

# CROSSREACH

Care you can put your faith in



## Adult Care

A five year strategic plan 2025-2030

*Love from  
CrossReach*



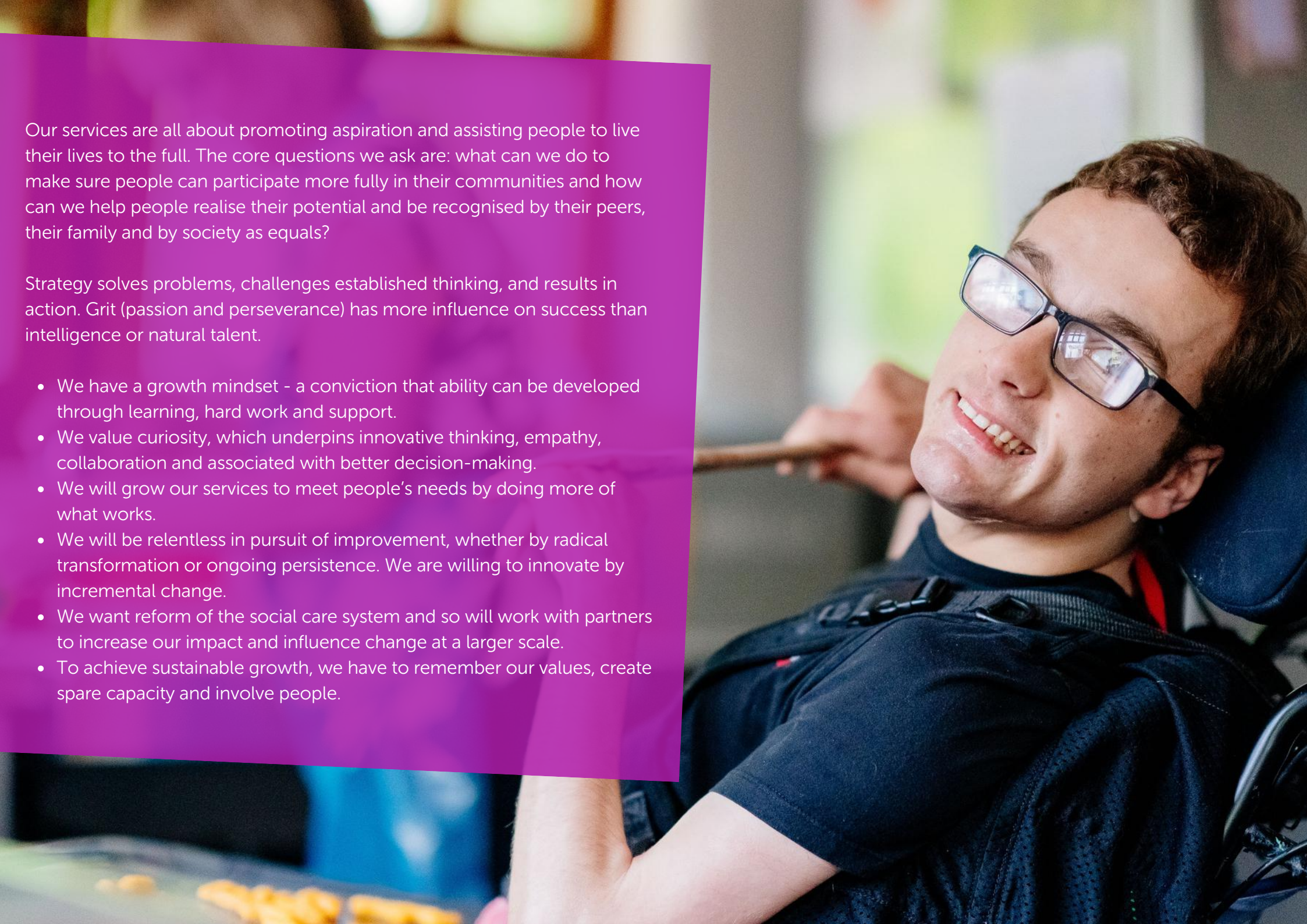




Our services are all about promoting aspiration and assisting people to live their lives to the full. The core questions we ask are: what can we do to make sure people can participate more fully in their communities and how can we help people realise their potential and be recognised by their peers, their family and by society as equals?

Strategy solves problems, challenges established thinking, and results in action. Grit (passion and perseverance) has more influence on success than intelligence or natural talent.

- We have a growth mindset - a conviction that ability can be developed through learning, hard work and support.
- We value curiosity, which underpins innovative thinking, empathy, collaboration and associated with better decision-making.
- We will grow our services to meet people's needs by doing more of what works.
- We will be relentless in pursuit of improvement, whether by radical transformation or ongoing persistence. We are willing to innovate by incremental change.
- We want reform of the social care system and so will work with partners to increase our impact and influence change at a larger scale.
- To achieve sustainable growth, we have to remember our values, create spare capacity and involve people.





# Participation and Partnership

**We want deeper involvement and partnership with supported people, our workforce, other practitioners and policy makers in designing and running our services because the best solutions come when everyone works together.**

## Objectives

Positive, meaningful and beneficial leadership by people we support and their families in all aspects of our services.

People lead change and improvement.

Structured volunteer opportunities in every service.

Work effectively and in partnership with external partners to increase our impact on society.

Work effectively and in partnership with the Church.

## Actions

Deploy resources and set standards for involvement.

Build on success from existing initiatives.

Every service develops role descriptions, induction and training for volunteers.

Influence Scottish Government policy. Identify other providers with whom we can jointly deliver support. Deepen academic partnerships to build our evidence base.

Gain a clear understanding of how we can help each other.

## Indicators of Success

Supported people report their influence over service design. The skills and experience gained lead to further achievements.

Happy, motivated, skilled staff. People have opportunities to influence at different levels within the organisation.

Volunteers are an active part of every service.

Decreasing friction between what we want to do and what we're funded to do. Excellent partnerships with local government. Delivery of some services in conjunction with other third sector providers.

More examples of joint work, similar to Umbrella Project and Recovery Cafes.



# Investing in People

**We want the best workforce in Scottish social care so that our services deliver outcomes with the people we support.**

## Objectives

A team whose work makes a difference to the people we support.

All support is delivered by the CrossReach team.

Attract people with lived experience into our workforce.

Create opportunities to explore leadership at every level of our services.

Be a leading employer in social care.

## Actions

Invest in training, supervision, career development, wellbeing and technology.

We minimise the premium spend going to agencies.

Replicate Peer Volunteer Training Programme and explore ideas for qualification-based training programmes.

Nominate people onto our Leadership Development Programme. Current service leadership teams coach and encourage their colleagues.

Design roles that are flexible and give managers autonomy to invest in their teams' skills and interests for the benefit of the service. Our people know the value of their work and are encouraged to develop.

## Indicators of Success

People achieve the outcomes they want. Our workforce is qualified with specialist skills.

All shifts are delivered by staff who work flexibly. Agency staff will only be used in exceptional situations.

People with lived experience are working or volunteering in our staff teams.

Qualifications are achieved throughout our teams. People are ready to step into leadership when opportunities arise.

Recruitment is not service managers' main challenge, but an ordinary task. Staff survey evidence motivated staff. Real career progression is available to all.

# Growth and Quality

We want to do more of what works, enhancing and expanding current services, and establishing services in new locations where opportunities exist.

## Objectives

Maximise quality of current services.

Embrace change and new ideas while holding to our values and building from our existing culture and expertise.

Use IT to provide a better service to supported people.

Create capacity to take new opportunities.

Grow our most effective service models so we can support more people.

## Actions

Continue and improve Quality Assurance.

Stay curious through learning and discussion. Effectively identify opportunities we will pursue, and allocate resources.

Use technology to minimise time spent on tasks like rota planning and report writing. Maximise communication with people we support and their families.

Put resources in place to tender for all suitable contracts.

Build on success of Transitions in learning disabilities services by replicating in other areas. Expand Rehab Capacity in line with National Drugs Mission.

## Indicators of Success

Audits cause improvement. People we support lead on Quality Assurance and improvement.

We identify opportunities early. We work closely with commissioners and procurement planning.

People feel more in control of their support plans. Data drives improvement. More staff hours are committed to service delivery and strategy.

We bid for public contracts which fit with our strategy.

We deliver a wider range of services. More people want to use our services because they are known to achieve significant outcomes.



# Sustainability

We want to be sustainable by communicating outcomes, by being in demand, delivering efficiently, and by advocating for fair funding.

## Objectives

Communicate the difference we make.

Our buildings contribute to the amazing changes people make in their lives.

We deliver value for money.

We are funded to a level that adequately reflects the skills of our staff and quality of our services.

Maximise alternative funding sources.

## Actions

Work with Business Support and Communications to raise our profile.

Assess all premises and plan for improvement.  
Work with Net Zero Officer to ensure services are environmentally sustainable.

Continue reviews of service business models.

Work in partnership with local government to achieve funding which meets the true costs of delivering quality services.

Promote the impact of leaving us a legacy.  
Apply for funds from charitable trusts. Seek support from corporate donors.

## Indicators of Success

Our services are in demand.

Each premises can evidence that it is a psychologically informed environment. Each service can evidence improvement in environmental sustainability.

Services are financially viable for the long-term.

Breakeven budget for every service.

Income from charitable and private sources is increased. We have liberty to deliver innovative models and respond to unmet needs.



Read more about the work of CrossReach:



The Church of Scotland

Social Care Council

Operating as CrossReach, Scottish Charity No: SC011353



[www.crossreach.org.uk](http://www.crossreach.org.uk)