



5-Year Strategic Plan, 2022-2027

Bridgend Farmhouse

Prepared by Michele Henry for the Bridgend Strategy Group, in collaboration with its community members, volunteers, staff, Board of Directors / Trustees, and in consultation with Inspiring Scotland.

September 2022 — Version v1.3

Foreword

Since opening the doors of Bridgend Farmhouse in 2018, we have made a positive impact on members of the surrounding community. We have created this Strategy Plan to focus on several specific topics that will allow us to enhance our offerings and ensure Bridgend's future stability whilst keeping aligned to our existing Vision, Mission and Values.

We are proud to operate as a Development Trust and strive to help our neighbourhood flourish through community-led activity, partnership working, and enterprise.

Bridgend Farmhouse looks to benefit not just people, but the local environment and have Common Good Land through community participation and positive sustainable changes. We will also work with others who share our vision and values.

Key to the original mission of Bridgend Farmhouse, we look to action environmental sustainability through community development and engagement in environmental, outdoor, and sustainable activities.

The farmstead was once at the heart of the community, is still at the heart of the community, and ready to serve it. - John Knox, Chair of the Board

Vision

Learning, working, and growing together to develop a flourishing community and place.

Mission

Building lives in a healthy and sustainable community, together.

Values

- Welcoming
- People Power
- Care and Justice
- Enabling
- Creativity
- Belonging

Focus Areas of Strategic Plan

The Strategic Plan serves as a guideline to focus Bridgend Farmhouse's activities over the 5-year period of 2022 to 2027. The purpose is to have a set and agreed way forward to focus on key activities that will help support, strengthen, and grow the Bridgend Farmhouse community.

Three key areas have been identified for strategic focus during this 5-year period. Bridgend Farmhouse is to ensure that activities which align to these focus areas are given priority over other activities, so that its community can strengthen and stabilise these core objectives first before widening their scope.



3 Key Areas of Focus:

1. Enhance community spirit
2. Promote environmental sustainability
3. Ensure operational stability



Each key focus area is to build upon existing frameworks and activities on offer at Bridgend. Special consideration should be given to these key areas when allocating resources of time, persons, and financials.

The 3 key areas are to be managed per this Strategic Plan and the supporting Business Plan. It is helpful to understand the relationships between key areas, and how focusing on 1 area may in turn benefit another area. For example, increasing participation could create more awareness of how Bridgend Farmhouse is community run, and then lead to more persons volunteering. Also, increasing cafe purchases could lead to a healthier bank balance, and thus more operational stability.

How to Support Strategic Areas

1

Enhance Community Spirit

- Promote and enable collective ownership and democratic participation in our various work groups and sociocratic structures
- Develop services that respond to local community actions, research, and feedback from our forums and sub-groups
- Enhance communication and awareness
 - Internal: promote good community spirit between staff, volunteers, members, Board, and different activity groups
 - External: create additional targeted publicity for residents and entrepreneurs within the local area of benefit
- Focus on what makes Bridgend Farmhouse a special place to be, and market this accordingly
- Support volunteers and staff, as appropriate and proportional
- Support community members, as appropriate and proportional

A few of many things that make Bridgend special...

Community Control & Spirit

Allotments

Cafe & Kitchen onsite

Farm 2 Fork

Workshops & Training

Welcoming of all

Affordability

*Accessible location to nature
and public transport.*

A place to learn, grow, and be.

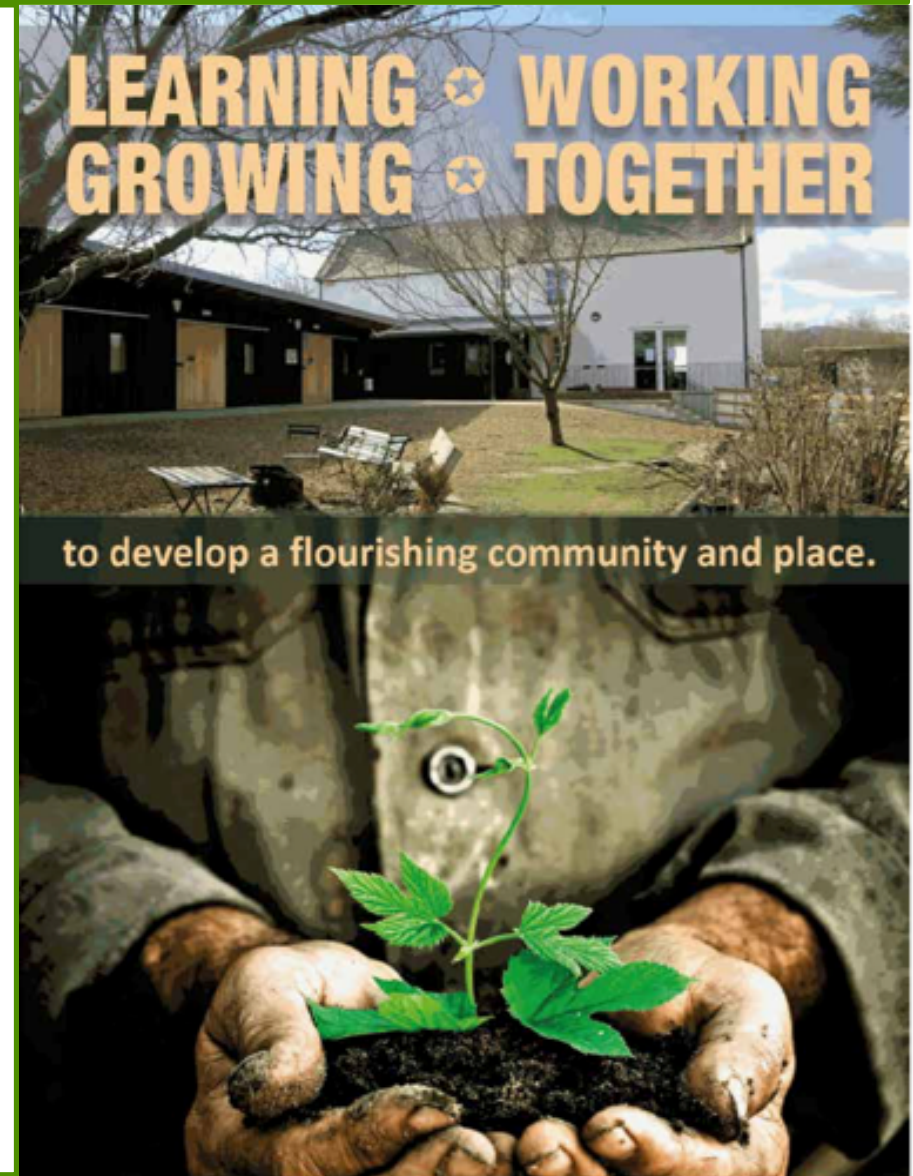
Environmental Sustainability

How to Support Strategic Areas

2

Promote Environmental Sustainability

- Offer environmentally friendly workshops and activities, e.g., bike servicing, group walks, woodworking, etc.
- Finish and maintain the eco-bothy, and promote its availability as a venue hire
- Continue to maintain allotment access for gardening
- Promote 'Farm 2 Fork' and similar initiatives, bringing allotment produce into the cafe and kitchen (Align this to address dignity in food poverty through community growing, community meals, international meal, cooking courses, an affordable cafe for people on low income, while ensuring dignity is at the heart)
- Improve the energy efficiency of Bridgend Farmhouse and move towards net-zero carbon emissions
- Provide activities within the surrounding woodlands of Craigmillar Castle Park



How to Support Strategic Areas

3

Ensure Operational Sustainability

A. Our People

1. Roles:

- A. Clarity in roles and responsibilities for all (See Governance Model as developed by Change Management Group as appended)
- B. Focus on supporting positive staff morale, health and well-being, leading to a reduction in turnover

2. Training:

Training for all, as appropriate to individual needs and proportional to role type

3. Communication:

Increase communication within and across paid staff, volunteers, members, participants, and the Board.

(Refer to Financial Communication Model as developed by Change Management Group.)

4. Risk Management:

- A. Positive management of risks, including mental health and physical safety. Ensure alignment of physical safety for people to the upkeep of facilities and grounds.
- B. Establish a business continuity plan

5. Planning:

Develop a Business Plan that incorporates Focus Area activities

B. Facilities

1. Health & Safety:

Ensure property is safe for occupancy and passersby

A. External:

- Stone walls to be stabilised
- Eco-bothy build to be completed to agreed and expected standards

B. Internal:

- Healthy hygiene practices to be continuously upheld to at minimum, meet government standards, and to maintain safe working areas for staff, members, and others who visit Bridgend Farmhouse

Ensure Operational Sustainability, continued...

C. Generating Income

1. Bring more funds into the organisation via:
 - A. Secure grants to fund activities, and organisational running costs, e.g., property maintenance, utilities, staff wages.
 - Grants and other application-based funds
 - Individual donations and private philanthropy, e.g., one-off donations, monthly contributions, etc.
 - B. Aim to reduce dependency on grant support by generating income through enterprise and the ownership of assets via increasing revenue from services on offer:
 - Cafe revenue
 - Bike Hub services (hire, repairs, sales)
 - Workshop participation fees
 - Increasing revenue from venue hire
 - Review venue hire prices, and potential to create tiered charges based on financial ability to pay, e.g., having higher prices for well-established companies than for residents in the local area

D. Balance Financials

1. Maintain accounts & Reserves
 - Keep up-to-date accounts, and hold regular reviews of finances, e.g., quarterly with Office Manager & Business Committee
 - Maintain a pot of reserve funds, and establish how/when these funds should be maintained and/or utilised
2. Clarify 'financial member' obligations
 - Clarify current and future obligations and maintain appropriate reserve funds
3. Create a Funding Forecast Model
 - Develop a funding forecast model, including known/anticipated grants, application timelines, expected time of fund receipt, associated business obligations for funding, etc.
 - Enhance and build closer relationships with our long-term funders to share good news stories, how funding has been utilised well, and to encourage continued funding

Stars We Aim For

Immediate
Future

1. What do we want to do **within the next 1-2 years?**

A. **Maintain existing activities that align to current funder requirements:**

- Inspire to learn, develop and improve in skills, leadership and employability
- Improve health and wellbeing, through activities related to healthy eating and exercise
- Tackling inequality and poverty including child poverty
- Community connection, intergenerational, sense of belonging and tackling social isolation and loneliness.
- Climate action on a local level building on existing assets
- Improve food insecurity, minimise food waste and learn to deliver food from the garden

B. **Improve operational stability** via:

- Better governance, e.g., roles, responsibilities, and community controls
- Improved financials and oversight, whilst becoming more self-sufficient
- Increasing participation in the sociocratic decision making processes and Volunteers Forum

2. What do we want to do **within 3-5 years?**

A. **Start generating a steady income** to allow less reliance on funder requirements:

- Reduce dependency on grants
- Become more self-sufficient via cafe, Bike Hub services, and venue hire revenue streams

B. Continue our aims and **review capacity before increasing our commitment to more activities**

- Improve resource management, people both staff and volunteer management

C. **Maintain our assets and buildings**, and core funding from our own income generated by continued business with the local community

Longer
Term

Key Performance Indicators / How We Measure Success

Key performance indicators (KPI metrics) have been established to routinely measure our success of implementing the Strategic Plan.

Please refer to the Business Plan for more information on how and when these apply. A sample of metrics include, but are not be limited to, the following:

- 100% of compliance for existing grants requirements, where applicable
- 100% of minimal funding sourced for on-going mandatory costs, e.g. staff, energy bills, insurance, facilities maintenance, sundries, etc.
- 100% completion of the eco-bothy build project
- 80% retention of community members, and 15% growth of new members
- 75%+ positive feedback from community members and others who visit and/or use Bridgend Farmhouse
- Reduction in grant dependency, as Bridgend Farmhouse becomes more self-sufficient

Monitoring

Where and when KPI values are not met, the rationale for such should be noted at quarterly staff and Board meetings, so that it can be understood, and appropriate action plans put into place.

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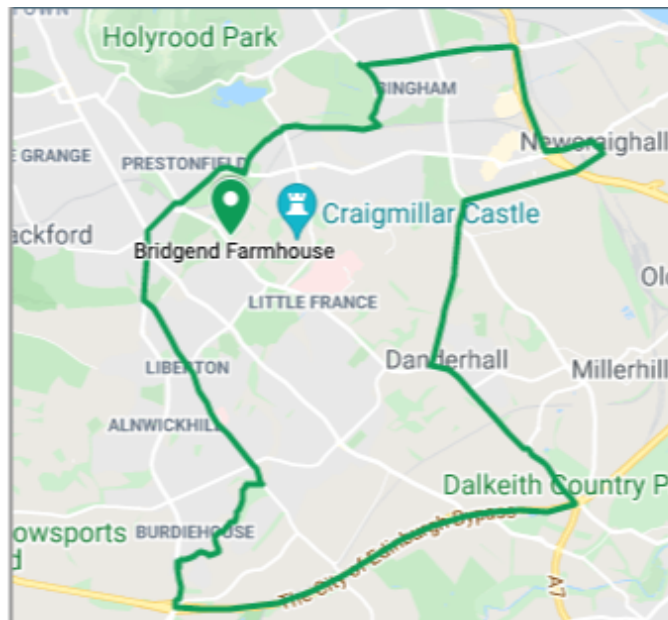


Instagram: [bridgendfarmhse](https://www.instagram.com/bridgendfarmhse)

We are a member of Development Trusts Association Scotland and Community Land Scotland, as well as a certified Living Wage Employer.

Bridgend Farmhouse, Community Benefit Society: 7683
Charitable Status: SC048396

Bridgend Farmhouse's charitable area of benefit remains as shown in the map below. However, we are open to all residents in the surrounding areas. We would love to see YOU at Bridgend Farmhouse!



Interested in learning more?

Please visit the farmhouse to see what activities are on the go, or contact us to join the email list!