



# Space

## Three Year Strategy 2024-2027

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## Executive Summary

At **Space @ The Broomhouse Hub**, our strategy is focused on learning from the past, capitalising on recent successes, and introducing new projects to support our ambitions. In the face of societal challenges, we are committed to improving the lives of individuals facing difficulties. Our approach centres on community, enterprise, and people.

Our work alleviates isolation, adds value to lives, and facilitates positive development. We support all ages and demographics in our community. We have Bookbug for babies and their guardians, support for carers from age 5, employment help from 16+, help for refugees and asylum seekers, befriending for children affected by parental addictions, counselling and mental health services and The Beacon Club supporting over 65s with dementia and our community café providing work experience, volunteering opportunities and more. We provide groups, classes, activities, peer support and more for all individuals. Our aim is to take a whole family approach and address the root causes of poverty or disadvantage.

As we embark on the years ahead, we anticipate both excitement and challenges. We remain committed to living our values, building trusted relationships, creating supportive communities, and identifying opportunities that align with our expertise and experience.

We constantly evaluate our work, ensuring our ability to support more individuals, promote understanding of our values, invest in our team, build communities, leverage our strengths, collaborate effectively, strengthen our funding base, and manage risk responsibly.

Our key ambition is to help those we engage with to achieve the more meaningful change they want. In this light, our overarching **strategic aims** over the next five years are to:

- Develop and diversify our funding streams in line with our sustainable growth strategy
- Invest in our staff and volunteers' ongoing development and wellbeing through fair working practices
- Deliver our objectives by continuing to innovate and develop our areas of strength
- Improve how we gather, analyse, and utilise data for better strategic decision-making and to influence policymaking
- Nurture relationships with external audiences by telling our story through appropriate communication channels

To ensure we stay focussed on our key areas of delivery, year on year, we will ask our **core questions** of our current and future work, turning the challenges into an opportunity to emerge more robust and resilient:

- Will we be better able to support more people facing isolation and loneliness due to poverty or mental health challenges?
- Will more people understand our values and our commitment to trusted relationships by their experience of our work?
- Will we be able to continue to invest in our staff and volunteers so that they can best work to our values and our way of working?
- Does it build community and/or communities?
- Does it play to our strengths and skills, growing out of what we already do?
- Are we best placed to deliver this work, or would collaboration best suit delivery?
- Will it improve the diversity and strength of our funding base?
- What is the risk that this work would breach our reserves policy?

With our dedicated approach to improving lives, leveraging community strengths, and fostering collaborations, we are confident in our ability to make a meaningful and sustainable impact. We will continue to create positive change and empower individuals facing challenges.

## Growth Strategy

We face challenging questions regarding our growth strategy, such as determining the pace of growth, assessing the demands on our resources, exploring opportunities for growth, maintaining quality standards, and considering the political, economic, social, and technological landscape.

## Evidence of Need

Despite being Scotland's wealthiest city, Edinburgh faces significant disparities, with over 78,000 individuals living in poverty. Health inequalities persist, driven by income disparities. Our work at Space @ The Broomhouse Hub becomes critical in addressing the profound impact of poverty on health and wellbeing.

There is recognition of 'best practice' being holistic, values-led, relationship-based, person-centred approaches, where the supported individual shapes the aspirational outcome and how they achieve it. We should develop our 'assets-based' approach, i.e. looking for people's strengths, rather than 'we can fix you', e.g. developing our counselling/coaching approach.

Our research findings are captured in a summary of the Edinburgh Poverty Commission and Edinburgh Carbon Climate recommendations:

- The right support in the places we live and work
- Fair work that provides enough to live on
- A decent home we can afford to live in
- Income security that offers a real lifeline
- Opportunities that drive justice and boost prospects
- Connections in a city that belongs to us
- Equality in our health and wellbeing
- A Commitment to Green Economic Recovery
- Localise services, support, and infrastructure to build community resilience
- Focus on investment in wellbeing in natural and built environments

## Community Consultation

We included a broad range of stakeholders in determining our strategy. Conversations revolved around sustaining current initiatives, scaling up successful projects, and starting new ones.

The strategic points that emerged inform our strategy, including developing what we do well, working cross-project internally, developing our processes, increasing cohesion across locality services, improving transport facilities, listening to the local community, and increasing open-access offerings.

## Our Model

We are committed to maintaining our organisational sustainability and fostering a cohesive environment for our staff and volunteers. Our strategy involves preserving our ethos, nurturing relationships, and building on our existing work. We aim to enhance our core competencies and adapt to seize opportunities for progress.

Despite the challenges of austerity, increasing demand, and changes in potential funding streams, we have managed to double our income and workforce in the last five years. We understand the demands this growth has had on our organisational infrastructure and our capacity to sustain our ethos and the quality of our work.

## Our Strategic Development Plan

Our strategy plan revolves around four fundamental questions: Why? How? What? and When? These are part of our 'whole family' approach, designed to deliver the right support from the right people at the right time.

When individuals reach a crisis point, it profoundly impacts their lives and places additional strain on health and social services. Over the long term, this prevents people from realizing their full potential, leads to family breakdowns, perpetuates cycles of poverty, and contributes to poor housing and homelessness. These challenges reverberate negatively throughout communities and society at large. Space offers prevention and early intervention support to effectively tackle many of these issues.

However, some solutions merely act as 'sticking plasters.' While assistance with energy bills is valuable, it doesn't address the root causes of poverty. Rather than focusing solely on individual cases, we must consider the family unit. Family cohesion plays a crucial role in building resilience. By collectively addressing challenges, we can create a roadmap toward positive outcomes for everyone involved.

The "Why?" serves as our driving force and purpose, rooted in our strong belief in the positive impact we can make in the lives of individuals and communities. It is this unwavering conviction that fuels our determination and guides our decision-making at every step.

The "How?" is our strategic approach, designed to leverage strengths, enhance resources, and adapt to emerging challenges. We strive to be agile and innovative in our methods, constantly seeking new ways to deliver effective solutions and drive sustainable growth.

The "What?" represents our concrete actions and initiatives; building on our current successes, we will continue to expand our program areas, social enterprises, and projects while nurturing meaningful collaborations and partnerships. We remain committed to making a tangible and lasting difference in the lives of as many people as possible.

Lastly, the "When?" signifies our forward-looking perspective; by setting clear goals and timelines, we ensure a sense of focus and urgency in executing our strategy. We understand that timing is crucial, and we will seize opportunities as they arise while also being mindful of the need for careful planning and preparation.

To evaluate our alignment with our aims and goals, we'll regularly assess our current and future work. Despite challenges like austerity measures, the cost of living crisis, and economic uncertainty, we view them as opportunities for growth. We'll analyse the needs of all age groups and adjust our approach to meet those needs. Proactive risk assessment and contingency planning will be crucial for successful project delivery.

We've identified five potential risks to our services:

1. **Funding Shortfall:** Reduced funding could hamper health and social care initiatives, leading to reduced impact or project closure.
2. **Workforce Crisis:** A shortage of skilled staff could disrupt project delivery, increase workloads, and compromise quality of care.
3. **Technological Failures:** Dependence on outdated technology could risk inconsistent maintenance, data recording, and GDPR breaches, hindering project progress.
4. **Policy Changes:** Unexpected changes in government policies can impact project timelines and objectives.
5. **Community Resistance:** Backlash or lack of support for health and social care initiatives can create issues, potentially impacting project delivery. These risks will be added to our register for awareness and mitigation.

## Priority Areas of Work:

1. **We will increase our earned income generation** via our enterprise and employability projects by expanding ethical profitable food offerings with a focus on high-end social enterprises. We'll enhance training resources, seek accreditation, and establish employer relationships for income-generating opportunities.
2. **We will develop our evidence based health and social care work** by innovating to deliver effective projects, identify citywide opportunities by community, and focus on intergenerational, whole person, whole family wellbeing where people tell story once and are supported to the required services. This will be based upon current research and evidence of need, gathered publicly and from our members.
3. **We will increase the accessibility of our community hub** by strengthening our role as a community anchor organisation, using public consultation data to develop our building and ensure a healthier, vibrant, connected community.
4. **We will connect services across the city and locality** by working as a network lead in South West Edinburgh. As a local anchor hub, we'll connect communities across the city, ensuring easier access to socially prescribed support, by developing our 'interdependence' model.
5. **We will improve our use of data and technology** by leveraging technology to improve work quality and efficiency. We'll research and implement initiatives like cloud computing, data analytics, AI, and automation. Our use of data will help evidence that our approach works, aiding our influence on public policy and recognition of our impact.
6. **We will develop and nurture our people, whether members, volunteers or staff**, to reach their desired potential by ensuring they are resourced to deliver at their full capacity. We will invest in their learning and wellbeing to ensure they are best equipped physically, emotionally and mentally.

## Conclusion

The antidote for loneliness is a mix of love and connection - all our work centres around wellbeing and reducing isolation, creating connections and building our communities.

We've included stakeholders in our strategy planning through events, conversations, and forums and aim to consolidate our strengths while managing growth. We'll foster innovative thinking, measure impact, and manage risk. We engaged diverse stakeholders through events, conversations, and forums.

Under 'Sustain, Scale, and Start,' we prioritize consolidating strengths while embracing new opportunities. We'll foster innovation, measure impact, and manage risk, remaining a robust organisation committed to serving our communities.

As we embark on this strategic journey, driven by our passion, guided by our values, and supported by our partners and funders, we will progress confidently, creating positive change. Our strategy aligns with our purpose, and we are committed to making an ever-increasingly positive impact.