

SOCIAL CARE COUNCIL

May 2016

PROPOSED DELIVERANCE

The General Assembly:

1. Receive the Report.
2. Welcome the outcomes of the work of CrossReach, evidenced in the Care Inspectorate Gradings, the service users survey, external recognition and awards and extend appreciation to the staff who walk in Christ's name with many people across Scotland 24 hours a day all year round.
3. Note the efforts made by the Council, Management and Staff towards a break even budget and welcome the work and remit of the Business Strategy Group to present proposals to the full Council for the strategic direction of CrossReach over the next 3-5yrs.
4. Note the challenges faced by CrossReach and encourage national and local government to acknowledge that long term sustainability of the organisation can only be achieved through adequate funding for services provided.
5. Thank the Council of Assembly for allocating an additional sum to the Council through Mission and Renewal for the payment of a consolidated pay rise in 2016.
6. Welcome the Scottish Government's commitment and financial contribution towards the payment of the Living Wage for social care workers from 1 October 2016 and encourage CrossReach to continue to press for the living wage for the whole workforce in line with previous agreements of the General Assembly.
7. Encourage the whole church to celebrate CrossReach and Social Care Sunday on Sunday 9 October 2016.
8. Welcome the practical support given to CrossReach by individuals, local churches, groups and organisations and encourage all congregations to consider ways in which they can support the mission of the church in this area of social care.

REPORT

Introduction

In our report to the General Assembly of 2015 we set out plans to re-position the Social Care Council within the Church. The report outlined that the Council will fulfil a dual but complimentary role as follows:-

1. It will oversee and govern the work of CrossReach which will continue to be seen as the Church of Scotland's national provider of social care services as part of the Church of Scotland's Mission.

2. In a similar way to other Councils, the Social Care Council will seek to resource the Church at local and national levels, but in the specialist area of social care. In order to do so the General Assembly instructed the Council to appoint a Social Care Mission Officer to take forward this work and bring a development plan to the 2016 Assembly.

With financial assistance from the Council of Assembly the Council has been able to appoint a Social Care Mission Officer effective from February 2016. The appointee will

draw together the work of the past year in order to bring to this Assembly a development plan for the work of the Council in this area. Since at the time of writing this report the Social Care Mission Officer is still in discussions with various parties, the development plan will be presented as a Supplementary Report.

PEOPLE OF THE WAY Walking Together

This main report will focus on the work of CrossReach as the national provider of social care services, in Christ's name and on behalf of the Church of Scotland. The theme, "People of the Way" for the 2016 Heart and Soul event in Princes Street Gardens is an apt description of the work carried out by CrossReach. Ours is an enabling ministry on behalf of the Church and as people of the way we are walking together with many people throughout Scotland to support transformation and improve wellbeing. By adopting this theme for our report we intend to bring to life aspects of our walk under the following headings:-

1. Why do we walk?
2. Who are we walking with?
3. Outcomes and highlights from our walk.
4. What challenges do we face as we walk?
5. Walking into the future.
6. Walking together.

1. Why do we walk?

(a) The Bible is clear on the expectation of Christians in the area of social care:-

..... learn to do right! Seek justice, encourage the oppressed. Defend the cause of the Fatherless, plead the case of the widow. (Isaiah: 1:17 NIV)

Religion that God our father accepts as pure and faultless is this: to look after orphans and widows in their distress and keep oneself from being polluted by the world. (James 1:27 NIV)

For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was sick and you looked after me, I was in prison and you came to visit me. (Matthew 25:35 - 36 NIV)

There will always be poor people in the land. Therefore I command you to be open handed towards your brothers and towards the poor and needy in your land. (Deuteronomy 15:11 – NIV)

(b) Mission Statement

As a result of our biblical mandate all our walking is done in Christ's name as articulated in our Mission Statement:-

In Christ's name we seek to retain and regain the highest quality of life which each individual is capable of experiencing at any given time.

(c) Remit

The remit of the Social Care Council (operating as CrossReach) from the General Assembly is as follows:-

- as part of the Church's mission, to offer services in Christ's name to people in need;
- to provide specialist resources to further the caring work of the Church;
- to identify existing and emerging areas of need, to guide the Church in pioneering new approaches to relevant problems and to make responses on issues arising within the area of the Council's concern through appropriate channels such as the Church's Church and Society Council, the Scottish Government and the like;
- to conduct an annual review of progress made in discharging the remit and provide an annual written report to the General Assembly;
- to oversee an appropriate corporate management and support service to deliver the above and be responsible for funding all salaries and related costs;
- to set and review terms and conditions of staff and establish appropriate internal governance systems.

2. Who are we walking with?

We are structured around three main operational sections each of which walk with people and their carers in particular areas:-

1. Adult Care Services
 - (a) People who are homeless
 - (b) People with drug and alcohol issues
 - (c) People with mental health challenges
 - (d) People with learning disabilities
 - (e) People involved in the criminal justice system
2. Children and Family Services
 - (a) Children and young people with additional support needs, in particular those who require residential and educational support
 - (b) Children with disabilities
 - (c) Children and families requiring community support or early intervention
 - (d) People who need counselling
3. Services to Older People
 - (a) People requiring residential, day care, home care or respite care
 - (b) People with dementia

A complete list of our services across Scotland forms Appendix A.

3. Outcomes and Highlights from our walk together.

Walking with people 24 hours a day throughout the entire year means that we have many outcomes and highlights to report to the Assembly. This section provides examples not only of the people with whom we are walking but also of our employees. Interspersed throughout this section are the gradings awarded to our registered services by the Care Inspectorate, our independent regulatory body.

The four key inspection themes are:-

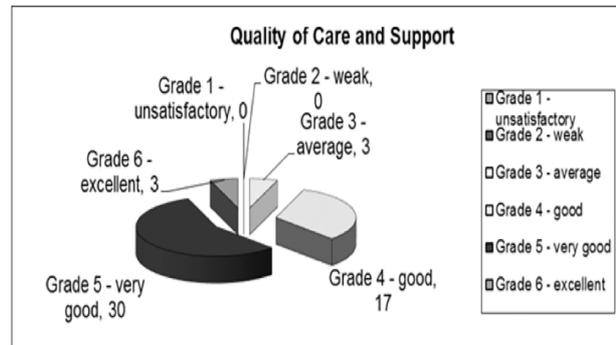
- Quality of Care and Support,
- Quality of Environment (where applicable),

- Quality of Staffing,
- Quality of Management and Leadership.

Grades are awarded for each inspection theme and range from 1 – unsatisfactory through to 6 – Excellent.

(a) CrossReach Week

In what has now become an annual event in the CrossReach calendar the Moderator of the General Assembly, Rt Rev Dr Angus Morrison spent a week of his moderatorial year seeing first hand some of our care and support services. During the week he himself was able to walk with many of the people with whom we walk. Indeed a highlight of the week was his hosting of a number of people from our Adult, Children and Family and Older People's Services in the Moderator's flat. Visits to Stornoway, Perth, Inverness, Edinburgh and Hamilton resulted in the Moderator at the end of the week describing CrossReach as; *a cutting edge ministry, a mission done in Christ's name and one of the jewels of the church.*



(b) From Housekeeping Assistant to Service Manager

The winner of the employee of the year award in 2015 also celebrated 40 years' service with CrossReach. Employed originally as a housekeeping assistant Margaret Cassidy, the Service Manager from South Beach, a residential service for older people in Ardrrossan, has carried out a number of roles including cook, en-route to becoming a

service manager. Margaret is one of the many staff who have, over a long career, walked together with the people we support with compassion and commitment.

(c) I'm a tennis player, you know!

Our residential homes for people with dementia understand the importance of activities and we have, in previous reports to the Assembly, featured initiatives such as OOMPH, Playlists for Life and Heart for Art, which help to stimulate people with dementia. The most recent activity offered to people in The Elms, in Edinburgh, is tennis!

A relative of one of the residents is an instructor of the sport, and kindly volunteered his expertise and time to bring this new experience to the residents which proved to be a huge success.

For some, the event reawakened existing skills and for others it brought a new interest. For one woman in particular, the experience was highly significant. At a young age her passion for tennis took her into the realms of playing competitively and on trips to other clubs, including a number of visits to Wimbledon.

For this resident, keeping focus on any activity for any length of time had become challenging and recently even sleep didn't come easily...that is, until she once again held a tennis racket and remembered:

- Her passion
- The thrill of hitting a ball over the net and in the lines
- The satisfaction of winning

Our staff have the privilege of walking with people like this lady; and the experience moved Zorinah Burrell, the Activities Co-coordinator to capture it in the form of poetry:

Her eyes lit up like fire in a fog
The moment the racket touched her hand,
She had been anxious before, a little confused,
But this she could understand.

Her face was aglow flood lit with hope
As memories kissed her mind.
We watched transfixed such undiluted joy
Is rare and hard to find.

Commentaries from yester year
Echoed through the hall
I imagined her poised in decades past
Like a cat pouncing on each ball

She sits, like sunshine - radiant and bright
Running hands over the strings
Mesmerised by her quiet grace
Her heart so free it sings,
excitedly she turns to me-
"I'm a tennis player you know"
You my dear are a champion
In everything you do,
Today I sat on the side-lines...
And cheered the decades with you.



(d) Grant awarded to support disadvantaged children

We were delighted to be successful in our submission to the Scottish Government for a three year grant to enable us to continue our walk with some of the most disadvantaged children in society. The fund replaces the Third Sector Early Intervention Fund, and will enable us to continue our Daisy Chain Early Years Project in the Govanhill area of Glasgow as a core service. The project has a particular focus on reaching out to the migrant

population in Govanhill, particularly in the Roma community. As a result of this 3 year funding we will be able to walk with parents and children from marginalised groups, and with the intervention of play-based therapies, help them develop healthy, positive relationships.

(e) Claymore's Story

At the age of 9, Claymore moved from living at home to residing in CrossReach's Ballikinrain Care and Education service.

Initially, he attended school there while he built up trust in his key worker and the staff who were supporting him. It wasn't too long before it was agreed he could attend the mainstream school in Balfron, where he thrived. He quickly became a popular member of the village and school communities and was soon able to represent the school through his passion – rugby.

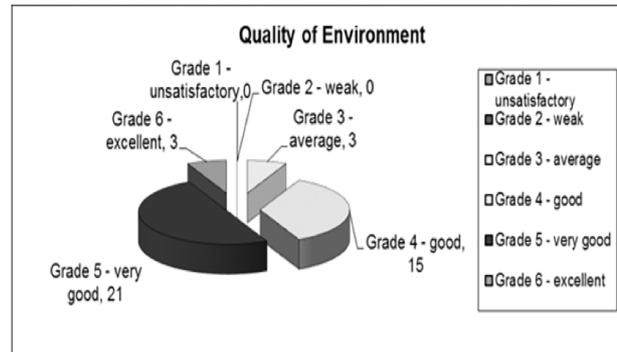
In his early teens, a place became available in Millmuir Farm (part of the Ballikinrain Campus) which he took up, and for continuity his key worker continued to support him there. The nurturing environment suited Claymore and when the time came for him to leave and take up an apprenticeship with a roofing company, he said he was ready to return home to live with his parents, and he did.

It was a proud moment when Claymore met the Moderator and shared his journey with him. His story includes work he has recently undertaken to influence the outcome of legislation passed by the Scottish Parliament affecting looked after children. Even though he is no longer involved with Ballikinrain it was good to see that on the day of his visit to the Moderator's flat he was joined by his previous key worker as they continue to walk together.

(f) Contribution to Scottish Social Services Council booklet

During the last year we have been working closely with the Scottish Social Services Council, supporting and contributing to the production of a booklet which aims to demonstrate the impact of the Promoting Excellence Skills Framework in Scotland. The booklet highlights not only

the journey for staff, as they have enhanced their skills and knowledge around dementia, but also highlights one of our services, Bellfield in Banchory, who through focusing on the importance of the environment have used the framework to improve the level of physical, mental, social and emotional wellbeing for residents in the creation of a dementia friendly garden. This is an example of the high regard in which our services are held in the social care world and the willingness of our staff to walk beyond the boundaries of the organisation.



(g) Personalisation Ambassadors

Self-directed support is the mechanism that the Scottish Government has chosen to make sure that personalisation is put into place in social care. It offers people the power to choose the kind of support they want to receive through a personal budget. Personalisation recognises that each person has unique needs, preferences and aspirations, and has the right to make decisions about their own life. Personalised support, therefore, is based on what the person wants, rather than on what a service already provides.

As an organisation we are committed to the principles of personalisation and in April 2015 work began to implement a programme of change which will see a network of Personalisation Ambassadors supporting up to 50 of our services across Scotland by March 2018. The Scottish Government's National Strategy for Self-Directed

Support in Scotland (building the capacity of providers) granted us funding totalling £117,000.

This funding will enable the development of our staff, volunteers and people who use our services. In January 2016 the launch of the first eight Personalisation Ambassadors took place in Glasgow. By focusing on service areas where Self Directed Support (SDS) is not currently widely accessed, we will endeavour to help those requiring social care in Scotland to be able to access SDS. Personalisation Ambassadors will inform staff and people using our services about the choices now available to them, the potential benefits, and the practical steps needed to take advantage of SDS. Working with Inspiring Scotland, who are providing the evaluation support, we believe our work will make a difference to those with whom we walk.

(h) Promoting Mental Health Awareness

Morven Day Service in Kilmarnock offers support to adults with mental health problems. Deborah and Tracy who attend Morven Day Services organised an event to promote Scottish Mental Health Awareness Week. They wanted to use the opportunity to challenge the stigma and discrimination surrounding mental health issues in a positive way. As with many people experiencing mental health issues throughout Scotland, the people who are supported from the service often experience well-meaning comments, such as, *"You just need to pull yourself together"*. While the person offering the 'advice' may mean well, the effect on the recipient is generally quite devastating. Deborah and Tracy came up with a plan to create an art exhibition showing the creative activities which group members have found helpful in their recovery journey. Funded by S and C Engineering the exhibition was held in the North West Kilmarnock Area Centre with colourful expressions of creativity and a taste of some of the support activities available at the centre. Reflecting on the event Allan Marshall, Deputy Manager said,

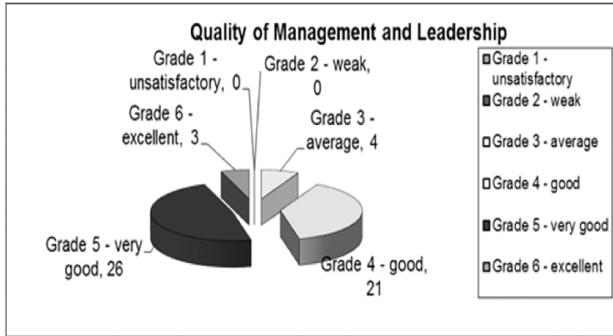
"It confirmed to Deborah and Tracy they had the ability to pull off an event to the same standards of people who do not have the same challenges they face. It showed we have creativity within us all if we dare to give it a try and gave the chance to build links with new contacts and professionals".

(i) Getting it Right for Every Child – Promoting Organisational Awareness

The Scottish Government's approach to supporting children and young people, Getting it Right for Every Child (GIRFEC) has over the years been welcomed and fully embraced by our Children and Family Services Section. GIRFEC concentrates on helping people to understand what really makes a difference to children and their families and how they can act to make that difference. As children and young people grow up some may have temporary difficulties some may live with regular challenges and some may experience more complex issues. The GIRFEC approach is based around wellbeing which takes a holistic view of childhood. The eight key indicators of wellbeing are:-

- I. Safe
- II. Healthy
- III. Achieving
- IV. Nurtured
- V. Active
- VI. Respected
- VII. Responsible
- VIII. Included

None of our services offering support to Adults and Older People operates in isolation from children and we believe it is important that the GIRFEC principles are understood and followed by all areas of CrossReach. 2015, therefore, saw us roll out a programme of awareness training across the whole organisation, including our Support Services functions.



(j) Heart for Art

For the last three years the Church of Scotland Guild has supported the growth of our Heart for Art service as one of its projects. As a result of this funding we have been able to establish seven projects across Scotland. Having embarked on this important project which demonstrates the benefits of therapeutic art for people with dementia, we were keen to find additional sources of funding to continue this work. We are pleased that the project was selected by the Life Changes Trust who have agreed to fund both the existing services and further growth through to March 2018.

(k) Ten Years trading as CrossReach

In 2015 we celebrated ten years since the Social Care Council took a significant step to adopt the trading name of CrossReach - a name which reflects our values. It also conveys our determination to reach out to people who need support across Scotland, but also makes clear that our faith is the motivation for our work.

This event was covered in a Friends of the Scotsman article, which focused on issues affecting CrossReach, and was one of seven articles published since 2014; contributors included, Directors, the Convener and the Moderator. In this particular article Chief Executive, Peter Bailey commented:-

Anniversaries are a time for reflection. In reflecting on the achievements celebrated and the challenges faced over

the last decade, what strikes me above all else is the untrammelled passion my colleagues have for bringing about a better society. When I meet with colleagues working in CrossReach services who have devoted their careers to supporting people, their commitment for enabling people to live life to the full never fails to inspire.

(l) Walking with Others

We have a long history of walking and working in partnership with other organisations and agencies. Not only do we benefit from the richness of experience that this brings, but we believe that by working together we can widen the influence and opportunities for more people across Scotland. We recently celebrated one such partnership, the THRIVE project which is serving the people of the Perth & Kinross and Angus areas. Over the last 17 months the project has been actively supporting families with children under the age of 5, or mothers with a baby on the way whose partners are either on remand or short term incarceration (under 4 years). This is a vital project when, according to statistics:-

- Around 27,000 children in Scotland have a parent in prison.¹
- 1 in 3 children with a parent in prison will develop physical and mental health problems.²
- Young children can experience reactions of grief (eg anger, acting out, isolation etc) when a parent has been imprisoned.³

Our Perth Prison Visitors Support and Advice Centre is part of the partnership with Barnardos, the Scottish Prison Service, Perth & Kinross Council, Angus Council, Enable and NHS Tayside.

¹ Scottish Government Justice Analytical Services (2012) 'Freedom of information request' from Dr Chris Holligan, 26 January

² Loucks, N. (2004) 'Prison without bars; the experience of families affected by imprisonment' Edinburgh and Dundee: Families Outside and Tayside Criminal Justice Partnership

³ Loucks, N. (2012) 'Prisons: Where DOESN'T the community come in?' Prison Service Journal 204, 42-50

Our walk with others in the field of Prison Visitors Centres includes the other agencies on the National Prison Visitors Centre Steering Group which has been hosted by the Church and Society Council. As a result of the joint efforts of the members of this group the Scottish Government recently announced that they would invest £1.8 million to help sustain existing visitors centres over the next three years as well as support the development of new ones.

(m) Extension of Dementia Ambassadors

One of the greatest successes of modern health and social care practice is a significant increase in life expectancy for people who have learning disabilities. According to the Royal College of Nursing, average life expectancy for someone with a learning disability has increased from less than 20 years of age in the 1930s to around 66 today. This development, however, has brought to light a challenge: research has shown that people who have learning disabilities, particularly those who have Down's Syndrome, are at greater risk of developing dementia. As an organisation we were the first to establish a Dementia Ambassador in each of our homes for older people. This has proved to be hugely successful in widening the understanding of the challenges which people with dementia face and how they can be supported. In view of the risk of dementia for people with learning disabilities we are now sharing this expertise across the boundaries of Adult Care and Older People's Services by appointing staff in learning disability services to become Dementia Ambassadors in order to better support the people with whom they walk.

(n) Outcomes Based Survey

Over the past few years we have been focusing on the outcomes of our work rather than the outputs, i.e. not just what we do, but the difference that we make. As an extension of this development our recent survey of people who use our services focused on measuring outcomes rather than the previous model of service user satisfaction.

The outcome questions were based on the CrossReach Broad Client Outcomes. People who use our services were

also asked if there were any other outcomes they had achieved through using the Service. There were 3 themes which ran through the comments received:-

- The service had given them friendship
- The service had given them more confidence
- The service had been life changing/saving

Below are 5 key areas and the responses received:

- 96%:** agreed the Service helps them feel safe and secure
- 58.41% responded strongly agree
 - 38% responded agree
- 91%:** agreed the Service helps them to remain/ become more fulfilled
- 42.44% responded strongly agree
 - 49.01% responded agree
- 99%:** agreed the Service accepted and respected them
- 71.91% responded strongly agree
 - 27.32% responded agree
- 93%:** agreed the Service helps them to feel valued and included
- 48.65% responded strongly agree
 - 44.39% responded agree
- 99%:** agreed the Service treats them fairly and consistently
- 68.64% responded strongly agree
 - 30.25%: responded agree

Each service will review their survey results and develop an action plan to identify improvements which can be made as a result of the feedback received. Staff and the people who use our services will jointly develop an action plan which will focus on key areas, particularly the three questions which received the lowest positive responses in their Service.

(o) Going the Extra Mile

One of the hallmarks of our staff team of over 1800 (see appendix B for breakdown) is their willingness to walk the extra mile with and for the people that they support. A highlight of the CrossReach year is the annual Service of

Celebration when we take time to celebrate our staff, their achievements, long service, and present special awards. 2015 was no exception and we were pleased to recognise the following achievements:-

Award	Staff Awarded at Awards Ceremony 2015
SVQ Health and Social Care Level 2	1
SVQ Health and Social Care Level 3	35
SVQ Health and Social Care Level 4	2
HNC in Social Care	1
BSC in IT	1
PDA in Supervision	34
PDA in Administration of Medication	43
PDA in Leadership and Management	1
Management Awards	2
Star Licenced Trainer	1
Edge Trainer	1
TOTAL	122

28 staff were recognised for achieving 20 years' service, 5 for achieving 30 years' service and 1 for 40 years' service.

In addition the following awards were presented:-

- Ian Manson Adult Learner of the year – Ashley Reid, The Elms

- Ian Manson Award for Excellence – Carol Brackenridge, (Employee Development Officer) Adult Care
- Volunteer of the year – Vera Lumsden, CrossReach Counselling Moray
- Employee of the year – Margaret Cassidy, South Beach

External Awards

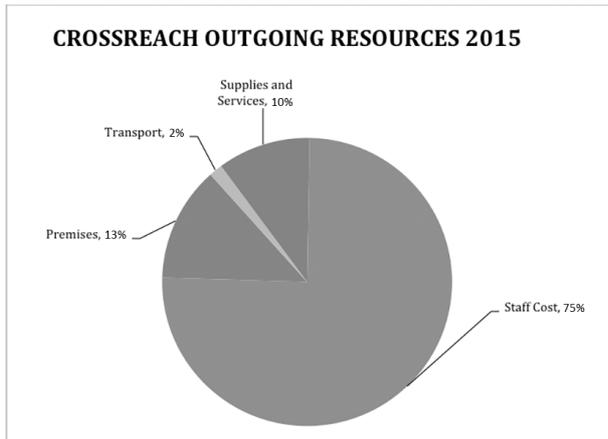
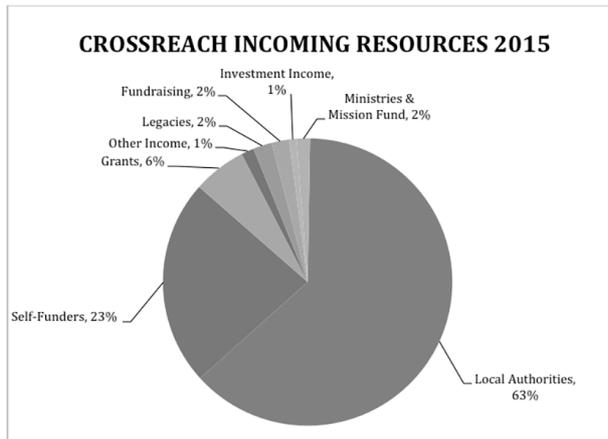
Scottish Care represents the largest group of Health and Social Care independent providers across Scotland and recognises excellence annually at their Social Care Awards. In 2015 Balmedie House (Balmedie, Aberdeen) was a joint winner of the Care Home of the Year Award and The Elms (Edinburgh) was a finalist in the Dementia and Specialist Care Award.

4. What challenges do we face as we walk?

Sadly many of the challenges that we reported last year to the General Assembly have continued throughout the past year.

(a) Break Even Budget

The following diagrams provide details of the budgeted income and expenditure in 2015. It was our hope to set a break even budget for 2016 but as a result of a number of external pressures this has not been possible. However, excluding exceptional expenditure on the investment in the residential care and education services restructuring reported to the Assembly last year, the budgeted deficit has been reduced from £597,000 to £124,000. This has been achieved through careful management of expenditure and through the implementation of savings in Central Support Services.



(b) Cuts to Funding

We understand the financial pressures being faced by National and Local Government and recognise that we all need to find ways of delivering services in the most cost efficient manner in order to meet the needs of the many people who use our services. However as a charitable organisation there is a limit to the savings and adjustments that can be made without affecting the quality of service delivered, or the proper remuneration of staff who are already some of the lowest paid in our society. A situation

which occurred during the previous financial year where a local authority (mid-year) cut funding for a particular service by over 10% (with a potential full year cut in income of around £200,000) calls into question the ability of CrossReach to remain sustainable if these matters are not addressed, recognised and services appropriately funded.

(c) Income Generation

With the challenges in public sector funding the need for CrossReach to identify other sources of income is crucial. In our report last year mention was made of the work of the income generation task group and the need to take forward an income generation strategy. A major part of the strategy was to appoint a manager to spearhead the setting and achieving of income generation targets, and a Supporter Development Manager with excellent previous knowledge and experience was appointed in November 2015 to vigorously take this forward. There has been much in the national press around ethical fundraising and whilst we believe we have operated ethically in the past we are committed to keeping our policies under constant review in order to ensure we operate to the highest standards.

(d) Remuneration and the Scottish Living Wage

In our report to the Assembly last year we reported our real concern that we had not been able to pay a consolidated cost of living rise in 2014; this was again the case in 2015. However, due to a better than budget performance we were able to give all staff a one off non-consolidated payment. We are grateful to the Council of Assembly for allocating a substantial additional sum in our Mission and Renewal contributions to enable us to include a consolidated cost of living rise for employees in our 2016 budget. This will help to recognise the important and vital part that all our staff play in walking together with people.

Since our supplementary report last year on the Scottish Living Wage, we continue to be committed to achieving a fair wage for all our employees. Whilst we are applying an hourly rate for our lowest paid employees of £7.20, from 1 April 2016 in line with the UK Government's Living

Wage, we remain committed to seeking to achieve the Living Wage (currently £8.25/hr) in line with the General Assembly's agreement of 2012. We welcome the Scottish Government's announcement, at the time of writing this report, that they expect social care workers to be paid the Living Wage by October 2016 and also welcome the funding that they have made available to Local Authorities to help to achieve this. As welcome as this is it falls short of the General Assembly's commitment to the payment of a living wage for everyone and we will continue to press for adequate funding to achieve this for the whole workforce.

(e) Pensions

Having made significant changes to our pension schemes all employees are now in a defined contribution scheme with a maximum employer contribution of 5% of salary or 7% of qualifying earnings. This action ensures that our ongoing costs in this area are reasonable, more in line with many of our competitors and more easily met from the funds received for our services. However, a past service deficit arising from the defined benefits pension scheme, closed in 2004, has resulted in an annual pension repayment of £952,000 per annum. This is a major impediment to achieving a break even budget and places us in a position of disadvantage when trying to tender competitively for business, since many funding agencies will not see this as a legitimate cost of providing the service. The implications of this will be considered by the Business Strategy Group (covered later in this report).

(f) Health and Social Care Integration

We welcome the Scottish Government's commitment in the Local Government settlement 2016/17 to support additional spending on supporting the objectives of the implementation of Health and Social Care Integration. We support the principle of integrated health and social care budgets which will enable more flexible packages of care and support to be provided for those in most need in Scotland. We implore the Government and Local authorities to see the third sector as an equal partner with adequate funding in the future provision of social care services, in order to improve the wellbeing of people in

Scotland. Not to do so may well result in a decline in the range and quality of services that CrossReach is committed to provide.

(g) Social Prescribing

Social Prescribing is about linking people in the community to local services, from which they might benefit. It's about connecting people to non-medical sources of support. There is increasing evidence to support the use of social interventions for people experiencing a range of common mental health problems. In other words GPs can direct people to social care and community activities. Our mental health services are well placed to provide such services, and have a proven record of success. It will be a challenge to seek to move more towards this model but we will take all opportunities to promote social prescribing as an effective and cost effective support for people with mental health problems.

5. Walking into the Future

Whilst there is so much innovative and creative work being carried out across the organisation we face many challenges, some of which have already been outlined in this report. As a result of the huge commitment from Social Care Council Members, Management, Staff and with the support of the Council of Assembly, significant progress has been made over the years to reduce the deficits. Although the 2016 budget is the closest to break even for many years, any deficit must be met from the sale of assets which is not sustainable in the long term. CrossReach must, therefore, follow a business strategy that anticipates a position of break even, given that, a) assets are reducing and b) ideally the proceeds from assets should be used for the development of the 'business'.

This aside we have concerns about the future funding of social care services in light of the public sector spending projections over the coming years. Already we are seeing cuts in funding with a real climate of 'doing the same, or more, for less'. We are committed to provide quality services at the most affordable cost, but we cannot do so if, as a result we are subsidising services which are a statutory

responsibility. We need to question whether this is a good and responsible use of charitable funds.

Due to the precarious nature of much of our funding it is difficult to draw together a long term strategy and we find ourselves operating in an uncertain environment where funding is reducing but demand is increasing and becoming more complex in many areas. Other challenges in recruitment (shared by the whole social care sector) and a number of other variables dictate that we must look both seriously and thoroughly at our strategic direction.

It is timely that our 3 year strategic plan comes to an end in 2016 and in view of the challenges ahead the Council has set up a Business Strategy Group with the following remit:-

To propose a 3 to 5 year strategic direction for CrossReach which will:-

1. Reflect the motivation to undertake the work in Christ's name and in line with the strategic direction and mission of the Church of Scotland.
2. Ensure that the organisation operationally and financially is sustainable and income and expenditure are in balance.
3. Deliver needs led, inclusive and innovative services to support people to live renewed and transformed lives.
4. Maximise its unique position as a Christian social care provider in order to offer pioneering services in line with its heritage.
5. Present a short, medium and long term strategy to the Social Care Council at its meeting in June 2016.

Membership of the group comprises seven members of the Social Care Council, three members of the Corporate Management Team, a representative from the Council of Assembly Finance Group and the General Treasurer.

The group will need to grapple with complex and challenging issues in an uncertain and fast moving environment. The Council will, therefore, look for the support of the whole church in establishing a future for

social care provision over the coming years in the name of the Church of Scotland.

6. Walking Together

There are a number of areas where the whole church, groups and individuals can walk alongside us to support the crucial work carried out in the name of the Church of Scotland:-

1. through prayer by subscribing to our quarterly prayer letter.
2. through reading and passing on the CrossReach News.
3. through adopting CrossReach as their chosen charity and becoming a regular donor.
4. through purchasing CrossReach Calendars and Christmas Cards.
5. through volunteering alongside our many volunteers who are walking with people who depend on our support.

More details can be obtained from the Business Development Section; bdd@crossreach.org.uk

Churches, Groups and individuals can also support our services in many practical ways. So many have done so over the years but here are some examples from 2015:-

(a) Acoustic Curtains

St Giles' Cathedral neighbourhood group is a long-standing friend of Cunningham House, a hostel for homeless people in the Cowgate, a lively area of Edinburgh. The group realised that as a result of its location the external noise meant that residents had difficulty sleeping. The group decided to purchase acoustic curtains at a cost of £7000 which was achieved through a number of fundraising ventures.

(b) Sponsored Unplug

Young people in particular are renowned for their desire to connect using mobile devices yet, in November 2015, members of the Bothwell Parish Church **ACTs youth club** did something very different. Wanting to connect with the work of CrossReach, they switched off their electronic

devices and gadgets for a 24 hour sponsored unplug, to fundraise on our behalf. Over and above this innovative media fast, they ingeniously used their time of 'abstinence' to create an array of traditional and contemporary Christmas decorations to sell as part of their CrossReach fundraising initiative. Their determination and effort paid off resulting in the presentation of a cheque for £516 for the work of the Daisy Chain Project.

(c) Harvest Proceeds

Dalgety Bay Church in Fife decided that the proceeds from their Harvest thanksgiving appeal would go to the CrossReach Perth Prison Visitor Support and Advice Centre. In addition written appeals were sent to each household in the congregation and CrossReach guest speakers were invited to the men's breakfast, and the Harvest Sunday service resulted in a generous donation of £3200 for this Service which is a lifeline for those visiting prisoners in Perth prison.

(d) Golfing Neighbours

Golfers at the world famous Royal Dornoch Golf Club stepped in to ensure some of their more senior neighbours did not suffer another power failure during winter storms. Our Oversteps Care Home in Dornoch lost power recently in poor weather. After hearing about the service's plight, the Golf Club gifted a diesel generator, costing in excess of £8,000, to provide back-up power, should there be a power failure in the future.

Neil Hampton, Royal Dornoch's general manager, said:

Oversteps provides a valuable service to the people of Dornoch and beyond and we are delighted to give it support in recognition of the work the staff do for our elderly community, many of whom are past members of Royal Dornoch.

(e) Presbytery of England

Many of the churches in the Presbytery of England have donated generously to the work of CrossReach despite not having one of our services in their area. A donation of £2,000 for our post-natal depression services was received

from St Columba's in London from their annual Burns Supper.

We are grateful for all the support received from a wide range of sources. **What can you, your church, group or organisation do to walk alongside us to continue this valuable work, in Christ's name?**

Finally,

"After a day's walk everything has twice its usual value"
(George Macauley Trevelyan)

We are privileged to share our walk with so many talented, passionate, inspiring, skilled, exceptional people – and are especially privileged to play a part in supporting them to transform their lives and enrich their communities. At times our work presents challenges, and at other times great joy. Daily, we must recognise that we do not walk in our own strength. We can only walk this road because our heavenly Father walks with us.

In the name of the Social Care Council

SALLY E BONNAR, *Convener*
RICHARD BEGG, *Vice-Convener*
HUGH M STEWART, *Vice-Convener*
PETER BAILEY, *Chief Executive Officer and Council Secretary*

ADDENDUM

Sally Bonnar, Convener

Assembly will note that the Nominations Committee have nominated Dr Sally Bonnar as the next Convener of the Council of Assembly. In anticipation of the Assembly's acceptance of this nomination the Council wishes to record its sincere thanks to Sally for her leadership over the past three years as Convener of the Social Care Council. Sally's Christian commitment is the bedrock of all that she does and the Council could not have wished for anyone else to take forward the work of the Council, in Christ's name, through a time of change and challenge. Her professional knowledge from her employment in the

Health Service has benefitted the Council, staff and the people who use our services and she has brought wisdom and insight to many situations. Her facilitation and problem solving skills have proved to be invaluable in a number of challenging situations as has her ability to inspire and encourage people. She has been passionate that the whole church would embrace the work of CrossReach but also that the Social Care Council should be able to resource the Church in the area of social care. The appointment of the Social Care Mission Officer is evidence of her commitment to support the Church in its mission through the medium of social care. Her ability to challenge and support in equal measure has been much appreciated and valued by the management team of the organisation as has her determination to represent the interests of CrossReach both inside and outside the Church. Above all throughout her convenership she has focussed on the needs and aspirations of the people who use our services ensuring that the Church of Scotland is recognised for person centred care. In Sally we have enjoyed a capable, articulate, personable and sensitive leader, with a warm sense of humour, and though Council feel her loss, we pray that the whole church will benefit from the leadership we have valued as she takes on her new role as Convener of Council of Assembly.

APPENDIX A

Adult Services

Criminal Justice

- Dick Stewart Service (Glasgow)

Homeless People

- Cale House (Inverness)
- Cunningham House (Edinburgh)
- Kirkhaven Project (Glasgow)
- Lewis Street (Stornoway)

Learning Disabilities

- Eskmills (Edinburgh)
- The Bungalow (Stonehaven)

- Threshold Edinburgh
- Threshold Glasgow
- Threshold Support Services (Hamilton)

Mental Health

- Allarton (Glasgow)
- Gaberston House (Alloa)
- Morven Day Services (Kilmarnock)

Substance Misuse

- Beechwood House (Inverness)
- Dochas Housing Support (Stornoway)
- Rainbow House (Glasgow)
- Rankeillor Initiative (Edinburgh)
- Tayside Support Service (Angus / Dundee)
- Whiteinch Move on Service (Glasgow)

Children and Family Services

Looked After Children

- Ballikinrain Campus (Balfron)
- Fanniescroft Farm (Lennoxton)
- House of Newburn (Arnprior)
- Mill Muir Farm House (Gargunnoch)
- Mount Pleasant (Dalry)
- Rockwood House (Beith)
- After Care and Housing Support Service

Children with Disabilities

- The Mallard, The Garratt & GO2 (Glasgow)

Community Services / Early Intervention

- Daisy Chain Early Years Project (Glasgow)
- Perth Prison Visitors Support and Advice Centre
- Sunflower Garden (Edinburgh)

Counselling, Support & Training

- Bluebell Perinatal Counselling Services (Glasgow, Edinburgh, Lothians)

- Burnside Court (Moray & Inverness)
 - COSCA Counselling Training (Glasgow)
 - Employee Assistance Programme (Glasgow, Edinburgh)
 - St. Andrew's Centre (Dunbar)
 - Simpson House (Edinburgh)
 - Tom Allan Centre (Glasgow)
 - Wallace House (Edinburgh)
- Services to Older People**
- Achvarasdal (Thurso)
 - Adams House (Elderslie) – *Dementia*
 - Auchinlee (Campbeltown) – *Dementia*
 - Balmedie House (Balmedie)
 - Bellfield (Banchory)
 - Budhmer House (Portree)
 - Cameron House (Inverness) – *Dementia*
 - Clashfarquhar House (Stonehaven)
 - Cumnor Hall (Ayr) – *Dementia*
 - Eastwoodhill (Glasgow)
 - Glasgow Supported Living Services
 - Heart for Heart, Bankfoot
 - Heart for Art, Broughty Ferry
 - Heart for Art, Edinburgh
 - Heart for Art, Garelochhead
 - Heart for Art, Glasgow
 - Heart for Art, Kirkcudbright
 - Heart for Art, Stonehaven
 - Inverreck (Dunoon) – *Dementia*
 - Morlich House (Edinburgh)
 - Oversteps (Dornoch)
 - Queens Bay Lodge (Edinburgh)
 - South Beach House (Ardrossan)
 - St Margarets House (Polmont) – *Dementia*
 - The Elms Care Home (Edinburgh) – *Dementia*
 - The Oasis Bankfoot Day Service
 - The Oasis Garelochhead Day Service
 - The Oasis The Tryst Day Service (Pitlochry)
 - Walter & Joan Gray Care Home (Shetland)
 - Well Hall (Hamilton)
 - Whinnieknowe (Nairn)
 - Williamwood House (Glasgow) – *Dementia*

For further details and addresses of all our services visit our website at www.crossreach.org.uk

APPENDIX B

Comparison of Employee Numbers between 2015 and 2016

	Full Time		Part Time		Total		Full Time Equivalent	
	2015	2016	2015	2016	2015	2016	2015	2016
Operations Staff	446	415	897	880	1343	1295	1027.07	989.40
Relief Staff			536	475	536	475	105.41	120.78
Executive, Office Support Staff	61	68	22	20	83	88	72.02	78.78
Total	507	483	1455	1375	1962	1858	1204.50	1188.96