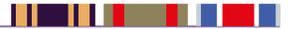




2023
Annual Review



**PROUD TO
CARE**



WE HAVE
CARED FOR
105,000
VETERANS SINCE 1916



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Cover: Erskine Home Veterans enjoy a visit from Royal Marines based at Faslane

Left: Senior Care Assistant Liam McIntyre



INTRODUCTION

WELCOME

Welcome to the Annual Review of the year ending September 2023.

In our last edition, we outlined the manifold factors influencing Erskine’s strategic thinking, regarding the services which we offer our Veteran Family in Scotland. Key among these were: the financial pressures which every charity, commercial business, government body and, indeed, charity donor in the United Kingdom have almost certainly experienced of late; and the changing demographics and changing needs of armed forces Veterans, within our society.



Sadly, by 2030, very few of our valiant World War II and National Service generation will remain with us. Indeed, in recent years, we have already seen a reduction in demand for the high quality and compassionate residential nursing care for which we are famed. This is partly due to that significant demographic shift. However, a generational attitude shift is also a factor – with more of our beneficiaries evidently wanting to live at home, with family, amongst their own communities, for as long as possible. Of course they do! Why wouldn’t they?

In order to support Scotland’s Veterans’ needs and wishes, whilst remaining financially resilient throughout 2023, we conducted and implemented a “Sustainable Service Review”. The review focused on retaining as many of our Care

& Care Support services’ expertise and characteristics as possible, whilst remaining pragmatic about how many bedrooms we could realistically sustain – at a quality of which we could be proud. The review saw us take the decision to close the Erskine Park Home and move as many of its residents and staff as possible into the awaiting Ramsay House within the co-located Erskine Home. We also took the decision to reduce the number of specialist teams and roles which we have (that no other care home offers), with most staff being offered a chance to bolster our direct care staff levels within the residential houses.

This review, the key considerations, calculations and thought processes are easy to describe and summarise in the paragraphs above. However, the review



“Change is the law of life, and those who look only to the past and present are certain to miss the future” - John F. Kennedy

itself, and selection and implementation of the difficult choices we faced, was infinitely more complex, challenging and emotive. Ultimately, we deliver person-centred care via compassionate care staff, who take enormous professional pride in their work. Any changes to the equilibrium within our “care eco-system” can, and frankly did, cause anxiety and concern to our loyal staff and remarkable volunteers, as well as our residents and their loved ones. Extensive and repeated consultations took place with all stakeholders, to make sure we were making the right choices, for the right reasons and that everyone understood.

Ultimately, we have made the right choices for the right reasons. In terms of expenditure and span of services, Erskine is arguably the largest and most significant military charity in Scotland.

However, we are not as well-known as our counterparts, who either specialise in one niche service area, or offer lighter touch signposting. Why? Well, because our high-level expenditure has been restricted to a relatively small number of Veterans in the Greater Glasgow/Edinburgh areas – perhaps only a small percentage of the total number of Veterans in the country. Now that we are more confident of being at the right capacity and configuration, and that our draw upon our reserves is now manageable – we are in a better position to look at low cost, community-funded opportunities to support Veterans in new ways.

This will see us creating more Erskine Veterans Activity Centres (EVACs) across the country, as well as developing and evaluating more “Supported Living”

offerings, “Care at Home” and “Home Help” task force services. In this way, Scotland’s Veterans can continue to live with dignity and independence, in their own homes and communities, surrounded by family and friends.

We will always be proud to deliver nursing care in Bishopton and Edinburgh. However, if at the same time, we can also reach potentially vulnerable Veterans, and help them to live well elsewhere – why wouldn’t we? This is not the first time that Erskine has undergone significant change; nor will it be the last. However, as long as we continue to evolve to meet the needs of Veterans and their families in Scotland, we will be serving a worthy purpose!

Watch our award winning ‘Futures for the brave’ TV campaign

SCAN ME



Ian Cumming
Wing Commander Ian Cumming MBE MA FCMJ
 Chief Executive Officer

Stuart Aitkenhead
Mr Stuart Aitkenhead BSc CEng FIMechE
 Chairman



REVIEW OF 2023

HIGHLIGHTS



Left: Mascot Arasgain at the Erskine Bike Meet
Middle Left: Sammy Terry Ziplines the Clyde
Middle Right: Resident Billy Haynes reflects at Remembrance
Bottom Left: Erskine Golf Day in full swing
Bottom Centre: Erskine resident enjoying the Sporting Senior Games
Bottom Right: Universities of Glasgow and Strathclyde Air Squadron volunteer at the Erskine Military Ball



Top Left: Erskine launches another year of partnership with Bowls Scotland
Top Right: Iraq Veterans Mark Elder, Nick O'Neil and Ian Cumming
Middle Left: Veterans joining in with Armed Forces Day Celebrations
Middle Right: Kiltwalk Launch with Erskine Ambassadors Scott Meenagh and Gary Innes
Bottom Left: Guests having a jig at the Erskine Burns Supper
Bottom Right: Veterans enjoying their success at the Sporting Senior Games





WHO WE ARE

WHY WE'RE HERE



Our vision is a Scotland where Veterans and their families thrive. We contribute towards this vision by offering Veterans their best possible future – through the best possible care & community support.

Erskine has four strategic objectives:

Care

Veterans and their spouses 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.

Effective and efficient organisation

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

Values

Our values are more than simply words – they are a set of closely-held beliefs about how we should conduct ourselves in everything we do. They are a moral handrail in challenging times and they spell the word CARE.

Communication

We communicate internally and externally, in a transparent, open manner that supports understanding and dialogue.

Accountability

We take appropriate accountability for our individual and collective actions and decisions. We aim to reduce unwarranted variation in care and support provided. We aim for beneficiaries to experience the same compassionate, person-centred care, irrespective of which members of the team are on duty.

Respect

We respect our beneficiaries and those who visit our Homes and services. We respect each other as colleagues. We respect the beneficiaries' right to choose and will support them with making choices.

Empowerment

Those who receive our care and support will feel empowered to make choices. We will provide accessible, transparent information to our beneficiaries about their rights and what they mean for their day to day lives. We will value, support, act upon and learn from what our beneficiaries say. We will ensure that our beneficiaries have their voices heard. We will support colleagues to feel empowered to use their knowledge and expertise in the delivery of person-centred care and support.

These values apply to all of us – staff, trustees, volunteers, people we support, families and carers and others that we work with – and are an integral part of our induction, training, communications and working policies.



WHO WE ARE

THE FUTURE

Expanding our community services

Erskine will always remain proud to offer high quality residential nursing care. However, with our valiant World War II and National Service generation now dwindling, we have seen a reduction in the demand for this complex and costly service. Most importantly, Veterans in Scotland increasingly want to remain in the house and community they know, for as long as possible. A relocation to Edinburgh or Bishopton is a significant line to cross for many Veterans and their loved ones. It seems that many only make that choice when they have become exceptionally frail and isolated, with their care needs eventually outweighing their desire to remain with their family, friends and community. We

understand that desire to live well within one's own community and, we believe that we now have the capacity and resources to support it!

Care at Home

Many of Erskine's residents will have been receiving Care at Home/ domiciliary care before they move in with us. However, the quality of such services can vary and sometimes, either due to reluctance to move into residential care, or local authority funding for such being scarce - Veterans' health & wellbeing can dip significantly.

If however, we were able to project Erskine quality care into the home of these Veterans, we might be able to support them to maintain their health, dignity and independence amongst their family and friends, within their community network. The service we have in mind would focus on quality delivery without time pressure, and making sure that Veterans get what they need and want. This would also include offering psychosocial support through friendly visits from staff or volunteers, helping around the house, running shopping errands and taking Veterans out for day

trips. Through this mechanism, we would also become advocates for Veterans and be able to support them in discussions with local social care managers – so that when the time was right, we could ease their anxiety about moving in with us for residential care.

We are currently evaluating the demand for such a service by consulting member organisations within our Veterans Scotland umbrella group and conducting surveys of Veterans in the local area. Of course, it may be that we find that more older Veterans actually need something more akin to a "Home Help Service" to deal with domestic chores. If that is the case, then we think we would be well placed to start in that space and perhaps evolve it into something more.

Community

We are very proud of the "life-changing and life-saving" support which our Erskine Reid Macewen Activity Centre (ERMAC) offers to Veterans in the Greater Glasgow and Inverclyde regions. Some 50-60 members a day are travelling (or being transported) from up to 30 miles away to avail themselves of the meaningful activity, skills, training,

Top left: A member of staff and Erskine Home resident Ian McMillan enjoying a chat

Bottom left: Erskine Home Resident Jessie Ellingham and Care Assistant Andrea Barr

Bottom Right: Erskine Home resident Ian Reid enjoying a visit from the Royal Marines





WHO WE ARE

THE FUTURE

banter and camaraderie offered alongside a hot lunch, tea and coffee. However, 30 miles is around the practical limit and we know there are many more Veterans outside this catchment area and indeed across Scotland.

To address this unmet need and support more Veterans in Scotland, as part of our 22-26 Strategy, we have undertaken to trial a replication of ERMAC in the guise of Erskine Veterans Activity Centres (EVACs). Each EVAC will be positioned within a high Veteran population centre. Each one will offer activities and therapies similar to ERMAC – but member committees will shape these according to their needs. As the ERMAC team will explain elsewhere in this Review, we have already made good progress with our first new centre. However, if that centre is well received, it is our intention to replicate ERMAC through more EVACs across the country. Each EVAC will certainly also support local charity collaborators and may even

be registered as a Care at Home/ Home Help Hub – so that Veterans across Scotland can benefit from the care, compassion and enthusiasm of our hard-working staff and volunteers –with the regular opportunity to visit an EVAC to boot!

Accommodation

We are very proud of the accommodation we offer to our Veteran Family. We currently have 44 cottages for families. We also have 23 en-suite apartments which provide a safe and stimulating environment for younger, homeless, or unemployed Veterans whose “bad luck or bad timing” derails their plans for Civvy Street. Additionally, we have 5 assisted living apartments for older Veterans who remain fiercely independent, but who also want to know that professional assistance is on hand if they need it. When we built these apartments, there was a clamour for a place on the waiting list. Demand still

appears to outstrip the number of assisted living apartments in our property portfolio. Therefore, we are confirming that demand and considering a number of options to convert our beautiful, but recently closed, Erskine Park Home into a new assisted living community – where each resident will have their own apartment, but benefit from additional communal spaces and the company of others.

Care

Erskine has a long and proud history of growing and evolving services to meet the changing needs and wishes of Veterans in Scotland. You will see from these pages that we still continue to do so. However, we will also continue to rely on the moral and financial assistance of donors in Scotland and elsewhere. We hope you will continue to offer it and are excited by our future plans!

WHAT WE DO

SERVICES

Our services for Veterans and their families address three fundamental needs: care, accommodation and community.

During the year, our services included:

Care

Residential care homes: Erskine Edinburgh, The Erskine Home and Erskine Park within our Bishopton Veterans Village. These homes provide nursing, dementia and end-of-life care to Veterans and their spouses across a total of 230 rooms and ensure that Veterans and their spouses are provided with the best possible care during later life.

Community

The Erskine Reid Macewen Activity Centre (ERMAC), a Veterans’ Activity Centre within the Bishopton Veterans Village. ERMAC aims to enhance the quality of life and wellbeing of Veterans in the community, providing the opportunity to engage with people who have shared experiences and history, learn new skills, explore their interests and access support services.

Accommodation

Transitional Supported Accommodation for Veterans who leave the military at relatively short notice and need more assistance to reintegrate productively back into civilian life, within 23 apartments located at our Bishopton Veterans Village.

44 family cottages and five Assisted Living Accommodation apartments for Veterans and their families to live independent lives within our Bishopton Veterans Village.

Accommodation and support services for the Army Personnel Recovery Centre which supports Service men and women to recover during their service, within the 16 room recovery facility located within Erskine Edinburgh.



44 **VETERAN FAMILY COTTAGES**

23 **TRANSITIONAL SUPPORTED APARTMENTS**

5 **ASSISTED LIVING APARTMENTS**

Bishopton Veterans Village

Residential Nursing and Dementia Care*
Two care homes, 190 rooms.

Cottages
44 homes

Transitional Supported Accommodation
23 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

Current Activities
Planned Activities

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.





“I CAN’T EXPRESS HOW MUCH ERMAC HAS TURNED MY LIFE AROUND”

THEIR STORY

Stevie Wylie Army

Stevie signed up to the Army Catering Corps not realising he would end up as a stretcher bearer in the Falklands. The memories stay with him to this day.

Hailing from Dumbarton, Stevie Wylie joined up to the Army Catering Corp at the young age of 17, where he spent 14 years in the Royal Logistic Corps, taking him all around the world, including Northern Ireland, Germany, Falklands, Canada and on to London as a last posting with the Royal Engineers. Stevie reflects on London being a really happy time in his career, within 18 months he was promoted to Lance Corporal then Corporal.

Unfortunately, Stevie’s Army career was not all enjoyable. It was tough for Stevie being away from loved ones, this was always a challenge, but it was really his deployment to the Falklands where things started to change. *“My time in the Falklands with the 3rd Royal Green Jackets was life changing. I’d just arrived home for leave and there was a knock on the door “You’re needed in the Falklands.”*

Stevie was sent to the Falkland Islands where he wasn’t just cooking but stretcher bearing and helping out the medics. He recalls a ship being blown up and he was involved with taking the injured to the first aid post.

Stevie describes being in the Falklands, as horrible. He didn’t realise until years later how it affected him *“you don’t get the chance to think about things at the time as you are busy. You are a soldier first and chef second.”*

Stevie was injured while serving in the Falklands. He recalls an air fight. *“One of the jets was hit and released their payload with a bomb landing not far from me. The last thing I could remember was flying through the air like superman.”* Stevie woke up on a hospital ship after sustaining an injury to his stomach. He was on the ship for months before being transferred back to a military hospital in Woolwich. Stevie needed three operations; half of his stomach was removed. *“After the injury, I was limited in what I could do. It was difficult lifting*

heavy pots when cooking. I just stuck at it.”

Aged 31, Stevie came back to “civvy street”. It was time for him to figure out a world he didn’t know much about. All he’d known for half of his life was the military way, so it was a huge shock to the system! Stevie made his way back to Scotland, spending six or so years in and out of temporary accommodation before being offered a council house. *“Having my culinary skills made it a little bit easier to find the odd job here and there, but my mental health was suffering, and I missed having structure to my days”.*

Stevie was aware that his head was not in a good place and when PTSD was first mentioned it made sense to him. *“Being in the Catering Corps you don’t expect to be so close to the action as it were; but when help’s needed you step up”.* In the Falklands Stevie did a lot of stretcher bearing, helping the medics and there were moments in Northern Ireland that he will also never forget – still affecting him to this day.

Eventually Stevie found out about the Shoulder to Shoulder mentoring project through his GP and it was then that he learned that the Erskine Reid Macewen Activity Centre (ERMAC) was opening soon. *“That was five years ago now and I can’t express how much it has turned my life around. It’s been a godsend”.*

Stevie finds comfort in spending time with fellow Veterans who all speak the same language. They have a personal understanding of what they’ve been through which is reassuring to them. ERMAC has enabled Stevie to achieve things he would never have expected over the last few years. His confidence has grown, he has made great friends, gained new skills and the biggest accomplishment – travelling. Before coming to ERMAC Stevie wouldn’t have even contemplated going abroad and yet now he looks forward to his next adventure.

With thanks to



Coming to ERMAC has transformed Stevie’s life

“This place is a godsend and I feel very comfortable. It’s like being back in the forces. We all speak the same language. I’m becoming more social and it’s given me confidence.”

65%
OF OUR RESIDENTS SERVED IN THE ARMY



WHAT WE DO

CARE

Story of the year

2022/23 began as 2021/22 had ended with changes taking place, although with an amended focus on sustainability and the continued delivery of care to be proud of - resident focused, safe and effective care delivery.

Adapting to COVID-19

We were delighted that COVID more or less became a thing of the past. The 'COVID years' were talked about in the past tense, and we had no major outbreaks during the year with only isolated cases among residents and staff. However, the enhanced Infection Prevention and Control measures that were put in place have not been wasted as we continue to focus on winter respiratory illnesses as well as fleeting year-round viruses. We continue to be fortunate in having a very high uptake of both flu and COVID vaccinations among our residents, an important protective factor in them remaining well, with little sustained impact of either virus on our residents. It is also good to note the significant numbers of staff who have also had both vaccines.

Right-sizing of Erskine

As we reported last year, our Erskine Glasgow Home closed in November with the building being sold in early 2023. The 'right-sizing' process of 2021/22 became the Sustainable Service Review of 2023. Significant time was spent on analysing our operations, benchmarking with other similar organisations and scrutinising our finances, with the sole aim of making Erskine care sustainable, ensuring we have a bright future ahead. As we

Right: Providing first class care to our Veterans

approach the year end, staff, residents and relatives, along with other stakeholders have been informed of the necessary changes, which include the closure of our Erskine Park Home (on the 26th February 2024). We are however, pleased to say that all the residents will move to the vacant Ramsay House in The Erskine Home around 100 yards away, most staff will also move with them. When this change is implemented the Care Directorate will then be able to offer care home accommodation to 220 residents at any one time.

Entertainment

Our homes returned to the vibrant communities they were prior to 2020. Local groups returned to visiting the homes, Harry's Café - which is open to the public again - became a focal point for visitors and for residents to take their loved ones for a wee cuppa. Intergenerational work resumed in our Erskine Edinburgh Home and at The Erskine Home, with local nursery, primary and secondary schools returning as regular visitors, joining in events such as ballet, concerts, Christmas Tree of Honour lighting and our Remembrance Day Services. The annual visit to Erskine Edinburgh by the Royal Hospital Chelsea pensioners took place in April. In addition to holding an Anzac Day at the Veterans Village in Bishopton, the

Edinburgh Home Manager attended the Anzac wreath laying memorial at Edinburgh Castle.

Residents were able to get out and about with lots of trips taking place, from simple visits to the local café to attending the inaugural 'supercar' meet in April, driving with Police escort from the Forth Road Bridge to Knockhill Circuit (and being driven on the track post lunch) to finishing at Crieff Hydro for high-tea. Over 50 supercars joined the parade. Other places visited by residents included Deep Sea World, Blair Drummond Safari Park, The Transport Museum, Kelvingrove Art Galleries, various football matches as well as to the theatre. Additionally, relatives and residents benefited from the Dementia Cafes we held, as well as attending some in the community. Residents who had previously been in the Royal Marines were supported to visit Spean Bridge where they visited the Commando Monument and met with serving Royal Marines. In May, as there is each year, there was an awesome buzz around the Veterans Village in Bishopton where again we were joined by over 900 motorbikes of all shapes and sizes, as well as some of the Star Wars characters, a pipe band, singers and dancers. Erskine Bike Meet enjoyed its annual tour round the town of Erskine, led by residents in two vintage cars, before joining the



'With every restriction that was lifted, residents and staff joined together in bringing back the vibrant, joyful atmosphere that existed across our Homes.'

festival atmosphere back at the Veterans Village for refreshments and entertainment. The lovely sunny weather helped to see a great turnout from local residents to support us and enjoy the event.

2020 was the World Health Organisation 'Year of the Nurse', and we had planned a conference to celebrate it, here at Erskine. Obviously, that year it had to be cancelled, however we were thrilled to have held the postponed conference on International Nurses Day this year (12th May, Florence Nightingale's birth date). The conference was extended to both Registered Nurses and Senior Care Assistants, with round 70 staff attending during the day to hear a variety of internal and external speakers. The conference started with a Long Service Awards presentation by the Queens Nursing Institute Scotland (QNIS), to our Registered Nurses. The long service awards celebrate nurses who have worked in a community setting for over 21 years. 17 of our staff were awarded certificates (plus two recently retired nurses) by Rhona Hodgkiss, a Trustee with QNIS.

In August, the pipes and drums of 2 Scots left their Tattoo duties for a short break to entertain residents at Erskine Edinburgh Home, before heading through to Bishopton for a concert at The Erskine Home. Residents and staff at both Homes thoroughly enjoyed the shows. Residents from the three Homes returned the compliment and attended the Royal Edinburgh Military Tattoo in the esplanade of Edinburgh Castle.

Right: Erskine residents welcome getting out and about and having visitors

Residents also enjoyed attending our Burns Supper and the Military Ball, two of our larger fundraising events. Residents never pass up an opportunity to don their finery and join in the celebrations.

We were sad to see our Artists in Residence partnership with Luminare (Scotland's creative ageing organisation) coming to an end. After almost seven years of working with them and having run two different approaches to the Artists in Residence programmes, we have much to be proud of, with a legacy of the Sculpture Trail in the woodland cycle path at the Veterans Village in Bishopton.

This year our care teams were shortlisted for and won a number of awards. The Physiotherapy Team and Erskine Edinburgh Home were both shortlisted for a Scottish Care award, with both being runners up, while our Director of

Care was awarded the Strategic Contribution Award for 2022.

2023 saw our Advanced Nurse Practitioner team shortlisted for an RCN Scotland award for Older People, they came runners up, with the Director of Care going on to win the Strategic Leadership Award at the event. The ANPs however, went on to win the national Burdett Trust for Nursing Award at the London event, a prestigious win by any standards. We are also delighted to note that, albeit in 'next year's' reporting period, the Physiotherapy Team went one better this year in winning the Meaningful Activities category at the 2023 Scottish Care Awards.

'Our homes returned to the vibrant communities they were prior to 2020. Local groups returned to visiting the homes, Harry's Café - which is open to the public again - became a focal point for visitors and for residents to take their loved ones for a wee cuppa.'





Sarah Bickerstaff Navy

Sarah has had a successful career in HR, starting out in the Royal Navy, before finally settling into the Erskine Community.

Sarah signed up to the Royal Navy at the age of 17 having never really had a desire to follow a military career. *"I was a tiny wee thing, but pretty headstrong and braver then so I just did it".*

Sarah's years in the Royal Navy were the best days of her life. After basic and writer training, she was drafted to work with the Royal Marines at their HQ (DRORM) in Portsmouth in the 'Pay Cell' ensuring Royal Marines were paid correctly.

The team was made up of Royal Marine Clerks and Royal Navy Writers of varying ranks and service. The Royal Marines were fitness crazy, so everything revolved around sport of any kind. At least once a week they were sent off site on a team building activity involving physical activity, lunch and laughs. It made them stronger as a team and she quickly integrated into being 'one of the family'. There was never a dull moment and the work hard play hard ethos really worked for her.

Sarah was then drafted to HMS Neptune (Faslane) in Scotland but her role there didn't fill Sarah with as much joy so she was sent back to the Royal Marines, working in a few different roles as they moved to HQRN in Portsmouth where Sarah was back in her happy place.

"It was like I had never been away and picked up where I'd left off. Even though much of the team were different, the ethos, camaraderie and feeling of belonging was still the same". Sarah made some wonderful friends during this period of her life and 30 years later she is still in touch with many of them.

Sarah's next move was to Portsmouth Dockyard working as a rating alongside civilians and RN officers. This role was very different to working with the Royal Marines and Sarah found that this role wasn't a good fit for her.

After careful consideration, Sarah decided to leave the Royal Navy and submitted

her 18 months' notice, assuming she would spend the remaining time in the Dockyard. The Navy had other ideas and Sarah was sent to the Falkland Islands for 6 months, a move she dreaded. This was the first time Sarah had left her husband for service, and she didn't want to go.

Sarah's experience of serving in the Falklands was so much different than those that served in the conflict. *"The Falklands is its own wee bubble and because of that you become welcomed into a family and lifestyle as soon as you step off the Tri-Star".* Sarah worked in the HQ which was staffed with tri-service personnel. Having never worked with the Army or Air Force before it was a new experience which she absolutely loved. *"I visited every corner of the island, flew in Bristow and Chinook helicopters and Hercules aircrafts. I went on expeditions to explore, learn about the conflict and pay my respects to those that lost their lives. They will never be forgotten."* Sarah was grateful to be posted to the Falklands, believing it to be the most fantastic experience and a good way to leave the Royal Navy with nothing but fabulous memories.

With a specialism in HR, Sarah has line managed small teams in the shore based offices and learned from the best in the world. Having stayed in the Navy for 7 years she finally decided to leave for love and stability with her husband Gary. She has continued a successful career in HR for 30 years and now finds herself Director of Human Resources & Organisation Development at Erskine.

"I never found that same bond anywhere in my civvy career until December 2020 when I joined Erskine Veterans Charity as Director of HR & OD. The homes and varied services we offer are packed with Veterans and colleagues who care for people like me who have served. It was like coming home again, I found my place after 22 years of searching".



Sarah is proud to be part of the Erskine family:

"I have circled back on myself and I am now the Director of HR & Organisation Development for Scotland's biggest Veterans Charity. Amazing place, fantastic opportunity and I am very proud"



21%

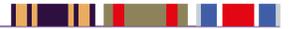
OF OUR RESIDENTS SERVED IN THE ROYAL NAVY



"MY TIME IN THE ROYAL

NAVY WAS THE BEST

DAYS OF MY LIFE."



WHAT WE DO

ACCOMMODATION

Support

We continue to support the care delivery to all of the homes and houses. Although the numbers have reduced, the demands are still high and we continue to strive to maintain an excellent support service to all of our residents.

Our catering department is constantly reviewing the menu to ensure each meal is of the highest standard and served in a way that meets each individual resident's needs. They meet regularly with staff, residents and relatives to gain feedback and discuss the needs of the residents, with no request being too difficult.

Our housekeeping and laundry department ensures that the homes are kept as clean, safe and welcoming as possible and we adhere to the strictest of infection control standards at all times. They are constantly seeking ways to improve efficiency whilst maintaining the high standards across the homes.

Our transport and porter service ensures resident outings are safe, enjoyable and on time to help provide the best

experience possible for our Veterans. They ensure the smooth delivery of meals to residents and the safe disposal of all waste types across the homes.

Our hairdressing team continue to ensure our residents look their best whether it be for a visit, an outing or a regular day in their home.

THIS YEAR WE PROVIDED



230

ENSUITE ROOMS ACROSS THREE HOMES IN BISHOPTON AND EDINBURGH.

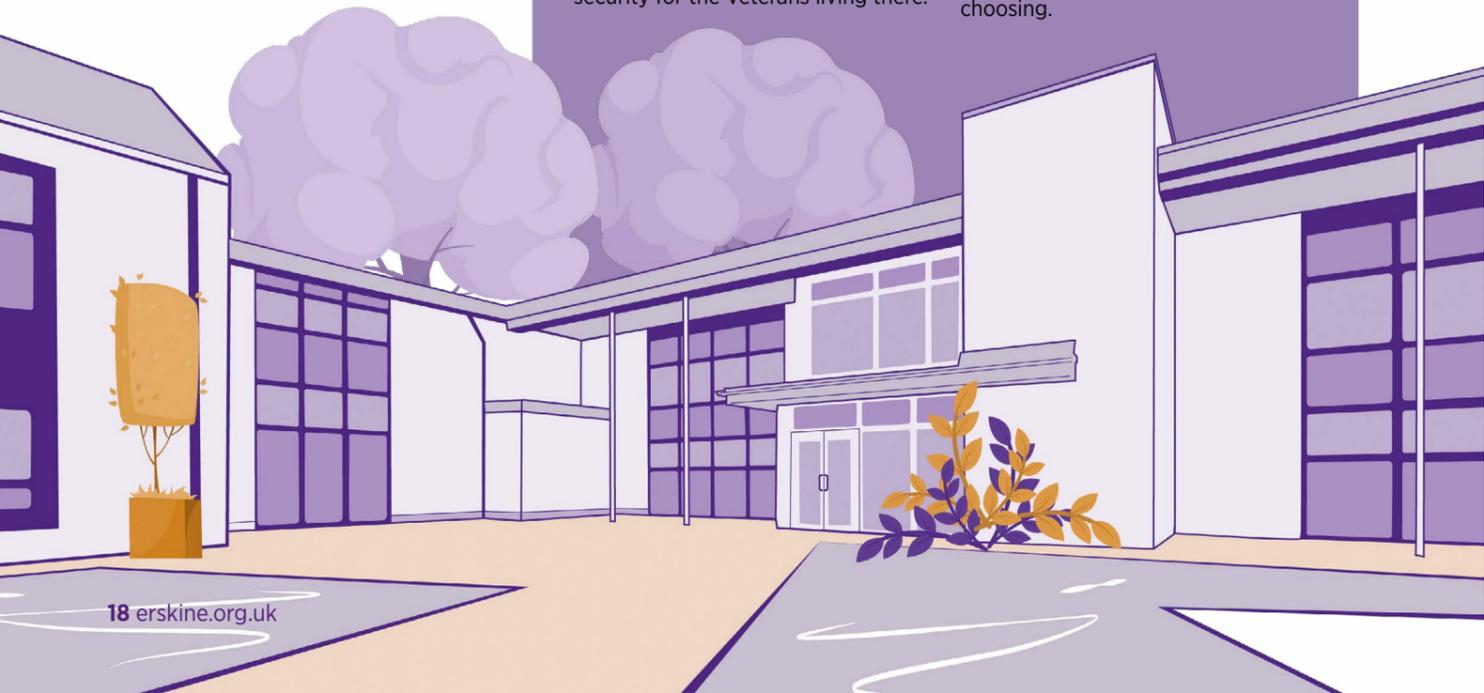
Erskine Accommodation

Erskine continues to provide support and suitable accommodation, so that Veterans can live an independent life.

Our 44 cottages provide a mixture of one, two and three bedroom independent living homes for Veterans and their families. In 2023, we carried out upgrades to four cottages that had been vacated - sadly some of these were because long standing tenants had passed away - to ensure they remain at the highest standards for the Veterans moving in.

Our five assisted living apartments continue to provide an independent living environment within the footprint of The Erskine Home thus providing additional support and security for the Veterans living there.

Our 23 Transitional Supported Accommodation (TSA) apartments allow younger Veterans the opportunity to live on the estate and obtain bespoke support packages for up to two years after they transition from the forces. The needs of the Veterans within TSA are constantly changing, and the team must remain flexible and adaptable to meet those needs. We have had a number of success stories with one Veteran moving out of the TSA and into the family accommodation within the estate. Others have secured long term employment and have settled in the area of their choosing.



Top Left: Housekeeping staff work tirelessly in the laundry

Top Right: Our chef looks after our residents with a delicious menu daily

Middle Centre: Princess Park, some of Erskine's 44 cottages

Bottom Left: One of our bedrooms in the Erskine Home

Bottom Right: Pupils from Dalry Primary School enjoy the Erskine Veterans Village Tour



“COMING TO ERMAC

HAS IMPROVED

MY SELF WORTH”



Andy Fotheringham RAF

Andy’s role as Survival Equipment Fitter took him around the world with the RAF before working alongside Prince William in Search and Rescue.

Andrew ‘Andy’ Fotheringham was brought up in the Southside of Glasgow. He left school at the age of 16 and spent a year on the YTS programme in retail. Having attended the Air Cadets from the age of 13, he had a fairly good idea of where he would like to serve. He was used to the blue uniform so it was a ‘no brainer’. Andy signed up to the RAF at the age of 17.

Andy’s recruit training was at RAF Swinderby near Lincoln before being trained as a Survival Equipment Fitter or “Squipper”, as they are more commonly known, at RAF Halton in Buckinghamshire. He and his colleagues’ duties included the examination and maintenance of equipment, the rectification of defects, and the embodiment of modifications to liferafts, air/sea rescue equipment, life preservers, parachutes, ejection seat components and aircrew flying clothing e.g. flying helmets, oxygen masks, anti-G-suits and night-vision goggles.

Training as a Squipper included nine weeks dedicated to parachutes alone, used by the RAF fitted to ejection seats, supply dropping, and aircraft braking parachutes as well as those used by the Airborne Forces. An incredibly interesting, detailed and evolving trade.

Lossiemouth was Andy’s first posting, where fast jets and the Shackletons of No.8 Squadron were based. Andy thought this was the best thing ever as he had watched the Shackletons as a child whilst on holiday in Fochabers. To be working around them was amazing.

After six years at Lossiemouth, Andy and his family embarked on an exchange posting to Coltishall, Norfolk. He was down there for 18 months then back in Lossiemouth in December 1993, in the same hanger with the Tornado aircraft of No.15 Squadron. It was around this time he extended his nine years by a further three years.

One of the highlights of Andy’s career was a trip in a Tornado jet, after more than five years’ service with the crew. His flight took off from Lossiemouth and headed down Loch Ness at around 400mph and up as far as Orkney and Shetland; he even got to do some aerobatics.

The RAF took Andy around the world including Waikiki for 5 weeks, Cyprus, Northern Ireland, policing the no fly zone in Northern Iraq and to Incirlik in Turkey where he looked after the aircrew equipment for the Jaguar aircraft.

In 2008 Andy left the RAF and worked as a civilian in the same trade at MOD Boscombe Down, then moved in 2010 working for Babcock Aerospace at RAF Valley Search and Rescue. Here, Andy met Prince William, as he was one of the pilots at the time, and would say hello to him daily. “He would say hello and said to call him “Will”- he was just one of the lads”.

Andy was made redundant in Oct 2015. It was 2022 when he found out about ERMAC via a Community Link Worker and shortly after he started to frequent the centre. ERMAC means “everything” to Andy. Having lived out of the area for some time, Andy felt cut off from friendship groups. He was sitting in the house doing nothing, feeling lonely and depressed.

Now that Andy has ERMAC in his life, he looks forward to having “banter with the guys”. He also finds comfort in the Centres therapy sessions, which offer support with thoughts and anxiety in a safe comfortable environment. Andy also feels supported by the Centre’s staff. “All the staff encourage me at my pace; I go home and feel good after being at ERMAC, instead of feeling overwhelmed and deflated.” Andy has progressed so much he is now able to do activities for other Veterans in ERMAC, such as talks and quizzes. “It’s improved my self worth.”

With thanks to



Andy loves spending time with the team at ERMAC:

“All the staff encourage me at my pace; I go home and feel good after being at ERMAC, instead of feeling overwhelmed and deflated.”

 **14%**
OF OUR RESIDENTS SERVED IN THE RAF





WHAT WE DO

COMMUNITY

The Erskine Reid Macewen Activity Centre (ERMAC) aims to enhance the quality of life and wellbeing of Veterans in the community, providing the opportunity to engage with people who have shared experiences and history, learn new skills, explore a number of interests and access support services

Our objectives are:

- To be accessible to Veterans living in the community with the choice of how often to visit, supporting an increased social network
- To offer a range of purposeful activities and opportunities supported by a skilled team of staff and volunteers
- To provide relevant guidance and advice in partnership with specialist organisations
- To engage Veterans in the design and delivery of services, encouraging skill sharing

ERMAC has enjoyed its fifth year of service delivery and continues to flourish, significantly contributing to Erskine's vision of a Scotland in which all Veterans and their families thrive. Open to Veterans of any age, along with their spouses and/or carers, ERMAC membership and class participation are free of charge.

Projects

Many projects have been developed and delivered throughout the year; we have been especially proud of our allotment's relocation. Having initially adopted a space in the old garden centre, our gardening group made the most of what they had, however it was never a viable long-term option. Following the offer to take over the unused derelict allotments on the estate, it was quickly realised that



Top: A Veteran being coached in the gym

Bottom: Veterans displaying their crafts



there were lots of development opportunities. With the support of our fundraisers and brilliant community volunteers, we managed to strip the site back to basics and build a purpose-built environment. Our delighted gardening group have recently moved in and are working on the finishing touches. They are looking forward to opening the space up for the entire Erskine community to enjoy, with the fruits of their labour being offered to those who enjoy home grown produce.

The project was supported by funders B&Q Foundation, Neighbourly Seeds for Change Programme, Broughton Charitable Trust, Rangers Supporters Erskine Appeal, Kiltwalk, BAE Systems, Green Hall Foundation, Malcolms, Grow Organic Ltd, Kathryn Lamb, Robert Peebles and Community Volunteers from Edrington Group, Govan Community Fire Station, Stevie Barr, Emily Stewart and Jack Thomson.

Our Spouse and Carer group has really blossomed into an inclusive and positive support network. Fortnightly sessions enable participants to relax, gain skills, socialise, share stories and generally feel better about themselves. Opportunities are provided to try new things and challenge themselves, increasing confidence and providing a sense of accomplishment and enjoyment. Participants took advantage of sessions in the ERMAC gym and with the centre's Tai Chi instructor, to enhance physical wellbeing and mental health. Hearing advice sessions helped to identify concerns and act on them quickly, via support from ERMAC's hearing advisor and signposting to NHS services. As with all ERMAC activity, this request came directly from the members themselves. The service is entirely member led, adapting and changing in line with the constantly evolving needs of the community. The group requested

17-101 AGE RANGE OF MEMBERS

50 SESSIONS PER WEEK

217 ACTIVE MEMBERS

sessions on cookery and line dancing, which then went down very well. There was also a six-week women's health and stress management programme, delivered by our therapist Morag, to consolidate the skills and resilience built over the last year. With new friendships developing, these sessions have helped family members to really feel part of the Centre's community. The project has also emphasised the importance of the role of spouses and carers in supporting Veterans, and an increased acceptance of women in the military community. It is necessary to recognise and explore the effects that service can have on women (whether they are spouses, carers or female Veterans), and the effects on families too. There is also a real need for a safe space in which to discuss women's health and wellbeing, and to do so in a safe way. With this in mind, we have allocated dedicated time at ERMAC to women's health and wellbeing, and to address the needs of women within the Veteran community as a whole.

The project has been supported by Engage Renfrewshire Community Mental Health and Wellbeing Fund, Veterans' Foundation and Armed Forces Covenant Fund Trust.

Support

At ERMAC our foundations are built on Community Development principles; we take a holistic approach that aims to address challenges and gaps oppressing community members. Principles that guide our service delivery are Empowerment, Inclusivity, Participative Democracy and Equality; this is demonstrated by the ownership and pride of ERMAC taken on by our members. We revel in utilising all of the different skill sets within our community, specifically when 'paying back'. Our members love nothing more than to contribute where they can in supporting Erskine. We enjoy many different fundraising activities including our craft markets and tombolas, as well as sponsored events such as hill walks, fire walks and "Tough Mudders". The considerable funds raised go straight back into the running of ERMAC. We also take pride in sharing individual stories to raise awareness for our significant public support. It isn't easy to put a value on

the voluntary support of our committee and Centre volunteers, so let's just say it is invaluable! A recent evaluation undertaken in-house was completed by over 100 members, feedback was overwhelming and without doubt supports future planning and decision making. Over 75% of those surveyed told us that they have started to socialise more since joining ERMAC and that they feel their mental health has improved. 80% of participants told us they are getting out of the house more as a result of attending the Centre. 65% have learnt new skills and 55% have improved their physical health.

When we started talks with the National Lottery Community Fund about their financial support going forward, it was feedback like this and our matching beliefs that secured their overwhelming support to cover a large proportion of our staff costs for the next three years. Funding was awarded through their Improving Lives programme.

In line with the funding aims of the National Lottery, ERMAC equips the

Veteran community with ways to take control of their lives and build resilience. We were able to demonstrate that Veterans shape the activities and services they use to better meet their needs and have access to support and opportunities to improve their lives.

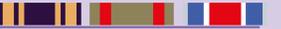
Future

Due to the ongoing success of our flagship Activity Centre here at the Erskine Veterans Village, our Trustees have expressed confidence in replicating the service around Scotland. We are currently looking at a building in Forres that would provide a great space for another centre. Initial community studies, engagement events and social media feedback, have all proven that there is a huge appetite for this type of service in the area for Veterans. We intend to implement the ERMAC model, however the service will be designed around need and will almost certainly have a local twist on delivery. Watch this space!

'ERMAC is an outstanding service for Veterans. The staff, from management to kitchen, are amazing people always eager to help. ERMAC has 100% helped me with my mental health & wellbeing. I am so happy & proud to be a member. Well done to all who make it possible.'



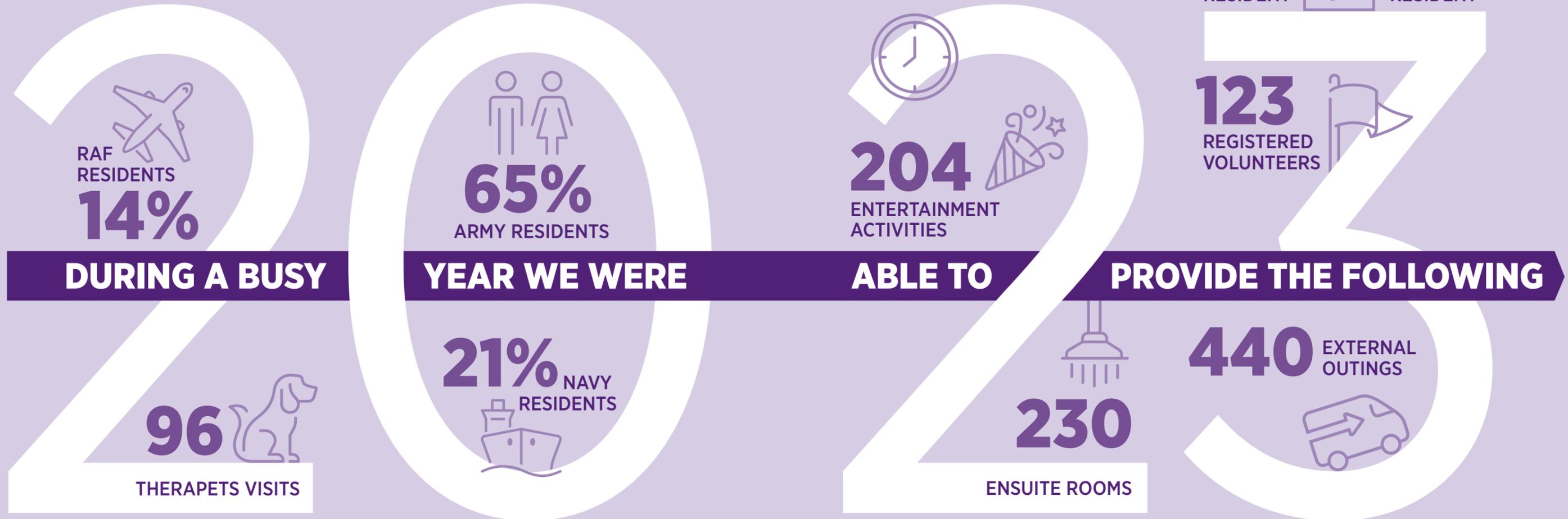
Top: ERMAC members enjoying a game of pool



DID YOU KNOW?

YEAR IN NUMBERS

Our vision is a Scotland in which all Veterans and their families are valued and respected, and where high quality care and support enable them to maximise their potential and quality of life.





HOW WE DO IT

OUR PEOPLE

‘Change is the only constant’ (Heraclitus)

Valuing our staff

It’s been a rollercoaster of activity and emotions at Erskine over the past year, as we rolled out our Sustainable Service Review (SSR) to ensure we continued to provide life enhancing services to all Veterans across Scotland.

Organisational change is never easy; for many of our people, closing one of our homes in Glasgow was an unsettling and upsetting time for them. Although it was a challenging restructure, it was a successful one. Erskine was committed to minimising the number of compulsory redundancies as a result of this closure, and offered all staff the opportunity to change roles and/or relocate which a significant majority accepted. The

consultation process with staff was lengthy and necessary, and with the support of our Trade Union Colleagues from the Royal College of Nursing (RCN) and Unison, we ensured every second was maximised to listen, consider and review proposals along the way.

Working at Erskine for many of our people is a vocation; they work here because they believe in the purpose of the charity. Some have a connection with the British Armed Forces in some way, either directly or through friends and family who have served. They value and respect the contribution and sacrifices that our Veterans have made throughout the decades and we value and respect the service our staff give to them.

That connection makes any change emotive for people and the phrase that consistently came out of the consultation was ‘what will that mean for our residents.’ The care, commitment and passion of staff at Erskine can never be underestimated; despite the uncertainty about their own futures they continued to put their vocation first for the residents, ensuring they continued to deliver excellent care and support.

We will continue to support our people and adapt to the fact that change is the only constant in the best interests of all our Veteran beneficiaries through leadership, management, coaching, training and a variety of workplace wellbeing initiatives.



HOW WE DO IT

OUR SUPPORTERS

Erskine is incredibly grateful to the trust supporters who made a significant positive impact to the lives of our Veterans over the past twelve months. Our team works closely with many trusts, foundations and grant-making programmes to maintain Erskine’s high standards of care and support and also to deliver new services to Scotland’s Veteran community.

Powered by partnership

ABF The Soldiers’ Charity continued their outstanding long-term support with a fantastic grant of £150,000. This has supported our provision of expert care to elderly Army Veterans and spouses at The Erskine Home, Bishopton. The ABF has helped Erskine’s Army beneficiaries for many years and we are incredibly grateful for their continued generosity.

Erskine also received a grant of £50,000 from The Royal Navy and Royal Marines Charity and its supporting partner Greenwich Hospital. This directly supported our sector-leading care services for Navy and Marines beneficiaries living at The Erskine Home, Bishopton. With this grant, the RNRMC reached the truly special milestone of over £500,000 donated in total to support Erskine’s Veterans. Everyone at Erskine would like to sincerely thank the RNRMC and Greenwich Hospital for their outstanding regular support since 2011.

We also received grants towards specific valuable projects across our care homes. The Officers’ Association Scotland awarded a terrific grant of £10,000 in support of Erskine’s Clinical Nurse Specialist project. This post has further improved the excellent standards of care for elderly residents at all our Homes, particularly for those living with dementia. The Blue Light Card Foundation donated £5,000 to fund massage and wellbeing sessions for our hard-working care home staff. After the conclusion of previous funding, we were delighted that this generous grant allowed us to continue these valuable sessions and benefit the health and wellbeing of our staff who support Erskine’s Veterans.

We were delighted by our supporters’ generosity towards the Erskine Reid

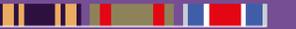
With thanks to



Macewen Activity Centre (ERMACE). The Armed Forces Covenant Fund Trust continued their strong support of ERMACE this year: we received £10,000 from the Trust’s Force for Change Programme towards ERMACE’s Ears 2 Hear pilot project and £25,000 from the Trust’s Veterans’ Places, Pathways and People Programme for year two funding towards ERMACE’s Veterans’ Wellbeing Café.

We received £10,500 from the Veterans’ Foundation for ERMACE’s Women’s Wellbeing sessions as well as £4,076 of year two funding towards ERMACE’s gym. The Scottish Veterans Fund also continued their generous support of Erskine’s Veterans with a grant of £13,450 towards ERMACE’s One-Stop-Shop Financial Inclusion project. We would also like to thank the National Lottery Awards for All Scotland programme for their grant of £10,000 towards ERMACE class materials and equipment and the National Lottery Heritage Fund for donating £10,000 to support ERMACE’s Social History project.

While we sadly cannot feature all of our fantastic trusts and foundations supporters here, Erskine would like to give a special mention to the Row Fogo Charitable Trust, Queen Mary’s Roehampton Trust, the Jonathan Cartmill Miller Charitable Trust, the Mr & Mrs J.M.B. Trust, the Charles and Jane Allan Memorial Fund, The Murray Foundation, the William Dawson Trust, The Schuh Trust, The Hospital Saturday Fund, The Incorporation of Weavers of Glasgow, the Broughton Charitable Trust, The BFBS Big Salute and Tesco Community Grants.



HOW WE DO IT

OUR SUPPORTERS

Support from our community

Erskine supporters took part in a variety of events across the year, from The Kiltwalk to Boxing Day Swims. We are so grateful for all our wonderful supporters.

At the 2023 Kiltwalks we had a record 108 people taking part by walking in the cities of Glasgow, Aberdeen, Dundee and Edinburgh for Scotland's Veterans. From Erskine, we had our very own Veterans and staff taking part in The Big Stroll. Between everyone throughout Scotland, thousands of pounds were raised to help our Veterans. We salute you all!

Erskine Veterans Charity had fundraisers, some - who were conquering their fear of heights - taking part in the Zipslide the Clyde, raising nearly £10,000 for Erskine Veterans. A fantastic day was had by all! Here's to more challenge events in 2024.

Our deepest gratitude to the Scottish Motor Trade Association for graciously hosting their Annual Dinner and Awards, raising funds for Erskine Veterans Charity in October 2023. The evening represented a shared commitment to honouring and supporting Veterans, ensuring they receive the respect and care they deserve for their sacrifices. Together, we are making a tangible difference in the lives of those who have served our country.

Huge thanks to Greenock Morton Football Club for proudly featuring Erskine's Logo on their away strip! The partnership and support mean the world to us and helps us continue our vital work in the local community. Together, we're making a real difference.

We extend our heartfelt appreciation for the gracious hospitality of Nurture Landscaping for hosting an amazing BBQ fundraiser and online appeal, generating over £1,000 in donations to Erskine Veterans Charity. Your generosity and commitment to supporting Veterans in Scotland is truly inspiring.

A heartfelt thank you to DXC for their unwavering support in naming us their Charity of the Year! Your local commitment and enthusiasm have sparked incredible engagement, both onsite and virtually, inspiring staff to champion fundraising and volunteering efforts for Erskine. Together, we're making a meaningful impact in the lives of our Veterans.

Erskine were thrilled to be chosen as one of the partner charities at the Burghead Boxing Day Swim 2023! Almost 60 brave

souls jumped into the freezing cold water, cheered on by hundreds of spectators. The event has been a tradition in the Moray village for almost 40 years, raising hundreds of thousands of pounds for good causes.

Campaigns and events

Our Direct Appeal in Spring 2023 commemorated the 20th anniversary of the Iraq War; staff members kindly took part to share their stories. The Appeal highlighted how fortunate and proud we are to have Veterans caring for Veterans. Supporters generously donated and dedicated donations to loved ones. In Autumn 2023, we launched our first mass Raffle and received an overwhelming response from supporters, who not only purchased tickets, but also donated generously. Some of the winners kindly donated part of their prize winnings back to Erskine.

We experienced an extraordinary year with Erskine's events! From the roar of engines at the Erskine Motorbike Meet to the excitement of the Ideal Home Show Scotland, where Erskine shone as the proud Charity partner, our events soared to new heights in 2023. We extend our appreciation to all of our corporate sponsors, volunteers and donors, without whose support we would be unable to curate such an exciting programme of events for Erskine.

We also received ongoing support from our much-valued supporters of Erskine: Rangers Supporters Erskine Appeal, Greenock Morton, Scottish Motor Trade Association, Amazon ED14 Veterans Group, First Bus, DXC, Bristow Helicopters, Bowls Scotland and Nurture Landscaping.



Above: Statues of deer in the Erskine Home grounds, kindly donated by the Rangers Supporters Erskine Appeal

HOW WE DO IT

THANK YOU

We are incredibly thankful to over 36,000 supporters who have helped us achieve so much this year. Many of whom wish to remain anonymous

You know who you are! Those who pop in to make a donation, along with an apology "we wish it was more" - we are so grateful. This amazing support means that Erskine can continue to meet the needs of Veterans and their families with life changing care and support, which is not otherwise available to them. Almost half of our supporters do so by monthly

direct debit which provides long term sustainable income, allowing us to plan our future service provision. Unfortunately, we are unable to list all our supporters here. Therefore we have listed some of our funding partners and long-term supporters - with our warm thanks.

- 1 & 3 Platoon RSB Cadets
- ABF The Soldiers' Charity
- Alex Borland
- American Friends of Erskine
- Armed Forces Covenant Fund Trust
- BAE Systems Maritime - Naval Ships
- Bighearted Scotland
- Bill Bain
- Bill Mckechnie
- Blue Light Card Foundation
- Bowls Scotland
- Braehead - Shopmobility
- Bristow Helicopters Ltd
- British Airways - Head Office
- Broughton Charitable Trust
- Bryan Warren
- Bunzl Cleaning & Hygiene Supplies
- Cambuslang Royal Arch Lodge No 114
- Cambusnethan Miners' Welfare Charitable Society
- Campsie Bowling Club
- Christopher F Reekie
- Co-operative Group - Food
- Customers of Harry's Café
- David Clarke
- Dr & Mrs J D Olav Kerr's Charitable Trust
- Drumchapel Friends of the Somme
- Duncan MacCuish
- Eastfield Bowling Club
- Eileen Robson
- Erskine Bikers Community
- Erskine Golf Club Ltd
- Fiona M Rutherford
- Garrowhill Bowling Club - Ladies Section
- Giovanna Di Tano
- Gladys Mackie
- Hawthorn Bowling Club
- Hayston Golf Club
- Hugh Cameron
- Ideal Home Show
- J S Hodge
- James Urquhart
- John Baillie
- John Ewen
- John Ross
- John Scott Charitable Trust
- Lanzarote Loyal
- Lodge Clackmannan 1303
- Lodge Corkerhill No. 1426
- Lodge Govan District No 42
- M Russell
- MacTaggart Scott & Co Ltd
- Media 10 Limited
- Miss M B Reekie's Charitable Trust
- Mr & Mrs JMB Trust
- Mrs Anne Keatings
- Mrs M H McMillan's Charitable Trust
- National Lottery Awards for All Scotland
- National Lottery Heritage Fund
- Newmains RSC
- Officers' Association Scotland
- One Ren
- Partick Bowling Club
- Peter Menzies
- Prestwick St Cuthbert Golf Club
- Promotional Warehouse
- Queen Mary's Roehampton Trust
- Queen Victoria School
- Rangers Supporters Erskine Appeal
- Reo Stakis Charitable Foundation
- Rossie Foundation
- Row Fogo Charitable Trust
- Sandbank Social Club
- Scottish Power
- Scottish Veterans Fund
- Shanks Bowling Club - Barrhead
- ShareGift-The Orr Mackintosh Foundation
- SMT Claymore Club
- Tesco Community Grants
- The Batchworth Trust
- The BFBS Big Salute
- The Bomber Command Association
- The Brownlie Charitable Trust
- The Charles & Jane Allan Memorial Fund
- The G C Gibson Charitable Trust
- The Glasgow Academical London Section
- The Highland Club
- The Hospital Saturday Fund
- The Incorporation of Weavers of Glasgow
- The J Murray Napier Fund
- The James & Jessie Shaw Charitable Trust
- The Jonathan Cartmell Miller Charitable Trust
- The Kells Trust
- The Kiltwalk & The Hunter Foundation
- The Meikle Foundation
- The Murray Foundation
- The Robertson Trust
- The Royal Navy and Royal Marines Charity and Greenwich Hospital
- The Santon Group
- The Schuh Trust
- The Scott (Eredine) Charitable Trust
- Tracey Reddy
- Veterans' Foundation
- Vintage Malt Whisky Co Ltd
- William Dawson Trust
- Wooden Touch Joinery Ltd





HOW WE DO IT

LEAVE A LEGACY

There are many ways our supporters help us to continue our vision for Erskine, with our largest source of voluntary income continuing to come from Gifts in Wills. We rely on this continued support to provide the care and quality of life, which we believe each of our ex-Servicemen and women deserve.

These gifts come in all shapes and sizes and every gift given in kindness, no matter how small, really does make a difference to our Veterans lives and to those of their families.

Kenneth Hill, 74, a former Special Boat Service personnel, said *"I can't say thank you enough for the support that Erskine showed me after my time in the Falklands. After a hospital stay, I came to Erskine and they helped put me back together"*. Ken's experience of PTSD and adapting back to civilian life was much harder than anticipated, but Erskine provided him a safe haven and somewhere to call home. He has decided to repay that kindness with a Gift in his Will. We are so grateful to people like Ken, who know the impact of Erskine and how their legacy will continue to help Veterans across Scotland.

Legacies are the backbone of our funding and provide a long term future for Erskine.

They continue to help us provide funding for enhanced nursing care, specialist medical equipment, speech therapy, physiotherapy which allows greater mobility and many social activities. Without legacies this enhanced care would not be possible and the lives of our Veterans would be very different.

2023 was an exciting year in legacies for Erskine. We launched a new marketing campaign, which we ran on tv and radio, as well as using across our print literature. The campaign was entitled "One Day" and is similar in style to the "Futures for the Brave" campaign that Erskine adopted a few years ago. One Day has certainly made its mark by winning the award for Best Legacy Campaign at the Chartered Institute of Fundraising Scotland Awards.

We continue to be amazed by the level of support received through Gifts in Wills. Please know that if you have already



included us, or are considering doing so, that we are incredibly grateful and would like to take this opportunity to say a huge thank you.

If you would like any more information about Gifts in Wills, or to have a confidential chat about how your donation would be used, please contact our Legacy Manager Sarah Morgan on **0141 814 4520** sarah.morgan@erskine.org.uk. who will be delighted to answer any questions.

Watch our One Day campaign



SCAN ME



HOW WE DO IT

FINANCIAL STEWARDSHIP

Thanks to our kind supporters, Erskine's total fundraised income during the year was £9.9m (an increase of £1.2m compared to the previous year). Donation income and legacy income both increased and our charity is truly grateful for this generosity.

However, due to the rising cost of living, Erskine continues to rely heavily upon fundraised income to fund our vital services. Erskine spent £10m more on our services than we received in non-fundraised earned income. For each resident in our care homes, we spent £764 more per week (£39,416 per year) than we received in revenue.

This 'care deficit' has largely been met by gifts from our terrific supporters but Erskine still continued to face a deficit. Our charity has filled this deficit through drawing upon our reserves and right-sizing our services to an appropriate level for Scotland's Veteran population. We continue to invest in fundraising activity to

ensure Erskine's significant positive impact for Veterans in Scotland is secured for many years to come.

During the year, we continued to spend fundraised income responsibly to benefit Scotland's Veterans. For every £1 Erskine spent, just 13p was used towards raising funds.

Erskine produces annual financial statements in accordance with UK Financial Reporting Standards and the UK Charities SORP, which are audited by Azets Audit Services. For our most recent financial statements, visit

www.erskine.org.uk/about-us/annual-review-and-accounts

WE NEED TO RAISE



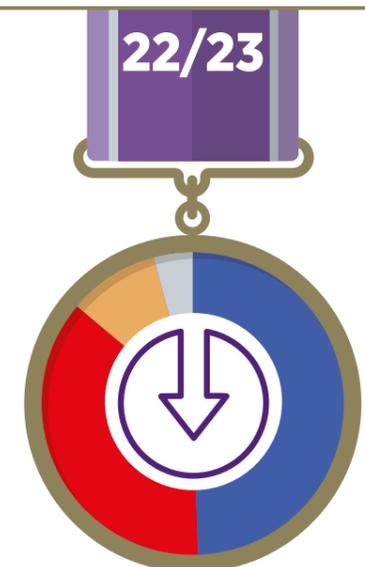
£10m ANNUALLY

FOR EVERY £1 WE SPEND



13p IS SPENT ON FUNDRAISING
87p IS SPENT ON SERVICES TO SUPPORT VETERANS

SOURCE OF FUNDS



Charitable Activities	£13.4m
Donations and Legacy	£9.9m
Other Income	£2.6m
Investments	£1.1m
Total	£27m

USE OF FUNDS



Charitable Activities	£24.9m
Fundraising and Donor Acquisition	£3.1m
Marketing & Communications	£0.7m
Investments	£0.2m
Total	£28.9m



ERSKINE

Veterans Charity

The Erskine Home

Erskine Veterans Village, Bishopton,
Renfrewshire, PA7 5PU

Tel: 0141 812 1100

Erskine Edinburgh Home

468 Gilmerton Road, Edinburgh, EH17 7SA

Tel: 0131 672 2558

Erskine Reid Macewen Activity Centre

Bishopton, Renfrewshire, PA7 5PU

Tel: 0141 814 4534

Email: enquiries@erskine.org.uk

Website: erskine.org.uk

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