

# ERSKINE STRATEGY

## 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.

Wing Commander  
Ian Cumming MBE MA FCMJ  
Chief Executive Officer



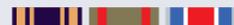
### Summary of Strategy 2022 - 2026

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](https://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**.”

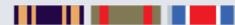
## Expanation

<p><b>Objective</b> “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.</p>	<p><b>Scope</b> “Collaborative development, delivery and marketing of good quality, responsive and sustainable care &amp; 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.</p>
<p><b>Advantage</b> “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.</p>	<p><b>Good quality</b> Erskine is committed to delivering a significant positive impact on our beneficiaries’ experience and outcomes.</p>
<p><b>Delivery</b> Our credibility is based on deeds, not words, because we have a deep understanding of Veterans’ needs, derived from direct delivery of services.</p>	<p><b>Responsive</b> We are accountable for responding with agility and compassion to challenges and opportunities within the sphere in which we are immersed.</p>
<p><b>Collaborative development</b> 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.</p>	<p><b>Post-Service life</b> 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.</p>
<p><b>Sustainable</b> Our services must be cost effective and efficient: recognised and supported as such by beneficiaries, donors and partners.</p>	<p><b>Unmet needs</b> 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>



## 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.”			
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**  
44 homes

**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.

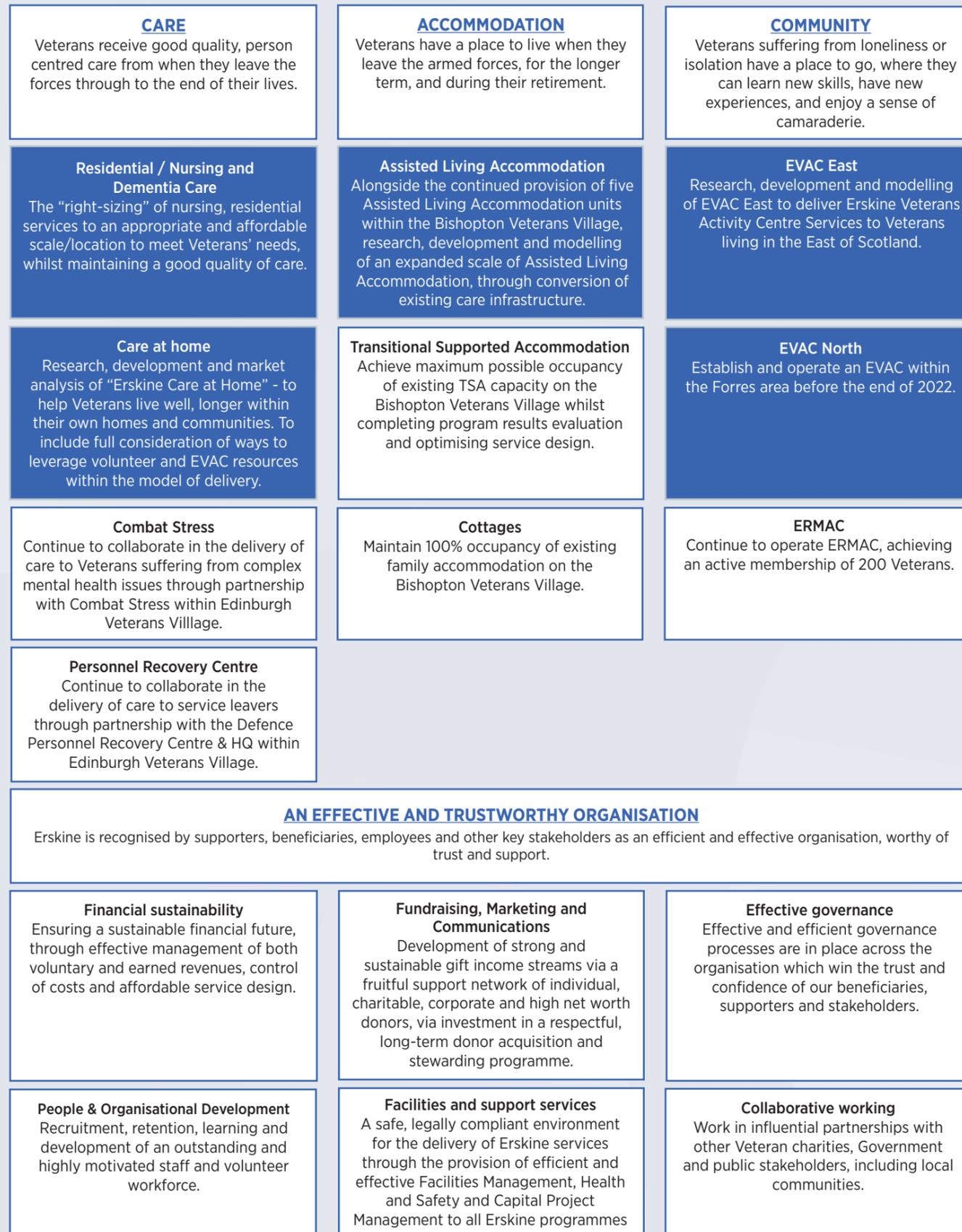
**Current Activities as of Aug 2023**

**Planned Activities as of Aug 2023**



## Aims

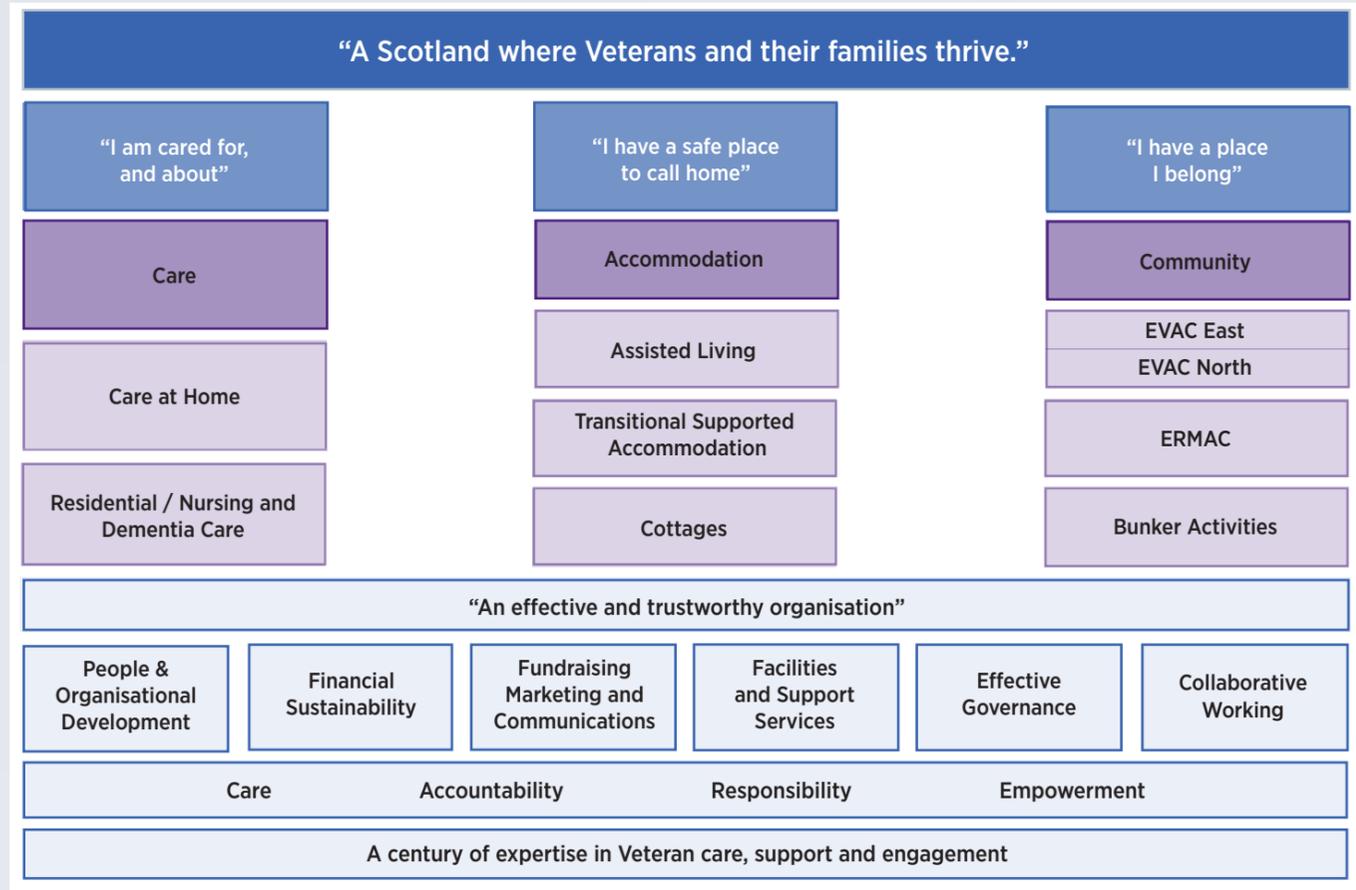
Key change projects highlighted in blue.



## 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

