

Care you can put your faith in



A five year strategic plan 2025-2030

Love from
CrossReach





CrossReach Children and Families have a vision of a Scotland where every child, adult and family feel loved, supported, safe and able to achieve their full potential.

We aim to provide therapeutic and safe spaces for children, young people, adults and families to build resilience, to overcome difficulties and to thrive.

We are committed to upholding the vision of The Promise, ensuring that children, young people, and their families are at the centre of decisions affecting their lives, with care and support that feels connected, compassionate, and consistent. In alignment with the UN Convention on the Rights of the Child (UNCRC), we are dedicated to safeguarding and promoting the rights of every child, ensuring their voices are heard, their needs are met, and their potential is realised.

Partnership, Participation and Involvement

The children, young people and families we support feel heard and understood, staff feel listened to and empowered to improve services, while our external partners experience us as an organisation that actively listens and is great to partner with. We strive to be an active listening organisation where the views of staff, children, young people and their families are heard and acted on. We know that effective partnership rests on two key principles:

- That people have the right to contribute to, and to influence, the decisions that affect their lives, choices and life chances.
- That involving the people likely to be affected by a decision will result in better decision making.

Objectives

Children, young people and adults who use our services contribute to how they operate and develop. There are opportunities for people to be involved in decision making within Children and Families, across the organisation and to influence national strategy.

To develop a culture of participation in which our teams feel informed and able to identify and deliver opportunities for participation that best meet the needs of the children, young people and families they are supporting.

Actions

Agree and implement a quality framework for participation across Children and Families.

Consult on and agree the training and skills requirements. Invest in upskilling staff in participation and co-design.

Continue to embed effective practice across Children and Families.

Review and refresh how the impact of participation is captured across Children and Families.

Indicators of Success

Annual survey – service users and staff provide positive feedback which is acted on within services.

There is evidence of children, young people and adults contributing to decision making across Children and Families.

Each service has a participation strategy / plan.

Staff and those who use our services are actively engaged / involved in the drafting and delivering of participation and service improvement plans.

Partnership, Participation and Involvement

Objectives

To be seen by our teams as an organisation that actively listens.

To work effectively and in partnership with other parts of the organisation.

To be a partner of choice because we have a reputation for improving outcomes for children and families.

Actions

We create spaces for staff and volunteers to feel that their voice is listened to and that they can contribute to service and organisational development.

We create opportunities to learn and solve problems together and share best practice.

We use innovative ways to improve the effectiveness of communication across Children and Families.

There are opportunities for staff to develop and strengthen existing networks as well as for leading projects or taking part in secondments and mentoring.

We develop opportunities to work in partnership with other providers, churches and learning institutions.

Indicators of Success

Feedback from staff survey.

Availability of secondments.

There is regular meaningful connection and examples of joint work with others across the organisation.

Completion of cross-directorate projects.

Annual survey – partners feedback.

Annual Continuous Improvement meetings and Service Improvement plans – feature stakeholder/partnership development.

Increased partnership activity.

Stronger community links.

Excellence

We aim to meet and exceed expectations. Those who use our services achieve the best outcomes possible. Relationships that are respectful, reliable, supportive and safe are recognised as the key requirement for improving outcomes for individuals. In Children and Families we aim to support services to achieve excellence in inspections or other external validation.

Objectives

We aim to ensure the very best outcomes possible for everyone who experiences our services.

Actions

Maintain a culture of openness to continuous improvement and development.

Through regular team meetings and development opportunities promote a culture of pride and ambition across Children and Families.

Have a clear set of outcome measures that are used in each service and that are measured across Children and Families.

All services provide regular, reflective supervision sessions for all staff.

Indicators of Success

Continuous improvement meetings are held annually in each service.

Continuous improvement plans are regularly updated and embedded in planning for each service.

There is evidence that Service User survey feedback is acted on and changes made.

All services provide regular, reflective supervision sessions for all staff.

All managers are skilled in providing reflective supervision opportunities.

Sustainability

We want to receive reliable income to provide sector-leading services which achieve excellent outcomes in partnership with those who work for us.

Objectives

Ensure good financial information and analysis informs decisions.

Ensure good financial planning

Actions

Accounting information makes sense, simple and accessible language.

Managers have a clear understanding of the cost of their service and easy to use costing models.

We anticipate, and have good support for tendering and commissioning activities.

We have a marketing and communication strategy to ensure commissioners have the information they need to purchase our services.

We can research and anticipate new trends or needs that we can respond to.

Children and Families have an ongoing plan to achieve a balance of tendered income / grants and unrestricted income to meet current and future needs.

We understand where there are opportunities to grow / diversify and how these can be funded

Indicators of Success

We have an integrated HR and Finance information system which is correct, easy to use and provides excellent information.

Finance business partners work closely with operational staff to ensure that costing models are available.

We plan for and are successful in tendering and contractual work.

We have capacity in staff to look outwards and understand the external environment.

Strategic planning is a feature of Head of Service meetings, where innovation and growth is welcomed and encouraged.

Close working with the Fundraising and Engagement Team ensures that unrestricted income is there to meet needs and development opportunities.

People and Teams

We want a workforce who “beam with pride”

Objectives

To foster highly skilled and knowledgeable teams.

Actions

Staff and volunteers working in Children and Families are offered relevant and effective professional training and learning opportunities throughout their career or volunteering.

There are clear career progression opportunities across Children and Families Services, and we support staff to become the leaders of tomorrow.

Safe and brave reflective learning spaces are created in meetings, supervision and when appropriate opportunities arise.

The skills of staff and volunteers across Children and Families are utilised and knowledge is shared effectively.

Indicators of Success

There is evidence of a wide range of learning and development activity across all teams.

Bespoke leadership training and development opportunities meet the potential of individuals.

A range of trauma-informed training includes crisis management training alongside other essential training to ensure employee wellbeing.

Managers are skilled in creating a reflective learning environment where solutions are regularly generated.

Supervision is regular, reflective and effective.

Onboarding and induction is prioritised and is effective and efficient.

Staff and volunteers from different areas of children and families meet up regularly and share training.

People and Teams

Objectives

Children and Families staff and volunteers feel valued and stay in the organisation.

Develop a clear workforce strategy that has our people at its centre in a plan specifically for Children and Families.

Actions

Staff and volunteers know that wellbeing is important to us and are supported to feel safe in their workplace and are given the information and skills they need.

Children and Families People Plan encompasses key priorities to support all our people looking out over the next 5-10 years; to ensure that the right staff and volunteers are in place to achieve best outcomes, to ensure financial sustainability and to create opportunities for growth and development of services.

Indicators of Success

All our teams have access to the tools and training they need to keep themselves safe and healthy at work.

Staff feel valued and able to influence decisions as evidenced in employee survey.

Annual awards recognise contributions and excellence

The Children and Families People Plan is integrated equally into our enabling processes.

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