ERSKINE STRATEGY

ERSKINEVeterans Charity

2022 - 2026

August 2023

Since The Great War and throughout its history, Erskine has been "Proud to Care" for Veterans in need of our gold standard of nursing care and accommodation services. But proud also of our ability to identify and support new, emerging needs.

After the Second World War, the UK military discharged some four million personnel, who instantly became Veterans. Many were in immediate need of support, or in need soon after. Naturally, those Veterans' support needs changed at different stages of their lives. Erskine was there for them.

Today, there are far fewer WW2, or National Service Veterans left in Scotland. We concur with the Government (and the many other charities with whom we collaborate) that when those venerable Veterans are gone, we will have seen a 40% drop in the number of Veterans in Scotland. This will result in a marked reduction in the number who need our residential nursing care at any given time. Demographic and socioeconomic changes will also affect our traditional donor cohort and, thus, our finances.

To be clear, the vast majority of Armed Forces Veterans make a huge contribution to society, without any assistance. However, there will still be many other Veterans in need of our help and support to thrive in their Scottish communities. Erskine's strategy is an opportunity (as the Feeley Report on Adult Social Care encourages) to become not merely be a safety net for Veterans who fall through the gaps, but a springboard to a brighter future.

Those springboard services may involve shelter and assistance to young Veterans starting a new career, family accommodation, friendship at Erskine Veterans Activity Centres, care at home or assisted living services, or quality residential nursing care. Erskine will not let them down. We will offer a range of care and community support, which is relevant to every Veteran in every stage of their post-Service life.

This strategy captures all the drivers of change and our proposed responses. It empowers Erskine Executive Management Team to conduct a range of activities, which develop an exciting spectrum of meaningful services for Veterans - reaching them upstream, earlier in life and within their own community, whilst building awareness and support of our services. We are already the foremost provider of Veteran care and support services in Scotland. However, we want to become the most recognisable and trusted military charity too.

July

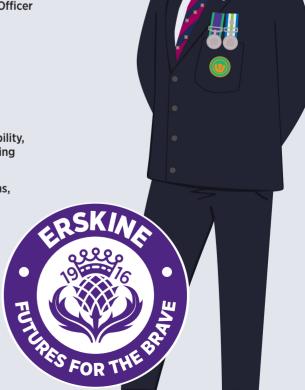
Wing Commander lan Cumming MBE MA FCMI Chief Executive Officer

Summary of Strategy 2022 - 2026

Taking account of changing Veteran needs, Government policy and financial sustainability, the Board of Trustees approved the Charity's strategy for the period 2022 – 2026 during December 2021.

Below is a summary of our strategy statement, our vision, mission and values, our aims, activities and our theory of change

To understand the progress against our strategic aims please see our latest annual report available here erskine.org.uk/about-us/annual-review-and-accounts





Strategy Statement

"Over the next five years, Erskine will leverage a century's worth of **deep care and support expertise**, to become the most **recognisable and trusted** Veterans charity in Scotland, through **collaborative development**, **delivery** and marketing of **good quality, responsive and sustainable** care & holistic support services, to address the **unmet needs** of Veterans through their **post-Service life.**"

Expanation

Objective

"Over the next 5 years... become the most recognisable and trusted Veterans charity in Scotland."

We are not as well-known as we think. We will, however, demonstrate, communicate and market our services to beneficiaries, donors and stakeholders - bolstering the reputation and philanthropic revenues which underpin our work.

Advantage

"Deep care and support expertise" - we are multi-skilled and have been long immersed in supporting a range of needs, caused or compromised, through military service.

Delivery

Sustainable

partners.

Our credibility is based on deeds, not words, because we have a deep understanding of Veterans' needs, derived from direct delivery of services.

Collaborative development

We're committed to partnering with other Veteran organisations to ensure the best outcomes. Erskine can draw on unique advantages whether it be certain expertise, fundraising or spaces.

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.

Scope

"Collaborative development, delivery and marketing of good quality, responsive and sustainable care & holistic support services, to address the unmet needs of Veterans throughout their post-Service life."

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 wellbeing centres for Veterans suffering from loneliness and isolation.

Good quality

Erskine is committed to delivering a significant positive impact on our beneficiaries' experience and outcomes.

Responsive

We are accountable for responding with agility and compassion to challenges and opportunities within the sphere in which we are immersed.

Post-Service life

Erskine's care and support interventions aim to support Veterans in their moments of need from their first day of post-Service life to their last.



Vision, Mission and Values

Our services must be cost effective and

efficient: recognised and supported

as such by beneficiaries, donors and

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



Key Activities

Bishopton Veterans Village

Residential Nursing and Dementia Care* Two care homes, 220 rooms.

Cottages

Transitional Supported Accommodation 24 homes

Erskine Reid Macewen Activity Centre One centre, 180 active beneficiaries

Scotland's Bravest Manufacturing Company (SBMC)

Tenancy and co-location with SBMC, one factory

Assisted Living

Currently operate five homes. Additional homes planned based on feasibility study

Care at home

Pilot of activities within Erskine Veterans Village. Additional locations based on result of pilot

Erskine Veterans Activity Centres - North

EVAC North (Planned)

One centre in Forres region. 200 active beneficiaries

Location TBC

EVAC East (Planned)

One centre. Location to be determined based on results of need analysis, 200 active beneficiaries

Edinburgh Veterans Village

Residential / Nursing and Dementia Care*
One care home, 40 rooms

Personal Recovery Centre

Tenancy and co-location with PRC, inpatient services for Serving personnel. 16 rooms

Combat Stress and NHS Veterans First Point

Tenancy and co-location with Combat Stress and Veterans First Point. Outpatient mental health service.

*Subject to right-sizing programme

All residential care operations subject to right-sizing review, to determine scale of operations matched to Veterans' needs, based on changing Veteran demographics.

Adjustments based on demand for rooms, and ability to safely and efficiently deliver residential care.

Current Activities as of Aug 2023

Planned Activities as of Aug 2023



Aims

Key change projects highlighted in blue.

CARE

Veterans receive good quality, person centred care from when they leave the forces through to the end of their lives.

ACCOMMODATION

Veterans have a place to live when they leave the armed forces, for the longer term, and during their retirement.

COMMUNITY

Veterans suffering from loneliness or isolation have a place to go, where they can learn new skills, have new experiences, and enjoy a sense of camaraderie.

Residential / Nursing and Assisted Living Accommodation

Dementia Care

The "right-sizing" of nursing, residential services to an appropriate and affordable scale/location to meet Veterans' needs, whilst maintaining a good quality of care.

Alongside the continued provision of five Assisted Living Accommodation units within the Bishopton Veterans Village, research, development and modelling of an expanded scale of Assisted Living Accommodation, through conversion of existing care infrastructure.

EVAC East

Research, development and modelling of EVAC East to deliver Erskine Veterans Activity Centre Services to Veterans living in the East of Scotland.

Care at home

Research, development and market analysis of "Erskine Care at Home" - to help Veterans live well, longer within their own homes and communities. To include full consideration of ways to leverage volunteer and EVAC resources within the model of delivery.

Transitional Supported Accommodation

Achieve maximum possible occupancy of existing TSA capacity on the Bishopton Veterans Village whilst completing program results evaluation and optimising service design.

EVAC North

Establish and operate an EVAC within the Forres area before the end of 2022.

Combat Stress

Continue to collaborate in the delivery of care to Veterans suffering from complex mental health issues through partnership with Combat Stress within Edinburgh Veterans Villlage.

Cottages

Maintain 100% occupancy of existing family accommodation on the Bishopton Veterans Village.

ERMAC

Continue to operate ERMAC, achieving an active membership of 200 Veterans.

Personnel Recovery Centre

Continue to collaborate in the delivery of care to service leavers through partnership with the Defence Personnel Recovery Centre & HQ within Edinburgh Veterans Village.

AN EFFECTIVE AND TRUSTWORTHY ORGANISATION

Erskine is recognised by supporters, beneficiaries, employees and other key stakeholders as an efficient and effective organisation, worthy of trust and support.

Financial sustainability

Ensuring a sustainable financial future, through effective management of both voluntary and earned revenues, control of costs and affordable service design.

People & Organisational Development

Recruitment, retention, learning and

development of an outstanding and

highly motivated staff and volunteer

workforce.

Fundraising, Marketing and Communications

Development of strong and sustainable gift 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.

Facilities and support services

A safe, legally compliant environment for the delivery of Erskine services through the provision of efficient and effective Facilities Management, Health and Safety and Capital Project Management to all Erskine programmes

Effective governance

Effective and efficient governance processes are in place across the organisation which win the trust and confidence of our beneficiaries, supporters and stakeholders.

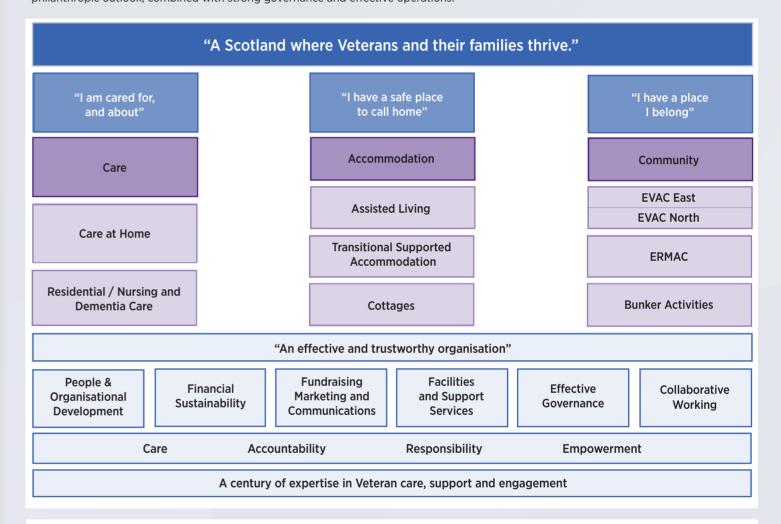
Collaborative working

Work in influential partnerships with other Veteran charities, Government and public stakeholders, including local communities.

Theory of Change

A Theory of Change is an illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out what a change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify the conditions (outcomes) that must be in place for the goals to occur.

Our theory of change below shows the societal change we are seeking to contribute towards, the outcomes we are seeking to deliver for beneficiaries, and the activities which underpin these. Our services will continue to generate social impact through three mutually supporting pillars of service delivery: Care; Accommodation and Community. Those pillars are built from individual blocks of our lived experience and lessons learned. They are set in a foundation of a strong understanding of Veteran needs, our values and a collaborative philanthropic outlook, combined with strong governance and effective operations.



Guide

Societal Outcomes "What we are working towards" The broader social change a project or organisation is trying to achieve.

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.

Outputs "Services we provide" Products, services or facilities that result from an organisation or project's activities.

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.

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 pproject.