

SOCIAL CARE COUNCIL

May 2017

PROPOSED DELIVERANCE

The General Assembly:

1. Receive the Report.
2. Note the work carried out by the Business Strategy Group and its helpful recommendations on the future direction for CrossReach.
3. Note the changing and challenging environment in which CrossReach is currently operating and, as a result, the difficulties in setting a Strategic Plan at this time.
4. Welcome the Strategic Direction of Travel approved by the Social Care Council and endorse the commitment to continue to offer quality services in Christ's name as part of the Church's mission.
5. Endorse the revised financial principles and the need for continuous review of all services and service areas in order to continue the journey towards financial sustainability.
6. Note with sadness that resources are not available to implement the Scottish Living Wage for all staff and support all steps to encourage funders to include these costs and those of reasonable salary differentials in the funding of contracts.
7. Note the changes to the Council's Recruitment Policy which no longer requires all staff to have a Christian faith but, in order to achieve the Mission and Ethos of the work of CrossReach, confirms the need to continue to employ people with a Christian faith in certain positions by virtue of their responsibilities.
8. Note the difficulties of running small homes for older people in rural locations within the funding levels provided by the National Care Home Contract, and in situations where recruitment is also a challenge, and instruct the Principal Clerk to write on behalf of the General Assembly to both the Scottish Government and the Convention of Scottish Local Authorities to encourage them to review the funding in such situations.
9. Encourage Church of Scotland members, in addition to their normal church giving, to adopt CrossReach as their chosen charity and make a regular standing order to support the work.
10. Recognise the quality care and support provided by the staff of CrossReach as evidenced in the Review and Performance section of the Report and register appreciation of the work carried out to further the mission of the Church.

REPORT

1. Introduction

1.1 In our reports to the General Assembly over recent years we have highlighted the great heritage that the

Church of Scotland has in pioneering models of social care. From the development of the Board of Social Responsibility in the latter part of the 19th Century the

Church has been privileged to support people throughout Scotland through a wide range of creative, innovative and quality projects. Today that work continues through the Social Care Council, operating as CrossReach, and forms a vital part of the Church's mission in our society. With ever increasing needs across Scotland there has hardly been a more relevant time for the Church to support the people of Scotland, reflecting the love of Christ as we have been commanded to do.

1.2 The following statistics give some indication of the demand for social care services across Scotland.

- More than 1 in 5 children are officially living in poverty, a level significantly higher than in many other European Countries^[1].
- Suicide is the leading cause of death in the UK among those aged 15-34^[2].
- Every year 1 in 4 people will experience a mental health problem, including 1 in 7 mothers and 1 in 10 fathers who are affected by postnatal depression or anxiety^[3].
- There were 15,580 children officially recognised as Looked After Children during the course of 2014, many of whom will have experienced trauma and abuse.^[4]
- Around 27,000 children in Scotland have a parent in prison, double the number affected by divorce^[5].
- In 2015 706 drug related deaths were registered in Scotland representing a significant increase from the 2014 figure^[6].
- The profile of people of pensionable age and older is set to rise from 311 in every 1000 people of working age in 2015 to 397 by 2039^[7].
- There are currently estimated to be 93,000 people in Scotland living directly with dementia. Around 3,000 of them are under the age of 65^[8].

1.3 The Social Care Council has over many years used its resources to fulfill its mission on behalf of the Church. However, as in so many areas of the Church and the wider

social care sector, resources have and are significantly reducing. Whilst the desire and commitment to serve the people of Scotland is strong and sincere the future must be sustainable.

1.4 We drew attention to this matter in our report to the General Assembly in 2016. The overall and only option for long term sustainability is that we achieve a break even budget. Significant steps have been taken over recent years to achieve major cost efficiencies. In this respect the Council wishes to record its huge appreciation and respect for its committed and devoted employees, as many of these efficiencies have been achieved through reduced pension payments, changes to terms and conditions, low or no cost of living increases and other efficiency measures. All this whilst maintaining a commitment to quality and putting the needs of the people who use our services before their own. Details of staff numbers can be found at Appendix D.

1.5 However, despite the very real efforts of the Council, Management and Staff the unpredictable and precarious nature of our funding presents unexpected and unplanned challenges on an almost monthly basis, rendering the best laid plans challenging or impossible to meet.

It is for this reason that we gave notice to the General Assembly of 2016 of our intention to set up a Business Strategy Group with the following remit:-

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

1.6 Membership of the group comprised seven members of the Social Care Council, three members of the Corporate Management Team, the chair of the Council of Assembly Finance Group and General Treasurer of the Church of Scotland. As a result of its work the Business Strategy Group has made a significant number of recommendations to the Council in relation to its future direction.

1.7 The Group found contributions from Alan Baird (Chief Social Work Adviser, Scottish Government) and Dr Mark Smith Head of Social Work/Senior Lecturer, Edinburgh University invaluable in enabling them to understand the environment and context in which CrossReach is operating and the challenges facing the social care sector over coming years. Equally the input from the Church of Scotland Theological Forum was helpful in relation to consideration of the recruitment policy.

1.8 One of the key issues for the Strategy Group was the range of variables at play at present and the difficulties of predicting the direction at a local and national level for social care over the coming years. The very real sense is that we are operating in a sector that is in 'transition' overlaid by financial challenges and constraints the likes of which we have not seen in many years.

1.9 Our previous reports have welcomed the introduction of Personalisation and Self-directed Support (SDS) as being important for people who use our services. At the same time we have acknowledged that it brings challenges for us in the way the organisation operates and is structured in the future. The extent of the implementation of Self-directed Support in the areas in

which we operate is patchy and as such we do not feel that we have been able to gain sufficient intelligence on the long term implications to fully inform our strategic direction. We remain of the view that SDS presents us with huge and exciting opportunities for service delivery in the future and will undoubtedly influence the shape of the organisation.

1.10 We have equally welcomed the implementation of Health and Social Care Integration which will achieve integrated health and social care budgets and bring opportunities for innovative and flexible thinking in the delivery of care to those in most need in Scotland. This will create opportunities for CrossReach as a national social care provider. However, given that Health and Social Care Partnerships (HSCP) only became fully operational in 2016, our 'operational' experience is not yet significant enough to inform and shape a strategic direction. Add to this the fact that as a national organisation we relate to 25 individual HSCPs, more time is needed to monitor their development and their expectations of providers like CrossReach to fully evaluate the strategic implications for us as an organisation.

1.11 Added to these two key drivers is the unprecedented amount of legislative change taking place in the sector (see Appendix C).

1.12 The financial and funding environment is equally turbulent. Figures from the Accounts Commission in 2016 reveal that Scottish Councils have seen revenue budgets reduced by 11 per cent in real terms since 2010/11. In the same period social work spend has gone up by three per cent and now accounts for a third of overall council spending. They also estimate that on the basis that services continue to be provided in the same way there is likely to be a 16-21 per cent rise in expenditure.

1.13 Because of the rising costs, the Accounts Commission concludes that current approaches to providing care are not sustainable.

1.14 It recommends that Councils and Integration Joint Boards should work more closely with people who use services, carers and service providers to shape the future of social care services.

1.15 Douglas Sinclair, Chair of the Accounts Commission, said: "A critical test for any civilised society is how it provides for the needs of its most vulnerable people. Councils have coped well in recent years but Scotland is now facing a watershed. Increasing pressures on social work and rising expectations of what it should deliver can only intensify. Now is the time for some frank discussions and hard choices. It is vital that people who use and provide services - and the wider public - are actively involved in that debate on future provision."

1.16 In light of these challenges and the calls for strategic discussions involving all stakeholders in the social care sector the Business Strategy Group found it difficult to set in stone a 3-5 year strategy. Accordingly this report by the Social Care Council draws from the recommendations presented by the Group and lays out a future strategic direction of travel for CrossReach rather than a strategy at this time.

1.17 We are also aware that the Council of Assembly intend to bring a strategic plan for the whole church to the Assembly in 2018. It is critical that the strategic direction of CrossReach is in line with the wider Church. Accordingly close attention will be given to this development by the Social Care Council.

2. CrossReach – Strategic Direction of Travel

2.1 Mission Statement

2.1.1 As far back as the days of the Board of Social Responsibility the organisation has built its mission on the principle of providing services in Christ's name. The Council is committed to continue on this basis and has agreed the following Mission Statement which maintains Christ as the distinct motivation for service on behalf of the Church:-

- *In Christ's name we seek to support people to achieve the highest quality of life which they are capable of achieving at any given time.*

2.2 Vision Statement

2.2.1 Within the context of the strategic direction of travel the Vision Statement remains unchanged with the proviso that given the range of variables in the social care sector and the uncertainty of funding streams it is regularly revisited to ensure achievability:-

To provide Christ-centred social care of the highest quality to those in need throughout Scotland for:-

- Older People
- People with Dementia
- Children and Families
- People with Learning Disabilities
- People who are Homeless
- People with Substance Misuse problems
- People who require Counselling and Support
- People involved with the Criminal Justice Service
- People with Mental Health problems

2.3 Strategic Goals

2.3.1 In 2014 the Council set five main strategic goals for the work of CrossReach. Despite the changing external environment these are considered as equally relevant today and are therefore unchanged in terms of guiding the Council's strategic direction of travel:-

- a. To deliver needs led services to people of all ages to improve emotional, physical and spiritual well-being for people in Scotland.
- b. To be known for innovation and a social care organisation of choice.
- c. To promote the diversity of our organisation and range of client services as our strength.

- d. To strive for excellence through a process of continuous improvement and learning.
- e. To be sustainable.

2.4 Christian Ethos

2.4.1 In 2014 the Council, building on the main principle in the mission statement of working in Christ's name, introduced a Christian Ethos Statement with the aim that it would inform and underpin all relationships, policies and methods of working. The Council believe this to be the bedrock of the work of CrossReach and have reinforced their commitment to it in the following form:-

- *We aim to show the practical side of our Christian faith by reflecting Christian love to the people we support, through our leadership, management and working relationships.*

2.5 Financial Principles

2.5.1 The Council some years ago adopted a set of financial principles to inform its operations. The Council has taken the opportunity to revise these principles with the commitment that they will drive a financial strategy to achieve sustainability for CrossReach:-

- i. Revenue: Total income receivable, including contributions from the wider Church, should be no less than total expenditure on a full cost basis (ie including realistic maintenance and depreciation, and incorporating a risk assessed contingency.)
- ii. Work to be undertaken only on the basis of full cost recovery at overall divisional level, with agreed levels of deficits at unit level
- iii. Capital: Capital expenditure to be undertaken using free reserves*, capital receipts and, if required, borrowing on a sustainable basis.
- iv. Focus to be given to maximisation of income to support development of services.

*The Council notes that overall Church discussions are taking place at present on a reserves policy

(Pie Charts showing the incoming and outgoing resources for 2017 are included in Appendix B). The financial operating results are incorporated in the Council of Assembly report to the General Assembly.

2.5.2 Over the past year a number of unplanned situations have arisen which have presented challenges in delivering financial performance in line with budget. In light of the volatile nature of funding and in some cases the unpredictability of the market in terms of referrals, occupancy and regulatory requirements the Council has agreed to put in place rigorous monitoring procedures for continuous review of all services and service areas. This will be based on a balanced score card model to ensure that the terms of the financial principles are met and mechanisms put in place which enable the Council to take early action in situations that would affect the ability of the organisation to achieve and maintain a 'bottom line' break even budget.

2.5.3 Pensions

2.5.3.1 The Business Strategy Group concluded that the most significant impediment to the achievement of a break even budget is the ongoing requirement to meet past service pension deficit payments from its resources annually amounting to £1.025m. This is a major threat to the long term sustainability of the organisation and the Council is clear that an urgent strategy to address this matter is required. To this end the Council appreciates the support of the Council of Assembly with whom discussions have and are taking place at the time of writing this report in order to find a sustainable solution to this situation.

2.6 Human Resource Issues

2.6.1 There are two Human Resource issues over the past year to which the Council has given considerable attention: the Scottish Living Wage and its Recruitment Policy:-

2.6.1.1 Scottish Living Wage

2.6.1.1.1 The General Assembly at its meeting in 2016 approved the following additional section to the Social Care Council's deliverance:-

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 instruct the Council to work with the Council of Assembly to enable payment of the living wage to all employees as soon as possible.

2.6.1.1.2 Over the past year the Scottish Government has made funding available to Health and Social Care Partnerships to fund the payment of the Scottish Living Wage of £8.25/hr to all care and support staff in CrossReach. Unfortunately this does not extend to employees who do not have a direct caring role. These employees are receiving the national living wage set by the UK government of £7.50/hr. It was to these employees and those paid less than £8.25/hr that the deliverance at last year's Assembly was directed.

2.6.1.1.3 Since the General Assembly last year, discussions have taken place with the Council of Assembly to determine the affordability and feasibility of paying these employees the Scottish Living Wage. Indeed over the past 18 months the Council of Assembly has made additional funding available to the Social Care Council of £452,000 to fund statutory increases for this group of staff. However, payment of the Scottish Living Wage for all employees cannot be considered in isolation from the need to maintain reasonable differentials in salaries. An increase, therefore, at the lowest salary level has a consequent effect on the salaries of all employees, at least up to middle manager level. Since the implementation of the Scottish Living Wage, the Council has had to reduce salary differentials to avoid incurring significant additional costs, but whilst differentials can be reduced within manageable parameters they cannot be removed. Both the Council of Assembly and the Social Care Council are committed to the principle of the Scottish Living Wage

and to increasing the hourly rates of all lower paid workers but regrettably neither Council has access to the resources that would enable this to be achieved.

2.6.1.1.4 Almost 63% of income for CrossReach services comes from public funding and the Social Care Council has for some time argued that, whilst funding to pay the Scottish Living Wage to some staff is welcomed, the costs of paying it to all staff and maintaining reasonable differentials should be provided in this funding. In view of this, staff from the Council of Assembly, the Social Care Council and the Church and Society Council are at the time of writing this report in discussions to make joint representations at the highest levels to funding bodies to accept the need to make provision for all staff to receive the Scottish Living Wage in funding agreements.

2.6.1.2 Recruitment Policy

2.6.1.2.1 The Council has, since reviewing its employment policy in 2004 in light of the implementation of the Employment Equality (Religion or Belief) Regulations, applied a recruitment policy that has required certain post holders to have a Christian Commitment in light of the requirement to own and promote the Christian ethos and values of the organisation. In terms of the regulations this was deemed to be a Genuine Occupational Requirement. A summary of the main provisions of the policy established in 2004 forms Appendix E.

2.6.1.2.2 As part of its work the Business Strategy Group commissioned a review of the Employment Policy particularly in light of the Equality Act of 2010. The review included input from an employment law specialist and the Theological Forum. As a result of the outcome of the review and following long, detailed and prayerful consideration the Council approved changes to the employment policy and agreed an implementation plan.

2.6.1.2.3 The Equality Act of 2010 prohibits discrimination on the grounds of a number of protected characteristics – race, religious / philosophical belief,

disability, sex, sexual orientation, age, gender reassignment, marriage and civil partnership.

2.6.1.2.4 The Council recognises and respects that ordinarily it is unlawful for an employer to discriminate against an employee or an applicant for employment based upon the individual's religious belief or lack of belief. However, it is also noted that the Equality Act provides an exception to the normal rule for an organisation, such as CrossReach, with an ethos based upon religion or belief. The exception in the legislation provides that it is not unlawful to apply a requirement that a person be of a particular religion undertaking certain work. This, on the basis that the employer demonstrates that, having regard to the ethos of the organisation and the nature or context of the work, it is an occupational requirement that the person be of a particular religion and that the application of the requirement is a proportionate means of achieving a legitimate aim.

2.6.1.2.5 In undertaking the review the Council were clear that the Mission Statement and the Christian Ethos and Values (included earlier in this report) should continue to be the motivation for all its work and the basis for its recruitment policy within the requirements of employment legislation.

2.6.1.2.6 The review focused on caring posts and leadership roles and involved the following:-

- Considering job descriptions for caring and leadership roles that currently have the requirement for the post to be undertaken by a Christian
- The issue of proportionality
- Considering how evidence of Christian faith is obtained for roles requiring a Christian

2.6.1.2.7 Proportionality: Much of the discussion in the review revolved around the issue of proportionality. The "legitimate aim" that CrossReach is pursuing is to maintain, uphold and advance the Christian ethos of the organisation as defined in its mission statement. The issue

is whether, with respect to the Care and Support Workers and Assistants roles, requiring these roles to be undertaken by Christians is a "proportionate means" of achieving that legitimate aim or whether there was another means by which that legitimate aim could be protected.

2.6.1.2.8 In light of the review and having given careful consideration to the issue of proportionality the Council approved a revised and far reaching employment policy the main outcomes of which are:-

- a. That in terms of proportionality within the equality legislation not all care / support or equivalent roles will require to be carried out by Christians.
- b. In an effort to mitigate against the potential adverse impact on the ethos of the organisation of opening up care/support roles to people not professing the Christian faith, the following measures be introduced:-
 - i. All new care/support workers, care/support assistants or equivalent and relief workers will be required to give their commitment to be respectful of the Christian ethos of CrossReach and commit not to undermine it.
 - ii. Induction training will be given to all new care /support workers, care/support assistants or equivalent and relief workers, and this will include understanding the basics of the Christian faith.
 - iii. That the previous policy in relation to other posts in the organisation would remain unchanged. The rationale for this is that the leadership that is required from Management and Senior Managers must come from a Christian perspective to preserve the Christian Ethos of CrossReach. These will be the individuals who will be required to reflect Christian love from their

own Christian experience, uphold and reflect behaviours consistent with the Christian faith and CrossReach ethos and values, responsible for ensuring that acts of worship are conducted with staff and if required for service users, provide Christian support to service users and staff, if requested, as well as explaining the Christian faith to those who ask. Since the number of management staff in services is not adequate to cover all the requirements for conducting acts of worship and providing Christian support to service users a proportionate number of Care and Support staff will be appointed with this as part of their responsibilities for which they will require to have a Christian faith. In addition, the requirement will apply where the post holder is required to represent CrossReach with external stakeholders. Job descriptions for each role will contain the relevant activities to better reflect the genuine occupational requirement in relation to each specific position for which it is being attached.

3. Operational Areas

3.1 Through the work of the business strategy group the Council has reviewed the operational strategies of each of the operational areas of CrossReach namely; Adult Care Services, Children and Family Services and Services to Older People to ensure that they are consistent with the vision and goals agreed by the Council, are sustainable and are further developed where appropriate.

3.1.1 Adult Care Services

3.1.1.1 The following operational service areas comprise the Adult Care Services Section:-

- 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

(The individual services within these service area can be found at Appendix A)

3.1.1.2 Adult Care Services in Scotland have seen continuous development over recent years. Adapting both to the needs of people who use our services and to dynamic commissioning policies, have been key areas of activity for managers in order to survive and thrive. The service area has seen a significant amount of tendering activity and the establishment of Framework Agreements over the past year or so with the overwhelming demand for the same quality service at a more competitive price. Thus far we have been able to tender for business without compromising quality, although this has been achieved by implementing some far reaching structural changes which inevitably affect employees. Whilst it is understandable that as a result of diminishing public funding commissioners are forced to try to achieve cost efficiencies this cannot be at the expense of quality and the right treatment of employees. This driving down of price has been referred to as the 'race to the bottom'. The Council, in supporting all the initiatives that have been taken to maintain sustainable services in light of funding cuts and challenges, believe that this must be carefully monitored, not only on a service by service area basis but on an individual service basis and across local authority boundaries. The Council is clear that it will not compromise its commitment to quality or its staff in order to achieve the reduced rates demanded by commissioners.

3.1.1.3 Whilst earlier in this report we referred to the role of Self-directed Support our experience of implementation has generally been in the area of services for people with learning disabilities. In general (and excluding additional sums made available for the payment of the Scottish Living Wage) our experience has been that

this has resulted in reduced funding or reduced packages of support.

3.1.1.4 In re-affirming the operational direction of Adult Care Services the Council is mindful of the fact that it must continually 'scan the horizon' in this area to look for new opportunities to provide support to the people of Scotland on behalf of the Church. The ongoing inclusion of people who use our services will enable their needs to be the driving force in shaping the future of services and identifying new areas for growth and development. This will build on the creative solutions currently being offered.

3.1.1.5 The positive financial performance in this area over the past year, and projected for the coming year, is a result of what has become a constant process of monitoring, review and adjustment. Adult Care staff are reacting on an almost weekly basis to changes in the market place in which they operate in order to maintain sustainable services. The constant reactive nature of the business is resource intensive. Against this backdrop it has been encouraging to see areas of innovation being considered and developed, most notably the cross sectional work for people with learning disabilities who also have dementia, covered later in this report.

3.1.2 Services to Older People

3.1.2.1 This operational service area provides services to:-

- a. People requiring residential, day care, home care or respite care
- b. People with dementia

(A summary of the individual services can be found at Appendix A)

3.1.2.2 2016 proved to be an extremely challenging year both in terms of delivery of service and financial performance. A number of factors, such as operational challenges, reduced referrals, lower than budgeted occupancy and recruitment challenges resulted in significant losses being incurred. This has resulted in the Council, on the recommendation of the Business Strategy

Group, being required to take and implement some difficult decisions over the past year.

3.1.2.3 Services to Older People is funded through a nationally agreed National Care Home Contract which establishes a set weekly payment per resident. Where there are economies of scale in terms of the size of a residential home it is easier to apply financial models that can achieve a break even position with the available funding. However over recent years it has become increasingly clear that smaller sized homes, particularly in rural locations where recruitment is generally more challenging than in urban areas, are not sustainable when solely or largely funded through the National Care Home Contract.

3.1.2.4 Historically the Council has, within its financial principles, accepted that some individual services run at a reasonable loss provided that the overall operational service area has broken even. Sadly two homes, Auchinlee in Campbeltown and Achvarasdal in Thurso, have run at unacceptably high levels of loss against a situation where the overall services to older people service area also ran at losses in 2015 and 2016. The Council made the decision that it could no longer meet such shortfalls in funding in these homes and could, therefore, no longer run them.

3.1.2.5 Following the decision steps were taken to seek to identify other providers who might be prepared to purchase the services as going concerns. This proved ultimately not to be the case and at the time of writing the situation on each of these homes is as follows:-

3.1.2.5.1 Achvarasdal: A potential purchaser was identified and introduced to the staff and relatives although it was not possible to achieve a sale due to matters outwith the Councils control. Since reaching this position and following discussions with NHS Highland a partnership agreement is, at the time of writing this report, being finalised on the long term future of Care for Older People in the area. This will see Achvarasdal continue in its current form to enable a new partnership and alternative

delivery model to be developed for older people's services in the area.

3.1.2.5.2 Auchinlee: Discussions took place with the Argyll and Bute Health and Social Care Partnership (HSCP) to advise them that we could no longer continue to meet the shortfalls in funding nor meet the challenges presented through recruitment difficulties. The HSCP proposed a joint arrangement where the deficits would be equally shared. The Social Care Council share equated to the existing operational losses and was not viable or affordable for the Council. This is an extremely stressful and difficult situation for residents, staff and relatives, particularly since alternative residential beds are not available in the area and at the time of writing the Council is in major discussions with all stakeholders to seek to find a solution. In doing so the Council has made it clear that it is happy to continue to provide the service, provided that adequate funding is made available and the recruitment challenges are addressed. An update on this situation will be provided in a supplementary report to the General Assembly if possible.

3.1.2.5.3 Eastwoodhill, Glasgow: In light of a further recommendation from the Business Strategy Group the Council also took a decision on the future of Eastwoodhill, a 36 place service for older people in Glasgow. For many years now the home has required refurbishment and upgrade to meet the requirements of modern day residential care for older people. It was the Council's strategic aim that this would eventually be achieved by using the proceeds from the sale of non-essential assets. Unfortunately since the decision was made some years ago the financial challenges in the whole social care sector have resulted in some of these asset sales being used for operational purposes. In addition they no longer have the same value in view of falling property and land values. The Council has regrettably come to the conclusion that it no longer has adequate funds to meet the costs of the refurbishment programme and cannot therefore continue to run Eastwoodhill. However discussions with an established and reputable provider of services to older

people has resulted in agreement in principle to the transfer of Eastwoodhill as a going concern. At the time of writing the process is at an advanced stage and subject to approval from the Care Inspectorate. This transfer as a going concern will ensure continuity of care for the residents and employment for staff.

3.1.2.6 Future Direction

3.1.2.6.1 Notwithstanding the challenges in the sector the Council is committed to provide support to older people and has considered over the last year a strategic direction which is shaped by policy drivers (see Appendix C) but recognises the need for services to be innovative, flexible, focused on personal outcomes and above all sustainable.

3.1.2.6.2 This strategy will see the development of Community Integrated HUBS in existing services. This operational direction for our services carefully embraces the challenge to evidence an outcome based approach, thus adapting to the needs of individuals in the future. This will enable us to have a portfolio of services which are integrated within their local communities and offer a flexibility which can be appealing in terms of quality and affordability to individuals and commissioners.

3.1.2.6.3 Partnership working is critical to developing a menu of services. The development of relationships and joint working across the sector will continue to be important and our future direction can embrace partnership working with social enterprises such as OOMPH (Our Organisation Makes People Happy an activity programme dedicated to enhancing the mental, physical and emotional wellbeing of older adults) and charities such as Playlist for Life. This will enable us to offer a flexible service. With the development of the Dementia Ambassador role we will be well placed to develop new initiatives such as the Community of Practice which will enhance staff knowledge and practice.

3.1.2.6.4 An outline of the integrated hub model is as follows:-

Services to Older People



3.1.2.6.5 Not all of the components in the model will be possible in every home and therefore different homes will offer a different menu of options depending on their premises and local needs. The Council, in welcoming this exciting way forward, will carry out an ongoing 'matching' and monitoring of services to the strategy to ensure consistent outcomes and financial sustainability.

3.1.3 Children and Family Services

3.1.3.1 In 2013 we reported on new methods of working for the Children and Family Services section. We sought additional funding for our large residential campus care and education services to be remodelled into small community houses, replicating a more homely environment where children would access school on a

separate site entirely. This remodelling was introduced to support future sustainability, as the service at that time was incurring significant losses, but more importantly because it was believed to be a better way of responding to the needs of children in care. The past three years has seen this plan being rolled out with the closure of our Geilsland campus and the initial move of some of the children from our Ballikinrain campus to a house in Lennoxtown. This has had a very positive impact on the children and young people, and at the time of writing we are planning for a full move to be effected by the close of 2017, having now secured an Education site. The staff are to be commended on the way they have risen to this significant challenge and in spite of the uncertainty about their own work locations have maintained an overarching commitment to doing their absolute best for the children entrusted to the Council's care.

3.1.3.2 In 2016 The First Minister called for a full root and branch review of the care system following an engagement exercise with care experienced young people and we will be working with Who Cares? Scotland and other stakeholders to ensure the voices of our own young people are heard in that process. Whilst we believe we have introduced an appropriate model of care which will continue to develop within the Children and Family strategy, the Council will continue to monitor progress, financial sustainability and fitness for purpose.

3.1.3.3 At this time we also brought together a diverse group of services under the auspices of this Directorate which currently comprises:-

- counselling and recovery services
- support for families with perinatal mental health issues
- early years services
- prison visitors centres
- short breaks services for children with a disability

(A list of all services within Children and Family Services can be found in Appendix A)

3.1.3.4 This has resulted in these services becoming more cohesive in a number of ways, as funding sources, evaluation of impact, and best practice are able to be shared across the whole service area.

3.1.3.5 The theme of Local Authority funding pressures however continues into the Children and Family Services Section with a resulting reduction of service in the Mallard in Glasgow, along with a reduction of support for those affected by substance use in Simpson House and Sunflower Garden in Edinburgh. However by diversifying our income sources for services not directly commissioned by Local Authorities we now have in place an element of 3 year core funding for each service and a robust structure for attracting continued investment through the work of the newly introduced Supporter Development Team. As new funding is identified there has also been potential for growth which has developed in line with what best fits in local communities, and is able to be adaptive to individual need.

3.1.3.6 All of these services have a common purpose to support wellbeing in its widest sense and are continuing to respond to the legislative requirements of the Children and Young Peoples (Scotland) 2014 Act as they are implemented. They work together to promote a relational model of service delivery which can support children, young people and their families to overcome challenges, recover from trauma and thrive.

3.1.3.7 One of the additional areas of focus for the Children and Family Services Senior team is providing information on request to the Scottish Child Abuse Inquiry. The Scottish Child Abuse Inquiry is looking at the abuse of children in care. It was set up on 1 October 2015. The Inquiry will raise public awareness of the abuse of children in care. It will provide an opportunity for public acknowledgement of the suffering of the children. It will be a forum for validation of their experience and testimony. The Inquiry will report to Scottish Government Ministers within 4 years with recommendations for the future to improve the law, policies and practices in

Scotland. The Inquiry has named the Church of Scotland (CrossReach) as one of the organisations with which it will be engaging, and has granted core participant status. A further update will be provided at a future Assembly.

4. Business Development Section

4.1 Since its establishment as part of the last review of support services the Business Development Section has laid down the infrastructure in order to support the organisation in terms of tendering, business intelligence, communication, promotion and events, income generation and marketing. The Council believes that this has created a sound base on which to build a focus on 'business growth and development'. The focus of this Section over its next stage of development will be to work more closely with operational services to seek to find and win new business with clear targets for success.

4.2 Given the financial challenges and the need to reduce reliance on public sector funding the Council has invested in a Supporter Development Section with a remit to maximise income generation. The Council has set income generation targets over the period of a three year strategy and believes that an investment in the development of further income generation initiatives, with clear measurements of success, will be crucial to the long term sustainability of the organisation.

4.3 There are a number of ways in which church members can support the work of CrossReach. One option is to adopt CrossReach as their chosen charity and, in addition to their normal church giving, make a regular standing order to the work. Such giving would considerably enhance the contribution from the church through the Ministries and Mission contributions which amount to just over 2% of our income (see Appendix B for a breakdown of incoming resources). Not only would a regular donation enhance the Church contribution it would help us provide vital services which one service user said they would be dead without.

5. Support Services

5.1 The Support Services based in Charis House in Edinburgh and in Regional Offices provide the crucial infrastructure for the support and maintenance of services, external management, strategic management, finance and resources and human resources and organisational development services. These functions are funded, in the main, through a percentage contribution from individual services and projects known as the central services contribution. As individual services are closed, reduced in size or income decreases this central services contribution reduces resulting in an underfunding for these functions. This is an area that the Council must keep constantly under review and as a result management have been asked to bring a strategy and proposals to the Council's strategy planning meeting in June 2017. The ongoing discussions about the future of office accommodation, covered in the Council of Assembly's report to the General Assembly, may have an impact on our support services considerations and the management will continue discussions with management colleagues from the Department of the Council of Assembly and reflect the outcome in future reports to the Council.

6. Digital Technology Strategy

6.1 As part of its work the Business Strategy Group received presentations and a report on the future of digital technology in the strategic direction of the Council. Digital Technologies can be a great enabler of change and agent for efficient and effective services. However any adoption and use of such technologies must be aligned with the priorities of the organisation and the aim of providing excellent support. The implementation of digital solutions will require significant investment and the Council will have to be confident that the benefits and potential cost efficiencies will justify such investment. Accordingly the Council will make consideration of this area a priority over the next year.

7. Potential Areas for Cross Directorate Working, Growth and Development

7.1 One of the 5 Strategic goals is to promote the diversity of our organisation and range of client services as our strength. In considering the future strategic direction of the organisation the Council sees exciting opportunities to explore growth and development through cross sectional working and is an area on which it will focus over the coming year.

7.2 One of the factors in the Integration of Health and Social Care has been the aspiration for agencies to work more closely together, joining knowledge and expertise. Within CrossReach we have embarked on a similar journey. We have started to look at how our own skills, knowledge and expertise held in the individual teams working within Adult Care, Children and Family Services and Services to Older People can be integrated in some key areas so that we can respond to individuals as their needs change. One of the areas where we have already had good success is between our Learning Disability Services and our Dementia Services. It is now well evidenced that people with a learning disability have a higher risk of developing dementia at a younger age than the general population, and so our dementia specialists in older people's services have been working alongside colleagues in services for people with learning disabilities to ensure that they understand the progression of the illness and can support people with developing dementia. We are now exploring synergies in other areas including mental health, dementia and criminal justice, as well as looking at how co-location of services might bring about a better service offer to individuals, their families and carers.

7.3 We have always looked for areas of emerging need and over the past few years we have seen shoots of growth in our counselling provision, including the diversification into an embryonic employee assistance programme. This programme is being offered to agencies who may not have access to such schemes in any other way, but whose staff need support as a result of being exposed to more vulnerable complex and traumatic situations. The

wellbeing of the workforce, in health and social care as well as in commercial agencies, is now being understood as a key element in organisational resilience and this initiative is being well received. The business strategy group has proposed that the Council look at how it might respond to other areas of emerging or critical need and has asked for further consideration of poverty, mental health provision, criminal justice, and early years, early intervention initiatives, as well as endorsing the continued roll out of Heart for Art as a key support for people with dementia to remain included and supported within their communities.

7.4 One of the key features in ensuring that people are not just experiencing quality care and support, but also the most effective care and support, lies in contributing to, understanding and interpreting the evidence base. Listening to the voices of the people who access our support, their carers and their communities lies at the heart of the work of CrossReach, and will continue to be an increasingly important factor in the design and delivery of future services. We are also building relationships with academic researchers and other partners, and have been or are currently involved in significant research studies around dementia, family therapy, the effects of stigma on children, and perinatal mental health. We are considering how to continue to contribute to and learn from such studies in the future, working alongside colleagues in Scottish Government as appropriate so that we can best inform policy and practice in Health and Social Care for the future, bringing the voices of people who use services to the heart of planning structures. We are also currently working with the Digital Health Institute to understand the potential use of technology in delivering support to those who use services. One of the areas under consideration is a virtual counselling platform with the ability to reach into remote areas of Scotland where confidential service provision can be difficult to deliver and people are at greater risk of feeling isolated. Making these platforms as accessible as possible both in terms of technological and cultural differences will be key to future success and we have already engaged with Bord na Gaidhlig to that end.

8. Part 2: 2016/17 – Review and Performance

8.1 Church of Scotland Strategic Framework

8.1.1 The work of the Council undertaken in the name of the Church of Scotland seeks to reflect the Strategic Framework of the Church. Some examples over the past year are:-

8.1.1.1 Serving the vulnerable

8.1.1.1.1 A partnership with Partick Housing Association has resulted in a purpose built provision of a supported living service for 14 people with mental health issues. Those who use the service have been actively involved in making choices about decoration and furnishings for the new building and a student recently on placement at Allarton House (CrossReach Care Home for 12 people) worked closely with them to consider the impact of such a transition to their new accommodation. This is a key example of working with people to support them in key areas of their lives.

8.1.1.2 Discovering and Encouraging Life in all its Fullness

8.1.1.2.1 No one knew as they celebrated the arrival of baby Duncan Currie the impact and significance this wee boy would have as he grew into adulthood. The year was 1923. Just twenty years later that 'wee boy' was sent to the Ruhr Valley in Germany as part of the famous Dambusters' mission. In 2013, having developed Parkinson's Disease, Duncan decided it was time for him to go into residential care and chose to move to CrossReach's South Beach House in Ardrossan. On the 4th of September 2016, Duncan was honoured during the Battle of Britain Memorial flight at the nearby Largs Viking Festival. At the end of the fly-by, the Lancaster Bomber tipped its wing to Duncan as a mark of respect. Duncan describes the move to South Beach as being very good. He enjoys the activities, food, visits from family and friends and the support in keeping up with his interests in the RAF. 'I want for nothing', he smiles.

8.1.1.3 Empowering Young People

8.1.1.3.1 In 2016, a group of 12 students from the University of Strathclyde, Business School Faculty, Management Development Programme presented their reports on research projects they had completed for CrossReach services to the CEO Peter Bailey and members of the management team. The projects were undertaken as part of the students' Social Responsibility Pathway choice within the Management Development Programme. When asked for feedback the students all responded that working with CrossReach had raised their knowledge and awareness of the range of difficulties people face on a day to day basis either due to social, economic or demographic disadvantages.

8.1.1.4 Developing Leadership

8.1.1.4.1 The Learning Disabilities Service User Forum is an example of people who use our services developing their leadership skills. In addition to organising the annual Learning Disabilities Forum they have organised safeguarding training for people within our services. The annual Forum meeting is "led by service users for service users" and features a varied programme of input on professional issues, workshops and fun. Comments from professionals in the field are:-

- "I don't think I've been at an event where I've felt so included, so welcomed and there has been such enthusiasm about people with learning disabilities having a voice". Linda Allen, Keys to Life Coordinator, Scottish Government.
- "It was great to see so many people using services who are active in the work of CrossReach National Forum". Clare Egan, Care Inspectorate.

8.1.1.5 Releasing the gifts of all the people

8.1.1.5.1 The Social Care Council's report to the General Assembly in 2016 included the supplementary report on the ongoing work of the Social Care Mission Officer to empower church congregations locally to run social care projects. During the course of 2016, 3 existing projects have been supported and 5 new projects have been

identified for support. The Social Care Mission work of the Council will form a supplementary report to the General Assembly.

8.1.1.6 Customer Service Excellence

8.1.1.6.1 Customer Service Excellence is a Government Standard for quality accreditation. The standard tests, in great depth, areas that research has indicated are a priority for customers. There are 5 criteria to the Customer Service Excellence assessment namely:

- Customer Insight
- The Culture of the Organisation
- Information and Access
- Delivery
- Timeliness and Quality of Service

8.1.1.6.2 After the initial in-depth assessment for the Award there is an annual update assessment to ensure the quality and customer service still merits the award.

8.1.1.6.3 A breakdown of the Services who have adopted Customer Service Excellence as a key part of their strategy is:-

- Children & Family Services 1 Service
- Adult Care Services 5 Services
- Services to Older People 19 Services

8.1.1.7 2016 Employee Survey

8.1.1.7.1 CrossReach surveys all its employees on a biennial basis. The last survey took place in February 2016.

8.1.1.7.2 CrossReach has a People Charter which sets out the commitments which employees can expect from CrossReach as their employer. It states the organisation's position on employment issues such as training, support and benefits. The questions asked in the Employee Survey measure the organisation's performance against the People Charter.

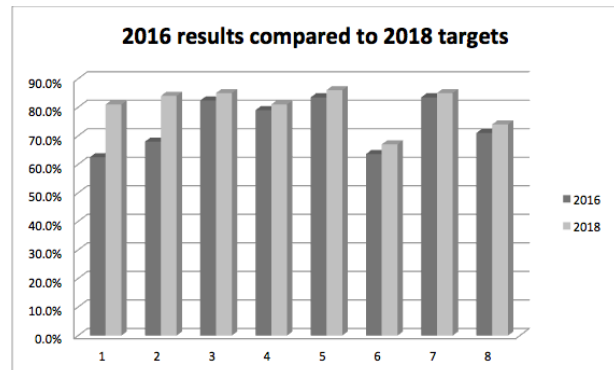
8.1.1.7.3 The questions in 2016 mirrored those asked in 2014, allowing direct comparisons to be made.

8.1.1.7.4 In all but 2 questions, employees answered more positively than in 2014. It is not a surprise to the Council but nevertheless disappointing that in the current financial climate the two questions on which answers were worse than the 2014 survey are:-

- CrossReach is committed to providing the best affordable conditions of service
- CrossReach is committed to providing the best affordable salaries possible

8.1.1.7.5 The response rate was lower than in previous years therefore management are exploring different ways to increase engagement levels in the 2018 survey.

8.1.1.7.6 Improvement targets have been set and published for 8 key questions in the 2018 survey:-



Question 1 agreed training needs	Question 5 treated by senior team in line with Ethos and values
Question 2 undertake Personal Quality and Development Plan	Question 6 best affordable salaries
Question 3 consulted on employment changes	Question 7 listened to and encouraged to contribute ideas
Question 4 treated fairly and consistently	Question 8 The Advisory Consultative and Negotiating Group consult and advise me on issues

8.1.1.8 Qualifications and Achievements

8.1.1.8.1 A highlight of the CrossReach year is the annual Service of Celebration where, in the presence of the Moderator of the General Assembly, we have the opportunity to celebrate the achievements of staff and volunteers. The sustained quality of our services is directly related to the skills and experience and willingness of our staff to undertake training. The following achievements were recognised at the 2016 service:-

Award	Title	Level	Total
Diploma in	Counselling Children & Young People		1
HNC	Social Care		4
MSc in	Dementia Studies		1
NAPA	Activity Worker Certificate	2	1
PDA	Administration of Medication		67
PDA	Health & Social Care Supervision		30
Specialist Paralegal	Employment Law		1
SVQ	Business Administration	3	1
SVQ	Health & Social Care	2	2
SVQ	Health & Social Care	3	16
SVQ	Health & Social Care	4	3
SVQ	Professional Cookery	3	1
SVQ	Housekeeping	2	1
SVQ	Social Services & Healthcare	3	17
SVQ	Social Services Children & Young People	4	2
Certificate	Physicare Instructor		1
BA	Nursing		1
SVQ	Management		4
Total			153

8.1.1.8.2 At the same Service 21 staff were recognised for achieving 20 years’ service, 6 for achieving 30 years’ service and 1 for 40 years’ service.

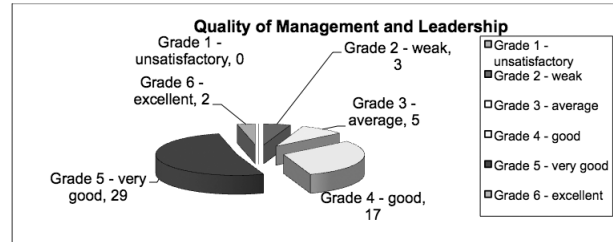
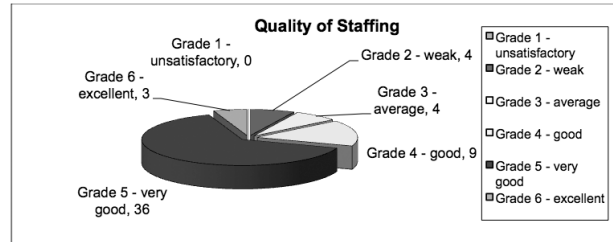
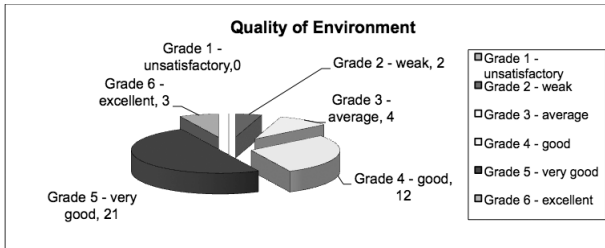
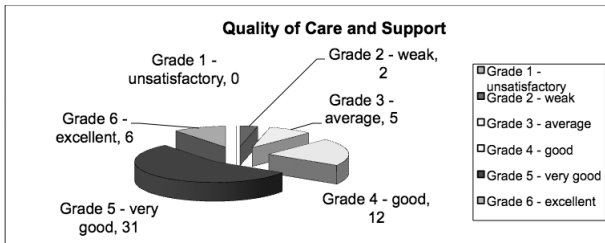
8.1.1.8.3 In addition the following awards were presented:-

- Ian Manson Adult Learner of the year – Beverly Joyce - Eskmills
- Ian Manson Award for Excellence – The Bungalow Team
- Volunteer of the year – Margaret Winhole
- Employee of the year – Kelly Ireland - The Elms

8.1.1.9 Care Inspectorate Grades

8.1.1.9.1 The independent regulatory body, the Care Inspectorate, inspect our services across four key inspection themes on a grading structure from 1 – unsatisfactory through to 6 – excellent.

8.1.1.9.2 The following charts below break down the Care Inspectorate Grades for each Quality Theme.



8.1.1.10 2016 Service User Survey

8.1.1.10.1 On an annual basis everyone who uses our services is given the opportunity to participate in our Service User Survey.

8.1.1.10.2 The survey form is outcomes based and covers questions on 3 key areas:

- Client outcomes
- CrossReach values
- Customer service

8.1.1.10.3 Core question themes were agreed for the whole organisation however wording was tailored for individual service user groups. In addition pictorial and large print forms were available.

8.1.1.10.4 69% of the forms issued to Service Users were returned, this is marginally less than the response level received in previous years. The responses received were exceptionally positive with only 3 of 19 questions receiving a total positive response of less than 90%.

8.1.1.10.5 Each service reviews their survey results and develops an action plan to identify improvements which can be made as a result of the feedback received through the survey. Staff and service users jointly develop an action plan which focuses on key areas, particularly the three questions which received the lowest positive responses in their Service.

8.1.1.10.6 Below are 5 key areas and the responses received:

- 90.2% agreed the Service helps them to remain/ become more fulfilled
 - 42.5% responded strongly agree
 - 47.7% responded agree
- 95.3% agreed the Service helps them feel safe and secure
 - 53.9% responded strongly agree
 - 41.4% responded agree
- 92.3% agreed the Service helps them to feel valued and included
 - 42.9% responded strongly agree
 - 49.4% responded agree
- 99.1% agreed the Service accept and respect them
 - 68.1% responded strongly agree
 - 31.0% responded agree
- 98% agreed the Service treat them fairly and consistently
 - 64.2% responded strongly agree
 - 33.8% responded agree

8.1.1.10.7 Comments from Survey Forms

8.1.1.10.7.1 The comments received were wide ranging a sample of these are:

- "All the staff go out their way to help and make sure the people in their care are supported, respected and answer any questions and deal with situations as they arise."

- "I am sure that the care offered by the home has helped my mum enjoy the last 12 years that she has been in the home."
- "I get treated with compassion, fairness and respect by staff and my counsellor."
- "I don't know what I would do without them."

9..... and Finally

9.1 Whilst the external environment is challenging, CrossReach continues to introduce new and creative initiatives, building on its reputation for pioneering and innovation in the social care sector. Here are one or two examples from the last year!

9.1.1 Heart for Art Expansion

9.1.1.1 As a result of its pioneering work in establishing Heart for Art (creative art for people with dementia) the Council now operate 10 groups across 10 different Local Authority areas allowing engagement with more people living with dementia and their families. Participants engaged with the project continue to express what they value about being involved.

- "I never used to like art. I haven't done it for years. I remember being told off at school, "that's not the way to do it." But I think this is very good, I enjoy it and I'm chuffed I've done it." (Participant-Musselburgh Group)

9.1.2 Morlich Goes Down Memory Lane

9.1.2.1 As part of a reminiscence project for Morlich House, a home for older people in Edinburgh, a fifties themed street has been developed complete with its own sweet shop. People who use the service have been involved in the initiative in terms of the décor of the fifties house and the sweets in the shop, ranging from Highland Toffee to sherbet lemons!

9.1.3 3rd Annual Dementia Ambassadors Conference

9.1.3.1 Over 50 CrossReach Ambassadors came together to share developments within the dementia field and hear from experts in dementia care. Speakers from the Scottish Dementia Working Group and the Promoting Excellence

Team from Scottish Social Services Council addressed the delegates on creating a portfolio of development through Open Badges and Leadership, two very important elements of the Dementia Ambassadors role.

9.1.4 CrossReach Taxi

9.1.4.1 If you live in Edinburgh, watch out for the CrossReach cab travelling across the capital's streets. Taxi number 507 will carry the CrossReach branding on the outside and on the back of the seats for the next 12 months. The idea was a joint initiative between the Business Development and Human Resources departments and is designed to help raise the profile of CrossReach. One of the taxi's first jobs was to take the Moderator to engagements around Edinburgh during CrossReach Week.

9.1.5 Simpson House at 30

9.1.5.1 The quality and importance of the work of Simpson House in Edinburgh with both adults and children was recently recognised by the City of Edinburgh Council as they sought to change delivery models in the capital in order to streamline and improve services offered to people living with a substance misuse issue. Both services have been successful in partnership bids to deliver therapeutic support for the next three years, along with a wider range of services which will continue to be charitably funded. As a result they will be able to continue to bring hope in what can be the darkest of places. Here is a testimony from one of the many hundreds of people who have been helped by Simpson House over the past 3 decades:-

- "Before I came to Simpson House I had a barrier that no one got through, I didn't trust people. Now I realise that I am in control of the barrier and who I let through. Coming to counselling was the hardest and scariest thing I have ever done in my life but it is also the best thing I have ever done."

9.1.6 All aboard!

9.1.6.1 Parked outside Polmont Young Offenders Institution is a brightly coloured double decker bus. This is no ordinary bus! In fact it's the Family Bus, also known as the Polmont Visitors' Centre which supports family members when they come to visit a relative. £1.8 million of public money has been committed to fund Visitors' Centres over the next 3 years. The fact that the money is provided from 3 portfolios – community justice, public health and early years – acknowledges the work that the centres do with children and families across a whole range of Government policy. The bus is lovely. Inside it's got a kitchen, a play area for children and seating area for families to chat to staff. Obviously a building would be the ultimate dream but at the moment the bus serves the purpose and definitely meets a need.

9.1.7 Talking Mats

9.1.7.1 Talking Mats is a method of supporting people with communication challenges - for example, those with learning disabilities, dementia or a stroke, as well as children and young people with additional support needs. This interactive tool ensures that the individual is at the centre of the planning process and assists them to express their views. CrossReach was keen to exploit the potential benefits of this exciting but expensive innovation, so a successful bid to the Sir Duncan Carmichael Trust for funding enabled training to take place and gain some practical experience.

10. Appreciation

10.1 As a Council we are grateful to the whole Church for its support in so many different ways. One particular example which we believe is worthy of special mention this year is the support we have received over many years from **St Andrews Church, Liverpool**. Since 1996 they have given annual donations amounting to £54,000 up until their dissolution in late 2016. During a wonderful service of reminiscence and thanksgiving for the witness for Christ in Liverpool since 1824 and to mark the dissolution, the Convener and Chief Executive were overjoyed to receive a cheque for £20,000 for the work of CrossReach. The

donation will be used to develop our Social Care Mission work across the whole church. Alongside this the congregation have also made provision for future support to CrossReach through a St. Andrew's legacy fund held in trust by the Presbytery of England. We are hugely grateful to those who worshipped at St. Andrew's and wish them well in their new places of worship whilst assuring them that their witness lives on as a result of their sacrificial giving to CrossReach.

In the name of the Social Care Council

BILL STEELE, *Convener*

IRENE MCGUGAN, *Vice-Convener*

HUGH MAURICE STEWART, *Vice-Convener*

PETER BAILEY, *Council Secretary and Chief Executive of CrossReach*

ADDENDUM

Peter Bailey

With a Master's degree in Personnel Management at the University of Strathclyde and coming from the public sector, Peter Bailey joined the Church of Scotland's Board of Social Responsibility in January 1992 as Head of Human Relations. His role soon broadened to include the post of Head of Public Relations, all at a time when the Board operated from within the Church Offices.

Moving with the Board in 1993, he was involved in managing many of the complex issues surrounding the establishment of the service as it relocated to its new operational headquarters at Charis House.

In the years that followed he contributed much to the restructuring of the organisation as it transformed into CrossReach, the social care organisation that it is today.

Early in 2009, Peter stepped up to take interim responsibility for running the organisation until a formal recruitment process could be undertaken.

Peter brought to the role a strategic mind, one which invoked a real sense of value for the staff as he laid a gentle but firm hand on the tiller. It was, therefore, with great delight in all quarters that Peter was convinced to put his name forward and was subsequently successful in achieving his appointment as Chief Executive Officer.

In the words of the Convener at the time "Although Peter is a committed employee of some year's standing, I would want to stress that we are fortunate to have been able to secure someone of such high calibre and we look forward to the future under his leadership."

During his first years in office, CrossReach underwent a significant re-structuring exercise which Peter correctly identified as the springboard to achieving long term stability of the Church's contribution to social care.

Through the following years he has built a strong team around him. Encouraging both the leadership and the wider work force, he has engendered a palpable sense of loyalty which is recognised and appreciated throughout CrossReach.

A pragmatic approach, a good sense of humour, a high level of commitment to the role, together with humility and fairness in all his dealings are collective benchmarks of his leadership which have undoubtedly helped support the organisation through some extremely turbulent times in the world of social care. Good characteristics in themselves but when incorporated with his strong Christian faith, have helped the organisation, through purposed leadership, to demonstrate the grace and love which are to be found in Christ's own example.

Peter has been much involved in the wider social care arena, in particular representing the voluntary sector in negotiations for the National Care Home Contract rate including the drive to achieve a living wage for the workforce, as a result of which, he is held in high regard by many of his peers both in the social care sector and beyond.

While the Council recognises that he will not 'put his feet up' but will continue to serve in other ways, it puts on record its sincere gratitude to Peter for all he has been and done both in his roles on the Church's Senior Management Team and the management of the Social Care Council. We wish him, and his wife Anne, a long, rewarding and happy retirement.

In the name of the Social Care Council

BILL STEELE, *Convener*

IRENE MCGUGAN, *Vice-Convener*

HUGH MAURICE STEWART, *Vice-Convener*

APPENDIX A

LIST OF SERVICES

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)
- Finniescroft Farm (Lennoxton)
- House of Newburn (Arnprior)
- Mill Muir Farm House (Gargunnock)
- 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
- Polmont 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)

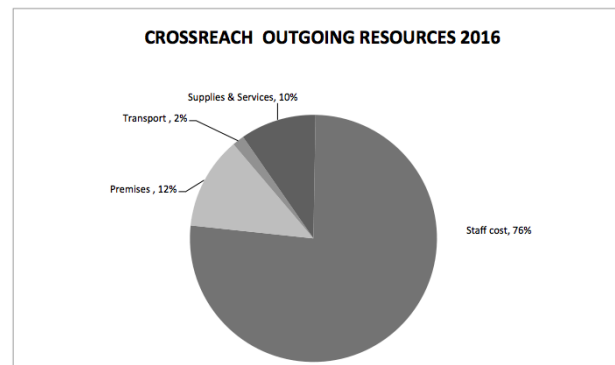
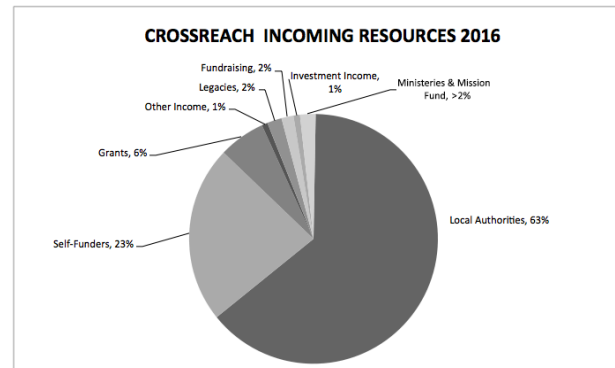
Services to Older People

- Achvarasdal (Thurso)
- Adams House (Elderslie) – *Dementia*
- Auchinlee (Campbeltown) – *Dementia*
- Balmedie House (Balmedie)
- Bellfield (Banchory)
- Budhmor 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 (Broomhill & Stamperland)
- Heart for Art, Kirkcudbright
- Heart for Art, Musselburgh
- Heart for Art, Stonehaven
- Heart for Art, Tighnabruaich
- 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



APPENDIX C

MAIN LEGISLATIVE DRIVERS

Political Drivers

Impacting Across All Service Areas

- Self-directed support (Scotland) Act 2013
- Public Bodies (Joint Working) (Scotland) Act 2014
- Mental Health Strategy 2013-2016. (New Strategy Imminent)

Specific to Operational Directorates

- Reshaping Care of Older People (a programme for change 2011-2021)

- Scotland's National Dementia Strategy (2013-2016)
- Living and Dying Well (updated 2012)
- Keys to Life - Scotland's learning Disability Strategy 2013
- Community Justice (Scotland) Act 2016
- National Drug Strategy (Road to Recovery) 2008
- Scotland's Alcohol Strategy 2009
- Children and YP (Scotland) Act 2014
- National Parenting Strategy 2013
- National Play Strategy 2013
- Child Poverty Strategy for Scotland 2014-2017
- Higher Aspirations, Brighter Futures 2009
- Doran Review 2010

APPENDIX D

EMPLOYEE NUMBERS

Comparison of Employee Numbers between 2016 and 2017

	Full Time		Part Time		Total		Full Time Equivalent	
	2016	2017	2016	2017	2016	2017	2016	2017
Operations Staff	415	436	880	865	1295	1301	989.40	994.25
Relief Staff			475	515	475	515	120.78	111.40
Executive, Office Support Staff	68	68	20	23	88	91	78.78	81.50
Total	483	504	1375	1403	1858	1907	1188.96	1187.15

APPENDIX E

EMPLOYMENT POLICY 2004 – MAIN CRITERION

In June 2004 the Executive Committee of the then Board of Social Responsibility in light of the Employment Equality (Religion and Belief) Regulations 2003 agreed that all posts would be assessed on an individual basis as to

whether a Genuine Occupational Requirement (GOR) existed for the post holder to have a Christian Commitment against an agreed criteria. A summary of the criteria is as follows:-

1. That a GOR can be justified for care posts and posts that have a regular supporting relationship with service users by virtue of the requirement

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- to show Christian love and care to service users, participate in and/or lead Christian worship with other staff, and where appropriate, service users and explain the Christian Faith to service users and others who ask.
2. That a GOR can be justified for posts where the duties involve a 'public face' of the organisation or who have regular involvement with the public.
 3. That a GOR can be justified for posts forming the Senior Management Team on the basis that they must uphold, maintain and promote the Christian Ethos.
 4. That a GOR can be justified where the duties involve the development, maintenance, review and administration of policies deriving from the Christian Ethos.

[1] Scottish Government

[2] Mental Health Foundation

[3] SAMH, NSPCC 2015, NCT

[4] Scottish Government

[5] Families Outside

[6] National Records of Scotland

[7] Scottish Government

[8] Alzheimers Scotland