

# CROSSREACH

Care you can put your faith in



## Our Resources

A five year strategic plan 2025-2030

*Love from  
CrossReach*



We will help and support operational teams to achieve their strategic goals, by providing Financial, IT, Communications, and Estates back-up. We will do this on the basis of value for money stewardship, providing maximum support to a service, at a minimum cost to the service.

It is essential for the well-being and development of our staff, and of those that we support, that the infrastructure within which services operate is fit-for-purpose. This includes the buildings from which the services operate, and the IT systems which underpin communications and recording, both of which will require ongoing focus and investment.

Services need to be safe to work in, and safe to be in; and to be sustainable, procurement needs to be professionally managed with an eye on quality as well as cost. Addressing the challenge of climate change, as we focus on the net zero agenda, will require significant investment over the next five years, and beyond.

To enable services to focus on their work, staff need to be paid, as do suppliers, and income needs to be recorded and collected.

But to grow and develop as an organisation, CrossReach will need to increase awareness of its work, and its central importance to Scottish life, through strong communications; while establishing and growing connections with supporters who share our strategic aims.





# Investing in People

## Objectives

An organisational ability to evolve, and to react to changing times.

A widespread appreciation amongst central support staff that they are there to facilitate the work being done with people who use our services.

## Actions

The right people in the right places in central support services.

Foster highly skilled and knowledgeable teams in central support, with a 'can do' attitude.

Develop staff and invest in their understanding of operational requirements and pressures.

## Indicators of Success

Low staff turnover and successful recruitment to vacancies in central support services.

Positive feedback from services via the Corporate Management Team on the service received from central support services, individually and collectively.

Positive feedback from services via the Corporate Management Team on the level of empathy and understanding received by operational staff.

# Participation and Involvement

## Objectives

Ensure that scarce resources across the organisation are deployed to maximum effect.

That expectations of resource departments are clear and realistic, and that those expectations are met.

Closer ties between each central support department and operations.

Develop and strengthen external linkages to the benefit of CrossReach.

## Actions

Close working with operational colleagues to ensure a mutual understanding of needs and capacity.

Have clear and open lines of communication with services about available resources and priorities.

Continue to refine and develop the Finance Business Partnering model.

Work closely with the CrossReach Board, the central Church, and sectoral representatives, to engage with commissioners and the Scottish Government.

## Indicators of Success

Positive feedback from services.

Positive and helpful discussions at Head of Service meetings.

A recognisable solution-based approach by Financial Business Partners to issues arising between operations and central departments.

Active engagement at local, sectoral, and national level brings benefits to CrossReach.



# Participation and Involvement

## Objectives

To create meaningful and tangible opportunities to support the work of CrossReach financially, using supporter voice.

Make it as easy as possible for people to learn about the work of CrossReach, engage with our services, support by prayerful or financial means or join our workforce.

## Actions

Consult donors through surveys and focus groups, using donor voice to help inform calls to action.

Continuous data analysis and evaluation to identify trends, patterns and SWOT's.

Continue to monitor sector trends and opportunities to learn from and inform CrossReach activity.

Implementation of a communications strategy.

## Indicators of Success

Annual survey – donors and staff provide positive feedback.

Strategic focus groups contributing to SMART objectives and informing areas of growth and development.

Annual Continuous Improvement meetings.

Effective recording of donor feedback.

Data analysis and dashboard monitoring.

The CrossReach brand will become better known and understood.



# Quality and Growth

## Objectives

Timely and accurate information.

Reliable and fit-for-purpose infrastructure – both in IT and in buildings.

To provide advice and guidance on all aspects of Business Support, providing intelligence on market conditions and take a lead role in the tendering process.

## Actions

Invest in systems and personnel to ensure that decisions about the future are well-founded.

Invest in business analysis.

Invest in IT to safeguard system security and to provide appropriate tools of trade to operational staff.

Invest in buildings to provide safe and comfortable environments, appropriate to the needs of those who use our services.

Processes are in place which will allow the support to be given in a robust way. Intelligence is gathered by building up networks and sector knowledge.

## Indicators of Success

Information is available on a near-live basis for KPIs, in a readily understandable format.

Information is available to answer the 'why' questions, as well as the 'what' questions.

Cyber Essentials compliance is in place and IT outages are minimal. Collaborative tools are widely understood and used.

Our environments score highly in service user surveys.

Our environments are recognised as fit for purpose and accommodation has a homely feel.

Success in the tendering process and informative and useful information being shared.



# Quality and Growth

## Objectives

To create a culture of continuous improvement, quality and experience.

## Actions

To continuously evaluate all disciplines, ensuring quality.

Effectively use analytics to make informed decisions.

Promote team opportunity for innovation.

Use CrossReach USPs to develop new opportunities.

## Indicators of Success

Stable team who feel valued and invested in.

Increase engagement levels.

Use of dashboards to show progress and growth.

Effective recording of feedback to inform development and growth.

Continue to explore products that align with our work and meet the needs of our stakeholders.



# Sustainability

## Objectives

CrossReach is a sustainable organisation, with sustainable services.

Investment decisions are well-founded and understood.

## Actions

Drive cost efficiencies without impacting quality, through procurement activities.

Reduce administrative tasks through IT solutions.

Maximise awareness of CrossReach through a communications strategy.

Identify funding strategies which reduce reliance on the central Church.

Through use of a decision-making framework, central support departments will drive critical analysis of investment proposals under agreed parameters.

## Indicators of Success

CrossReach income exceeds expenditure, year on year.

CrossReach M365 project is successfully completed.

Success in the tendering process and informative and useful information being shared.

Effective recording of feedback to inform development and growth.

Long term and short-term funding options are in place

A template is in place to allow for objective consideration of investment decisions, and comparison with alternative proposals.



# Sustainability

## Objectives

CrossReach meets the national Net Zero targets.

Increase and diversify unrestricted income to benefit the growth and impact of our service areas.

## Actions

Source funding to enable a program of net zero investment as we maintain and renew our buildings, as well as pursuing options that favour the net zero aim in relation to energy usage and procurement more generally.

Have a clear and informed strategy for each Fundraising discipline which acts as a building block to the overarching Fundraising & Engagement strategy.

Effectively monitor internal trends and patterns of donor behaviour.

Regular sector analysis.

Increase number of donors and participants across Fundraising and Engagement .

## Indicators of Success

CrossReach Net Zero strategy is on track.

Cross team strategy in place to drive progress.

Increasing income and meeting financial and non financial targets for each area.

Creation of dashboards, monitoring progress in each area.

Test and refine calls to action / opportunities to get involved.



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)