

Space-NI - Strategic Plan 2020-2025

Supporting People and Community Enterprise



Southern Health
and Social Care Trust



NATIONAL
LOTTERY FUNDED



Housing Executive



Comhairle Ceantair
an Iúir, Mhúrn agus an Dúin
Newry, Mourne and Down
District Council

Space-NI - Strategic Plan Introduction



Mr Eamonn Connolly
Space-NI Chairperson

“Northern Ireland has a history of a rich and diverse voluntary and community sector activity, and one which is currently making a vital contribution to local communities and wider society. Space-NI has grown from humble beginnings in 2004 to become a respected local charity supporting 938 families in 2018/19. Delivering key services to support people in need is a priority for Space-NI but so too is creating additional income through social enterprise activity so that more people can avail of critical services and supports. Space-NI is a creative and innovative organisation that thinks strategically and provides locally focused, flexible services.

At a difficult time for all business in NI, Space-NI continues to expand services, over achieve on targets and deliver meaningfully for those within our community most in need of help. Strategy ensures the future of an organisation and this strategic plan is part of an iterative process, it brings together all the players to shape, influence and drive a high-level plan, and includes the voice of our beneficiaries, employees, board members and stakeholders. The Space-NI strategic plan is a living document, one that has been well honed in the thinking and planning, but also one that may change over the course of the next few years.

We are ambitious to grow the Space-NI service and name, to deliver sustained improvement to business performance and to generate enough income through social enterprise activity to sustain this great charity beyond the next five years.”



Mission

To work alongside individuals, families and the community, to support improved opportunity, & health and wellbeing

Big Themes

Our big themes for the next five years will focus on supporting those **disconnected** through

- Disability
- Poverty
- Learning Disability
- Caring
- Bullying
- Mental Health
- Health Inequalities

We will work to support you, using a strengths-based approach, building resilience and linking and connecting individuals, and communities

Vision

A connected community where everyone has access to services and opportunities, enabling them to reach their full potential



Space NI - Core Services

1. **Family Support Services & Surestart Kilkeel**

Delivering early intervention services, professional support and practical help to parents and children

3. Coordinating and growing a Home to Hospital service for those at risk within our communities

5. Providing opportunities for those disconnected through disability, poverty, learning disability, caring, bullying, mental health inequalities to become more connected and more likely to reach their full potential

2. Coordinating, and delivering services, training and awareness to support the development of the **Family Support Hub**

4. Promoting health and wellbeing and self care training & workshops that support independence & continuous personal development

6. Provide social enterprise opportunities that will stimulate meaningful activity and experience, and contribute to the sustainability of the services and supports offered by the organisation



Strategic Aims

1. Space-NI will provide a range of practical, educational and well-being opportunities to support those in a parenting role, their children and relevant stakeholders
2. Develop and deliver co-produced health and wellbeing programmes, including workshops and training that support self care, independence & continuous personal development
3. Continue to nurture and grow strong partnerships and collaborations around shared values and best practice
4. Use social enterprise as a model to maximise income and become a more sustainable organisation
5. To communicate effectively for the benefit of our beneficiaries, stakeholders and wider community

Our Values...we care



Committed

Alongside

Respectful

Excellence



Strategic Aims

Mission

Strategic Themes

Priorities

Actions

Space-NI top achievements in 2018/2019

We have witnessed significant demand and growth for our Home 2 Hospital service with over 1400 journeys completed



As more people become aware of the family support hub and Space-NI services, we are proud to have supported 938 families in 2018 within 4 weeks of requesting help



Our Acorn candles and upcycling social enterprise has supported 57 young adults with additional needs to become stronger, more connected and more independent



***IPB All Ireland winner 2018
Health and Wellbeing Award**



***Social Enterprise-NI “One to Watch”, Award - Acorn Candles**

Aim 1. Space-NI will provide accessible support via a range of methods to those in a parenting role using current research on early intervention, ACE aware and trauma informed practice.

Priorities

- Space-NI will provide accessible support via a range of methods to those in a parenting role using current research on early intervention, ACE aware and trauma informed practice
- Space-NI will provide all support, guidance and service in a respectful and timely manner
- Space-NI anticipate that at least 80% of service users would recommend Space-NI to other users
- Space-NI will signpost and connect service providers so that more parents and professionals will become aware of services and resources available
- Space-NI will advocate for the voice and views of parents and will report same directly to key decision makers through the CYPSP framework

We will measure the success of these actions by

- Monitoring and reporting on the numbers of clients who are supported in each of the areas of work via a range of proven measures including Outcome Star, report cards, satisfaction surveys
- Listening to client feedback and ensuring reflective practice is undertaken by all staff, utilising management information system, Upshot, to provide current MIS information and data collation evaluations

Aim 2. Develop and deliver co-produced health and wellbeing programmes, including workshops and training that support self care, independence & continuous personal development.

Priorities

- Work alongside stakeholders, communities and service users to identify, plan and co-produce health promoting opportunities that support self-care, independence and continued personal development
- To Provide opportunity for participants to give feedback on the quality of service and ensure ongoing co-design to shape programs and activities is available
- Ensure the voice of the most disconnected in our community is respected, responded too and linked to health promoting opportunities

How we will measure this

- Monitoring and reporting on the distance travelled as a result of intervention via a range of proven measures including Outcome Star, Upshot MIS, report cards & satisfaction surveys
- Listening to feedback and ensuring reflective practice is undertaken by all staff
- Regularly hosting community conversations and undertaking feedback to ensure services are appropriate, and on target

Aim 3. Continue to nurture and grow strong partnerships and collaborations around shared values and best practice.

Priorities

- Provide stakeholder organisations with opportunities to network, learn from and support each other to create stronger more connected communities
- Provide opportunities to build trust, enhance access and encourage collaboration so that the general public is better able to understand the roles and supports available to help individuals thrive
- Provide the opportunity to share the success and challenges of community development, family support and social enterprise activities with individuals from other sectors and countries
- Develop collaboration and partnerships with organisations in the private and public sectors in Britain and Ireland

How we will do this

- By ensuring Space-NI communicates effectively with participants, partners and other relevant stakeholders.
- Ensuring Space-NI has robust and reliable policies, processes, frameworks and ICT systems
- Ensure Space-NI has effective internal & external communication and utilises appropriate media platforms to maximize reach
- Highlight the impact of, and challenges faced by third sector organisations. Stress the need to value a triple bottom line of People, Place and Pound and focus on full cost recovery funding opportunities

Aim 4. Use a social enterprise model to maximise income streams, and become a more sustainable organisation.

Priorities

- Space-NI will expand and develop its social enterprise activity to become more secure in its financial position
- Space NI will expand and deliver its core services through competitive tendering and partnership development allowing it to commit to long-term service delivery and support
- Space-NI will develop its sustainability strategies and will continue to audit and reduce financial risk
- Space-NI will commit to ongoing continued personal development for management and staff, and commit to ongoing business improvement practice, scenario planning and business development

How we will measure this

- The Space management board will meet a minimum of 5 times per annum
- A risk audit will be carried out at least three times per annum
- Use a social enterprise hybrid model to maximize income streams and provide stretch for participants
- Increase sustainable net income from social enterprise trading to support and achieve our plans
- Increase income from trusts and foundations
- Increase income from giving and philanthropy

Aim 5. To communicate effectively for the benefit of our beneficiaries, stakeholders and wider community.

Priorities

- Develop clear on message communications across a diverse range of media platforms ensuring the voice of the participant is central to all messaging
- To represent and lobby alongside and on behalf of participants throughout all communication opportunities and in particular through strategic platforms, consultation and public policy platforms
- Manage the communications flow to ensure compliance with both the NICC and The NI Fundraising regulator
- Maintain a consistent style, look and communication strategy internally and externally

How we will we do this

- Deliver & disseminate quality annual reports & management information and report regularly on impact achieved through a range of platforms
- Create a bank of voluntary advocates across NI who understand the work and impact of Space-NI and help advocate on our behalf
- Celebrate the success of achievements through communications and storytelling
- Effectively manage risk, and ensure compliance with Space-NI legal requirements
- Effectively manage and support the CEO, management and staff of Space-NI

Conclusion

- This strategic plan for 2020 -2025 sets out a framework for action to be taken by SPACE-NI in its advancement of innovative community development and service development. The strategy confirms our commitment to the principles and practices of community development as a process for positive and collective change.
- This strategic plan places people, their circumstances and their locality at the core of the change process. Our core values ensure that we will commit to being respectful and being alongside our participants as we strive for excellence and for all of our citizens to have the opportunity and support to reach their full potential.

If you would like to find out more about our work please do not hesitate to contact us at:

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Spaceni



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