>	<p>New EVAC Locations 7. Research, development and launching of up to three new EVAC locations (including EVAC East) to deliver life changing community support to Veterans across Scotland.</p>
<p>Assisted Living Accommodation 5. Alongside the continued provision of 5 Assisted Living Accommodation units within the Bishopton Veterans Village, research and development of an expanded scale of Assisted Living Accommodation, through utilisation of existing estates assets, or elsewhere.</p>	<p>Home Support 8. Continue to deliver and iterate the Erskine Home Support service including study of expansion into up to four new locations based on Veteran need, with full consideration of locations where synergy exists with other services, such as Erskine EVACs.</p>	<p>Service Evolution 9. Continue to evolve our services via a programme of executive led research and development of solutions to Veteran problems which Erskine is well positioned to address. This may include; Veterans holidays and carer breaks, micro / whole family TSA services, Erskine benevolent fund, Bishopton village development, sector support, charity mergers.</p>
<p>Influencing and Advocacy 10. Shape and influence national policy to ensure that the needs, rights, and voices of Veterans are recognised and addressed, through strategic partnerships, and engagement with government and other stakeholders.</p>		
<p>AN EFFECTIVE AND TRUSTWORTHY ORGANISATION Erskine is recognised by supporters, beneficiaries, employees and other key stakeholders as an efficient and effective organisation, worthy of their trust and support.</p>		
<p>Financial Sustainability 11. Ensuring a sustainable financial future, through effective management of both voluntary and earned revenues, control of costs and affordable service design.</p>	<p>Fundraising, Marketing and Communications 13. Maintenance and growth of sustainable voluntary income streams via a fruitful support network of individual, charitable, corporate and high net worth donors, via investment in a respectful, long-term donor acquisition and stewarding programme.</p>	<p>Effective Governance 15. Effective and efficient governance processes are in place across the organisation which win the trust and confidence of our beneficiaries, supporters and stakeholders.</p>
<p>People & Organisational Development 12. Recruitment, retention, learning and development of an outstanding and highly motivated staff and volunteer workforce.</p>	<p>Facilities, Estates and Support Services 14. A safe, legally compliant environment for the delivery of Erskine services through the provision of efficient and effective Facilities, Estates and Capital Project Management, and Health & Safety to all Erskine programs.</p>	<p>Collaborative Working 16. Leverage technology across our services and supporting functions to enhance service delivery, extend the reach of our services, and improve operational efficiency and effectiveness.</p>

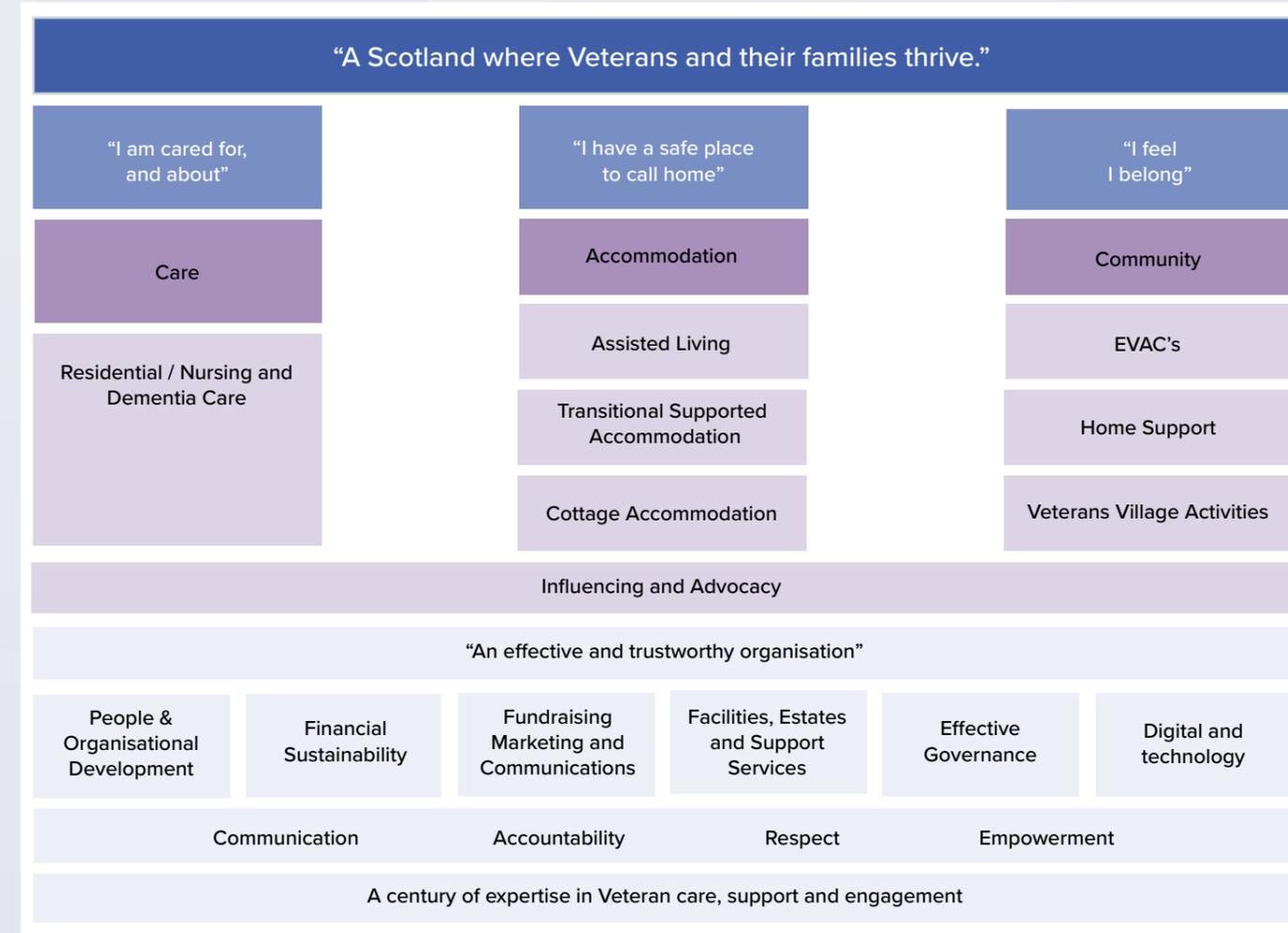


Appendix 2 – Outline activities 2025-2031





Appendix 3 – Outline theory of change 2025-2031



Guide

Societal Outcomes "What we are working towards"	The broader social change a project or organisation is trying to achieve.	Activities "Things we do"	The things that an organisation or project does or the way it chooses to deliver a project day-to-day. Activities are within an organisation or project's control.
Program Outcomes "What we can measure"	The short-term changes, benefits, learning or other effects that result from what a project or organisation does. These short-term steps will contribute to a final goal.	Enablers "Resources we need"	Conditions or factors that need to be present or absent to allow an organisation or project's work to succeed. The presence or absence of enablers can help or hinder a project.
Outputs "Services we provide"	Products, services or facilities that result from an organisation or project's activities.		

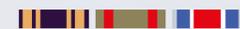


Strategy Statement

Over the next five years, Erskine will leverage a century-worth of deep care and support expertise and strong supporter relationships, to become the most recognisable and highest social impact Veterans charity in Scotland, through collaborative development, delivery and growth of good quality and sustainable care, accommodation and community services, to address the unmet needs of Veterans throughout their post-Service life.

Expansion

<p>Objective "To become the most recognisable and highest social impact Veterans charity in Scotland."</p> <p>We are in a position to make a difference to more Veterans, but we are not as well-known as we think. We will understand and communicate with passion the impact of our services and the problems they are solving to our beneficiaries, donors and stakeholders – bolstering reputation and philanthropic revenues which underpin our work.</p>	<p>Scope "Collaborative development, delivery and growth of good quality and sustainable care, accommodation and community services."</p> <p>This encapsulates residential care for elderly Veterans and their spouses, transitional supported accommodation for service leavers returning to civilian life, supported and independent living accommodation alongside activity centres and Home support for Veterans, whose personal circumstances leave them at risk of loneliness and isolation.</p>
<p>Advantage "A century-worth of deep care and support expertise and strong supporter relationships."</p> <p>We are multi-skilled and have been long immersed in supporting a range of needs, caused or compromised, through military service. We have strong relationships with our supporters who energise and fund our work.</p>	
<p>Delivery Our credibility is based on deeds not words because we have a deep understanding of Veteran needs derived from direct delivery of services.</p>	<p>Collaborative development Sometimes, our strength relative to others aiming to support Veterans, will be fundraising or unique assets such as space or expertise – we are committed to working with others where that means better outcomes for Veterans.</p>
<p>Good quality We are committed to delivering a significant positive impact on our beneficiaries' experiences and outcomes.</p>	<p>Responsive We will expand the reach of our Community services to ensure support is projected to where and when it is needed most. Our increased presence and relevance to more Veterans underpins growth in fundraised income.</p>
<p>Sustainable We must set the scale and quality of our services at a financially sustainable level, and those services must be cost effective and efficient.</p>	<p>Unmet needs Our services do not result in philanthropic funds being used for outcomes which could otherwise have been achieved by the private or public sector alone.</p>
<p>Post-Service life Our care and support interventions aim to support Veterans in their moments of need from their first day of post service life to their last.</p>	



Vision, Mission and Values

Vision	"A Scotland where Veterans and their families thrive."			
Mission	"To offer Veterans their best possible future - through the best possible care & community support."			
Ethos	"Futures for The Brave."			
Values	Communication	Accountability	Respect	Empowerment