



grassmarket

community project

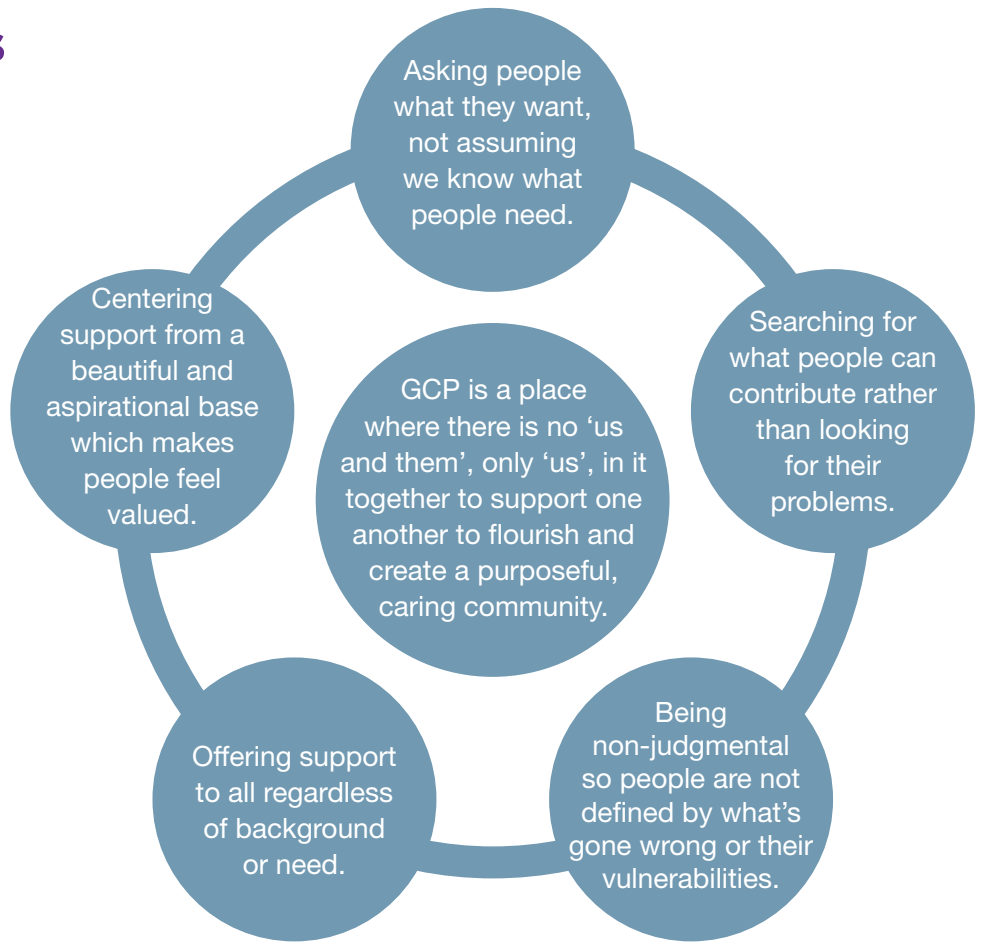


3 YEAR BUSINESS PLAN
2021-2023

Our Foundations

Founded in 2010, our roots go back many centuries to the work carried out by Greyfriars Kirk and the Grassmarket Mission as they walked alongside the most vulnerable citizens of Edinburgh.

GCP has evolved into a member led organisation operating from a purpose designed centre in Edinburgh's Grassmarket, supported by a range of social enterprises, where members of the project contribute to the success, and indeed viability of the project. We have done so by developing **6 key principles**.



Our Values

As a community, GCP does not exist in order to move people on, choosing instead to journey alongside the most vulnerable people in society for as long as it takes. We are an anchor for vulnerable people and our community by providing hope and by living our values.

Our Strengths

Our strength comes from our diverse members; enterprising activities; events and experience. We do not offer fixed programmes through which members are expected to progress. Members are supported to develop skills that allow them to be as independent as possible. We are creative in finding solutions to individual needs, thereby developing self-belief. This does not dilute our values – it makes them stronger and more effective by giving us the flexibility to focus our efforts on meeting the needs of our members.

We see members achieving things that they would not have thought they could achieve. They develop friendships and bonds with people from differing backgrounds. Having learnt new skills in a safe and supportive environment, they see the difference in how they cope with situations. Many members use this new-found self believe to encourage others and take up the challenge of volunteering to help others. Some have even moved into roles within our social enterprises.

Our Impact on Society by 2024

As a result of our work, vulnerable people in Edinburgh and across the wider neighbouring regions of central Scotland, undergoing transition in life or with a disability or facing multiple barriers will be more:



Our Impact On Our Members by 2024

As a result of our work, our members will tell us that:

IMPROVED SELF CONFIDENCE & INDEPENDENCE

- 75% have improved their ability to manage their life and have greater self-esteem
- 75% are more skilled in an area and more independent
- 20% attend cooking classes

INCREASED SOCIAL NETWORK

- 50% have made new friends or formed new relationships in GCP
- 50% have improved relationships with family or existing friends
- 50% will have formed new friendships/engaged in positive activities or classes outwith the project

INCREASED RESILIENCE

- 75% have improved their ability to cope with change, transition or challenges

IMPROVED WELLBEING

- 20% participate in physical activities provided by GCP
- 50% enjoy greater mental health because of attending GCP
- 75% experience less or no anxiety whilst attending the project
- 25% enjoy a 2 course healthy lunch or dinner each week with us

INCREASED ECONOMIC OPPORTUNITY

- 10% enter into employment or training for employment after prolonged unemployment or for the first time
- 50% volunteer and/or train in the social enterprises in employable skills gaining experience and maybe qualifications
- All posts and paid traineeships are considered for members
- 4 Paid Pre-apprenticeships will be offered each year (2 in catering and 2 in woodworking)
- 1 full-time 9 (25 hours+) Volunteering Opportunity will be offered each year

INCREASED PARTICIPATION IN SERVICE DELIVERY

- 10% attend our monthly members meetings
- Our Steering Group of no less than 6 members meets monthly
- A member serves on our Board
- At least 3 members attend our annual Strategic Events

GREATER KNOWLEDGE OF RIGHTS, SERVICES AND SUPPORT

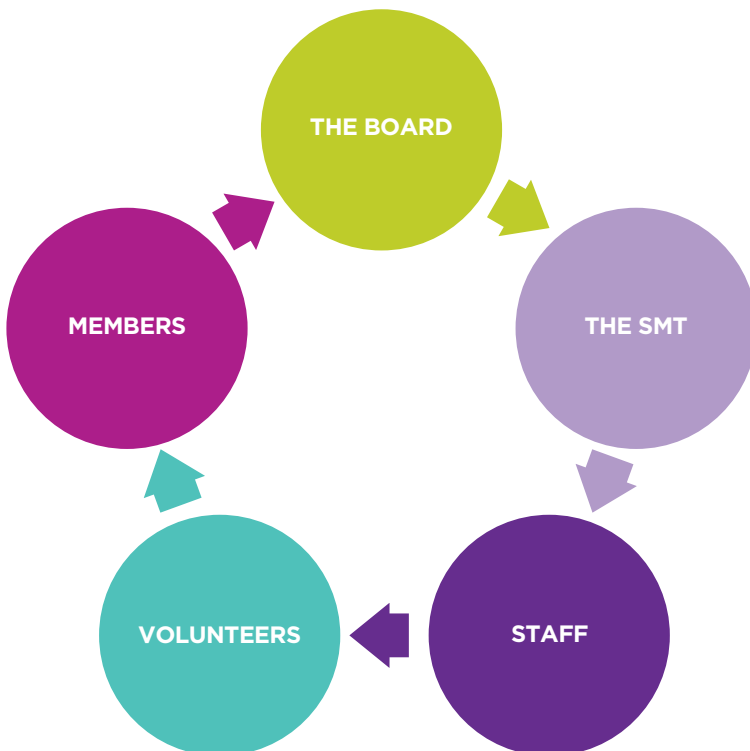
- At least 10% of members participate in partnership events with Scottish Government, Local Government, agencies or decision makers
- A weekly Benefit support service is open for them
- GCP partner with specific relevant support groups e.g. Housing

Our Resources

We will resource the difference we make using a blend of investments, donations, grants and social enterprise activity stewarded by the expertise provided by our skilled staff and volunteer team. By 2024, the majority of our income will derive from social enterprise.



Our Governance



Our Board will meet 5 times a year, supported by 3 sub-groups: *Finance & Fundraising*, *Communications* and *HR* to set the strategic direction, oversee financial management and ensure legal compliance, member & staff support and best practice at all levels of the charity.

Our SMT under the leadership of the CEO will provide day-to-day operational management and implementation of the strategic vision – focusing on our member’s, volunteer’s and staff’s development needs.

Our staff will be employed on the Living Wage and be provided with the resources & training they need to meet the highest standards for our members & customers. They will receive paid development days to support their self-care and their mental wellbeing. A staff member will attend every Board meeting.

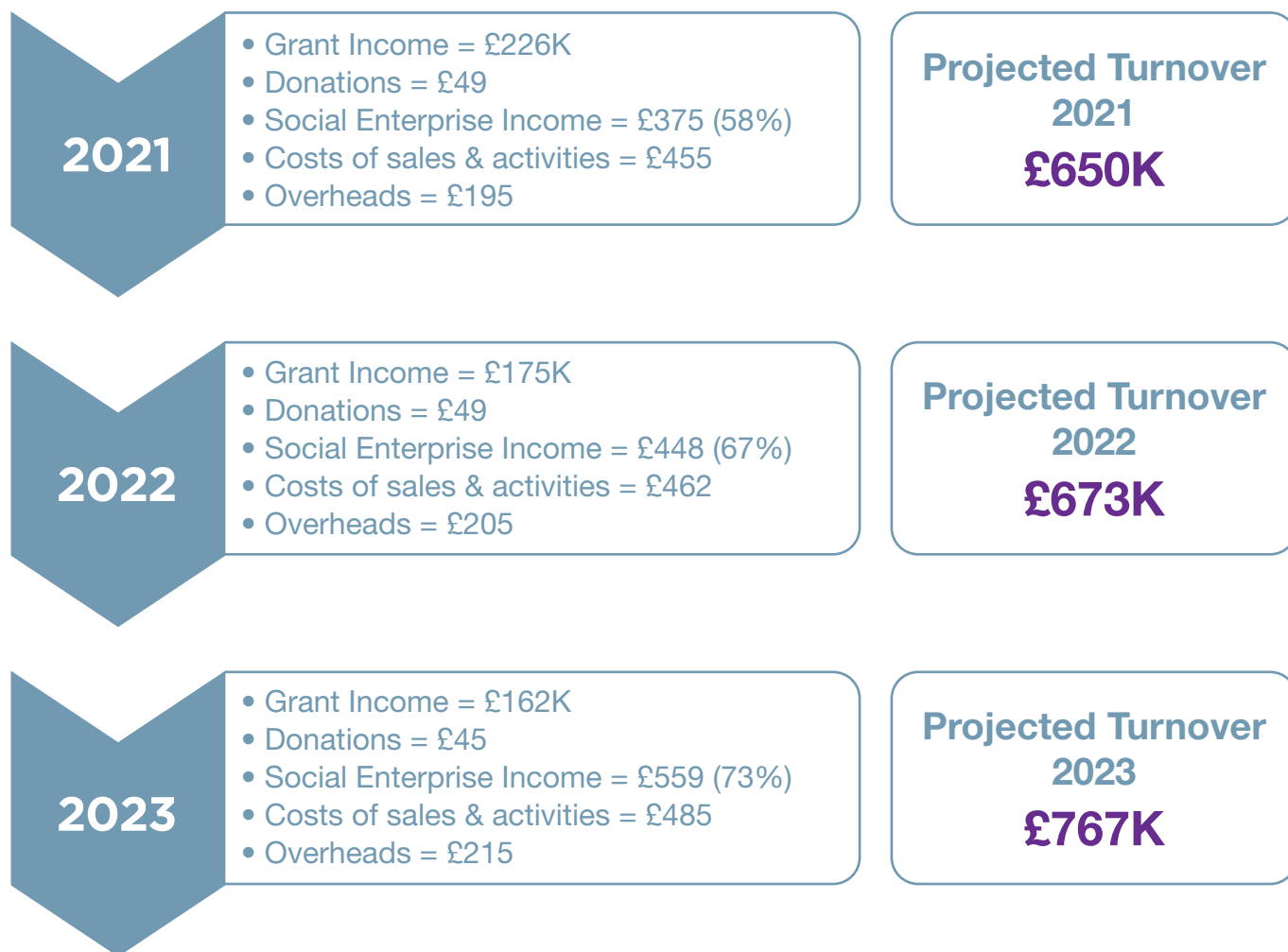
Our volunteers will be supported via regular monthly meetings, provided with free training and on-going supervision to enabling them to develop their skills and confidence. They shall have their contribution celebrated at least twice a year.

Our Members shall co-design and review all our services, activities and social enterprise opportunities. They shall have monthly meetings with staff and volunteers. They shall form a Steering Group which shall meet monthly and this steering group will elect a Member Representative to attend our Board meetings.

Our Social Enterprises

| SOCIAL ENTERPRISE | DESCRIPTION | 2021-2024 OBJECTIVES |
|--|--|--|
|  <p>WOODWORK</p>  <p>Grassmarket Furniture</p> | <p>Produces high end furniture and gifts from recycled wood, predominately reclaimed church Pews, and donated felled trees. All products are commissioned by and designed to customer's exact specifications. Many use wood that is no longer commercially available. Our members & trainees work alongside our Woodwork workshop manager creating bespoke furniture, plaques, awards or play equipment. Not only do they learn woodwork skills, they also acquire valuable life skills and an increased confidence in a supportive and nurturing environment. A weekly drop-in group is run to support taster sessions.</p> | <ul style="list-style-type: none"> • Train 2 paid <i>Pre-Apprentices</i> every year [targeting those furthest from the labour market] • Establish ourselves in 2 new markets: Furniture restoration and online & in-house retail • Support a minimum of 30 members a year using woodworking and enterprising skills as a therapeutic process to encourage creativity, build confidence, skills and self-worth • Increase sales sufficient to employ an Assistant Manager by year 3 funded in full from profits |
|  <p>CATERING</p>  <p>Grassmarket Events & Cafe</p> | <p>The fastest growing and largest of our social enterprises, currently operating on 6 sites, our catering department, covers everything from providing coffee to tourists, breakfast and lunch to builders and catering to the needs of events clients and office staff. We also provide an outside catering service that caters for small and large scale events. Our catering department teaches skills in catering and provides supported employment roles and paid work as well as volunteering opportunities and pre-apprenticeships for our members</p> | <ul style="list-style-type: none"> • Train 2 paid <i>Pre-Apprentices</i> every year • Establish replacement social enterprises on construction sites when contracts expire. • Maximise use and revenue generation from new courtyard building extension • Provide over 7,500 free meals over the year to our members (1,500 of which targeted at people who are homeless, roughsleeping, vulnerably housed or have no recourse to public funds) • Deliver 192 hours of cooking classes to members (either on line or in person) |
|  <p>TARTAN</p>  <p>Grassmarket Tartans</p> | <p>Predominantly volunteer led, designs and produces small gift items and accessories, sold in the Grassmarket café, on line and craft fairs. This enterprise gives members the opportunity to learn more about textiles, teaches sewing skills by hand and machine in a supportive environment, which helps to increase confidence, improves communications skills and experience working by themselves, but also as part of a wider team.</p> | <ul style="list-style-type: none"> • Blend more with Grassmarket Furniture to provide unique wood-tartan furniture and gifts • Promote and expand our retail presence on line, in the cafe and out with the centre • Support a minimum of 20 members a year using sewing and enterprising skills as a therapeutic process to encourage creativity, build confidence, skills and self-worth • Increase sales over 3 years sufficient to employ an Enterprise Manager from profits |

Our Finances



Our Three Year Vision

In 2024 our community will:



- Have adapted to the new social and economic circumstances brought about by COVID-19



- Continue to live and model our values and person-centred approach



- Be part of a wider community in which similar projects are established based on our shared values



- Be more financially independent thanks to increased sustainable income



- Be in a place of relationship with the most vulnerable of our society.

"a good place to be"



grassmarket.org



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