



Business Plan 2022 to 2025

Supporting local people to make changes for improved health and wellbeing

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Welcome

Our Work

Health All Round aims to: improve the health and wellbeing of people living within South West and South Central Edinburgh (Gorgie, Dalry, Saughton, Stenhouse and surrounding areas) and to contribute to the reduction of health inequalities within the city of Edinburgh. We are able to provide a wide range of services because we involve local people in all that we do – through volunteering, through consultation and by working together to meet the whole community's needs.

Our Successes

What we managed to achieve during the Covid pandemic was truly incredible. We continued to deliver our services, did not furlough a single member of staff, and actually increased our range of support and collaborative work. As one GP fed back “So many projects closed but we knew we could trust you guys to stay open and keep delivering. I don't know what we would do without you” (Dr Ali, Springwell Medical Practice).

The ability to adapt quickly, get the job done, focus on what we can do, cut through the bureaucracy and remain positive were key outcomes during the pandemic.

Year after year since reporting began, Community Link Workers referred more people to us than any other charity in Edinburgh.



Welcome

This Business Plan was the product of facilitated workshops involving non – executive directors, staff and volunteers held at the latter end of 2021. Subsequently approved and adopted by the Board members of the charity, this plan sets out the aims, vision and key objectives for HAR for the next three year period, whilst allowing sufficient operational flexibility to address new opportunities should they arise.

Fundamentally this 2022 – 2025 Business Plan serves three basic purposes.

1. It articulates the ambitions of the **organisation's Board** and sets out the key strategic objectives required to ensure the charity remains fit for purpose, administratively sound and is financially sustainable. It is also important that the charity remains sufficiently flexible to meet the changing needs of those to whom we provide services and our key funders.
2. It details for **key stakeholders and funders**, the ambitions of the organisation, how strategic and operational objectives will be achieved and how HAR will identify and minimise risk.
3. It details, for **staff who are employed** by the organisation, the charity's direction of travel, establishing strategic objectives which in turn are translated into operational / work objectives against which their input and performance can be measured.

Looking Ahead

Going forward this has led us to consider: how we can develop our on-line services to provide a more inclusive range of activities; how we can provide faster response times and avoid waiting lists; how we continue to ensure the wellbeing of our staff and volunteers; and, how can we grow increased interest in greenspace and outdoor activities. This Business Plan provides an overview of our future direction and would not be possible without our staff, volunteers and non-executive Board who are dedicated to improving the health and wellbeing of people in South West Edinburgh. We are thankful to them and to our partners, supporters and funders for their continued support. We are a small charity with big ambitions.

Graeme Russell

Chair of the Board of Directors

Catriona Windle

Chief Executive Officer

Who We Are

Health All Round is a limited company and registered charity governed by a board of volunteer directors including interested professionals and local people:

- **Graeme Russell (Chair)**

Graeme joined the Board of HAR in 2019. He was elected to chair in Dec '22. During his professional career, Graeme held senior management positions in both local and national housing associations as well as the Scottish Federation of Housing Associations. Consequently Graeme has experience of Third Sector Business's, Charity Operations and Governance. He has previously worked closely with both the Scottish Government, various Local Authorities and Voluntary Organisations in addressing homelessness, special needs housing and customer service.

- **Jolanta Siewiec**

Jolanta joined HAR Board in October 2019. At that time Jolanta was working as a Social Worker in Edinburgh City Council Domestic Abuse Service and she was working with perpetrators of domestic abuse. Recently Jolanta was offered a social work position in Thrive Welcome team, to work with people experiencing mental health problems. In her free time Jolanta loves to read the books or spend time in nature.

- **Keshav Bhatnagar**

Keshav joined the Board in 2014 after two years of volunteering for HAR as administrator/ receptionist. Keshav's background is community development and he has a strong commitment to addressing inequalities in health. In his spare time Keshav enjoys playing football and cricket.

Who We Are

- **Victor Chlebowski**

Victor has been involved with HAR since 2019 both as a Board member and befriending volunteer. He joined the Board in February 2022. Previous experience includes both Social Work & Management positions in Local Authority and Third Sector Organisations in The Scottish Borders, Lothian and City of Edinburgh, Capability Scotland, Leonard Cheshire Foundation, Scottish Consortium for Learning Disabilities, Garvald Edinburgh and Deaf Action. Victor used to enjoy playing rugby but more recently prefers to watch.

- **Hilary Pearce (Treasurer)**

Hilary has been a civil servant for almost 30 years, mainly in finance roles and most recently managing regional funding for the Scottish Government. She lives in south-west Edinburgh and is hugely impressed by the work and ethos of HAR. In her spare time she enjoys hillwalking, playing the clarinet badly (a lockdown hobby) and taming her jungle-like garden.

- **Jillian Manner**

Jillian is a Research Fellow and PhD Candidate at the Scottish Collaboration for Public Health Research and Policy, University of Edinburgh. She completed her earlier education (Kinesiology and Public Health) and volunteer roles in Canada, where she is originally from. Jillian is interested in physical activity and workplace health interventions and programmes and has been on the Board since August 2019.

- **Colin Kerr**

Colin is a Mental Health Counsellor and been involved with HAR since 2008. He initially volunteered as a counsellor as part of his training placement seeing individual clients on a weekly basis – and continued to do this up until 2020. He has also co-facilitated psychoeducational groups at HAR on aspects of mental health. Before becoming a fulltime therapist in private practice, Colin worked as a Project Manager for Heineken. Colin works predominantly with adults who have lived through adverse or traumatic experiences growing up and who struggle with a range of psychological, physiological and emotional distress. He joined the HAR board in June 2022.

- **Catherine Heggie**

Catherine has worked on various community engagement programmes across the third and public sectors, including work to tackle fuel poverty. Currently, Catherine works at the Electoral Commission, leading on partnership work to encourage voter registration amongst under-registered communities in Scotland. Catherine joined the Board in June 2022.

Who We Are

Staff as at 1st May 2023:

Catriona Windle	Chief Executive Officer
Alan Gray	Deputy Chief Executive Officer
Maysoon Sutherland	Heads Up Coordinator
Ania Rogus – Keay	Friends in need
Gloria Gibbons	Elderly Services and Befriending
Rose McDonagh	Volunteer Coordinator
Louise Grieve	Healthy Lifestyles Coordinator
Aleksandra Zych	Action for Pain
Pete McDougall	Go For Green
Stephen McCabe	Eco - Therapy
Calum Barry	Community Link Worker
Kirsten Marwick	Community Link Worker
Joanna Sznajder - Oleszczyk	Community Link Worker

We are also proud to support an average of 45 volunteers every year including: Counsellors; Befrienders; Group Leaders; Walk Leaders; Community Gardeners.

Our Approach

1. **Address** the broader determinants of Health and Wellbeing - by providing a range of services to meet the physical, emotional and social needs of people living in our community.
2. **Reduce** social inequities – through provision of free and low cost services and participation in local and city wide strategic planning.
3. **Empower** people in our community who experience inequalities to: participate in community life; build resilience for better health in the longer term; improve self-management of long term health conditions; influence planning and development of local resources.
4. **Act** to enable **Access** to healthcare through: Community Link Workers; Befrienders; Locally based services including face to face; outdoors and on-line.
5. **Inter-Sectorial collaboration** with local people and community groups in partnership with statutory agencies, including GP's, to promote and embed the social model of health within the primary care system.

Our Values

In delivering services while interacting with stakeholders and clients, Health All Round will aspire to uphold the values which have served the organisation so well to date, and which were reaffirmed on the occasion of the 2021 Strategic Planning Away Days.

The Board, staff and volunteers enabling HAR have agreed that the work, engagement and corporate ambitions of the organisation will be underpinned by seven simple values. These are.

- **To maintain a generosity of spirit**
- **To be respectful of people's choices**
- **To be trauma informed and demonstrate sensitivity and kindness**
- **To be environmentally responsible**
- **To be empowering**
- **To be a Safe Place, and to be;**
- **Open and transparent in everything we do**

These key values are the foundation of the continued work of HAR, underpin all aspects of corporate governance and will be fundamental to the direction provided by the Board and operations delivered by staff and volunteers.

What We Do

Health All Round's services are best described in two of our five organisational objectives:

Organisational objective 1: We deliver projects and programmes to tackle health inequalities

Health All Round delivers services to an average 200 people per week and registers approximately 500 new people every year.

We presently facilitate a wide range of services designed to enhance the well – being of those in our community. These services include, physical activity; healthy eating; mental health support; managing chronic pain and long term conditions; social and creative groups:

Active Steps: Supporting local people to lead healthier lifestyles by being more physically active and improving their diet.

Go for Green: Promoting the use of greenspace and time spent in the natural world.

Grow & Create: Social groups to encourage creativity and participation in the arts.

Action for Pain: Group and one to one support for people experiencing chronic pain.

Heads Up: Group and one to one support for people experiencing problems with anxiety and depression.

Good Morning Gorgie: Social groups, practical support and befriending for older people.

Gorge Connects: Supporting individuals and families who are shielding, isolated or vulnerable due to Coronavirus.

Friends in Need: Social groups and one to one support for the Polish community living in Edinburgh

Community Link Workers: Supporting patients of local GP surgeries to access community resources for health and wellbeing

All services are free or low cost and always free to people on benefits

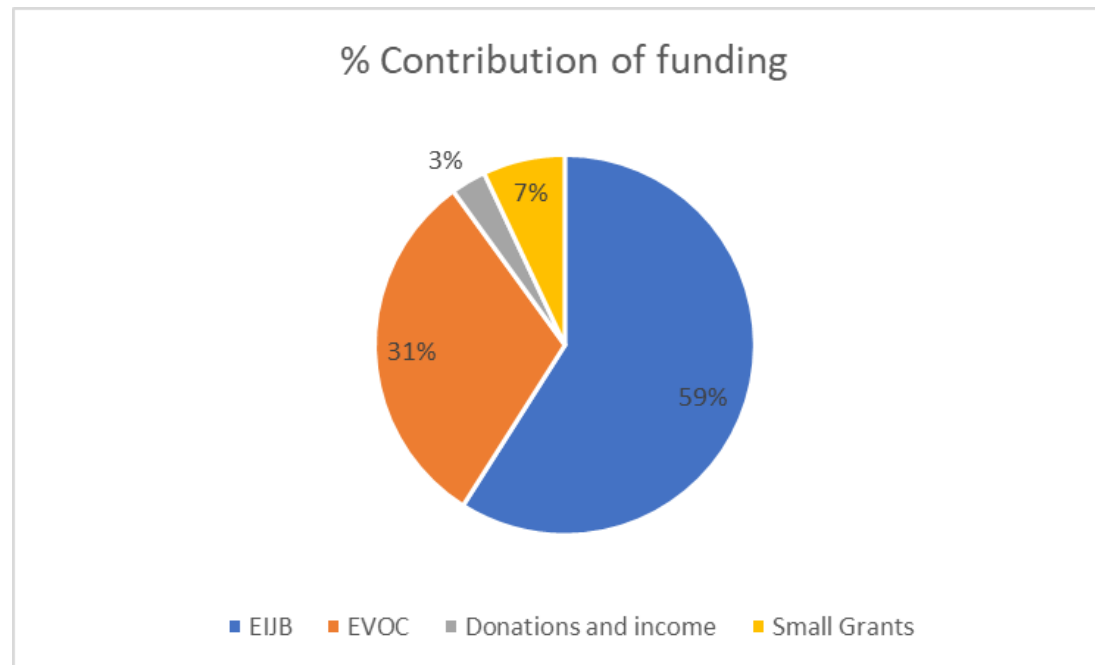
Organisational objective 2: We develop partnerships to meet local needs

1. We participate in local forums to: maximise community resources; maintain and develop partnerships; avoid duplication of services; support good communication; take a joined-up approach in order to best meet the needs of our community.
2. We participate in city wide forums, representing our community in strategic level planning to address inequalities.
3. We work in partnership with GP's to advance and promote the social model of health within the primary care system.
4. We signpost people requiring support to other local charities so that they can benefit from all that is available within our city.

Funding & Donations

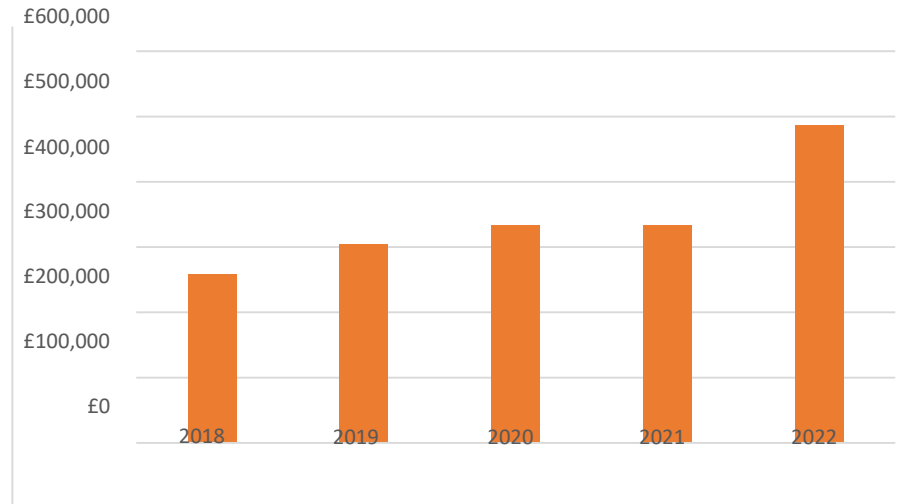
As a Scottish Charity (SC006065) and Company Limited by Guarantee (SC 406209) we receive grants and donations to fulfil our charitable objectives. Our 2022/ 23 turnover (2022/23) is £470,402 with the main sources of income at present being:

- 59% from Edinburgh Integrated Joint Board.
- The remaining 41% being secured through other grants and trading/fundraising as illustrated on the following chart:



Funding & Donations

Over the past 5 years our funding track record has grown by 89% as outlined below:

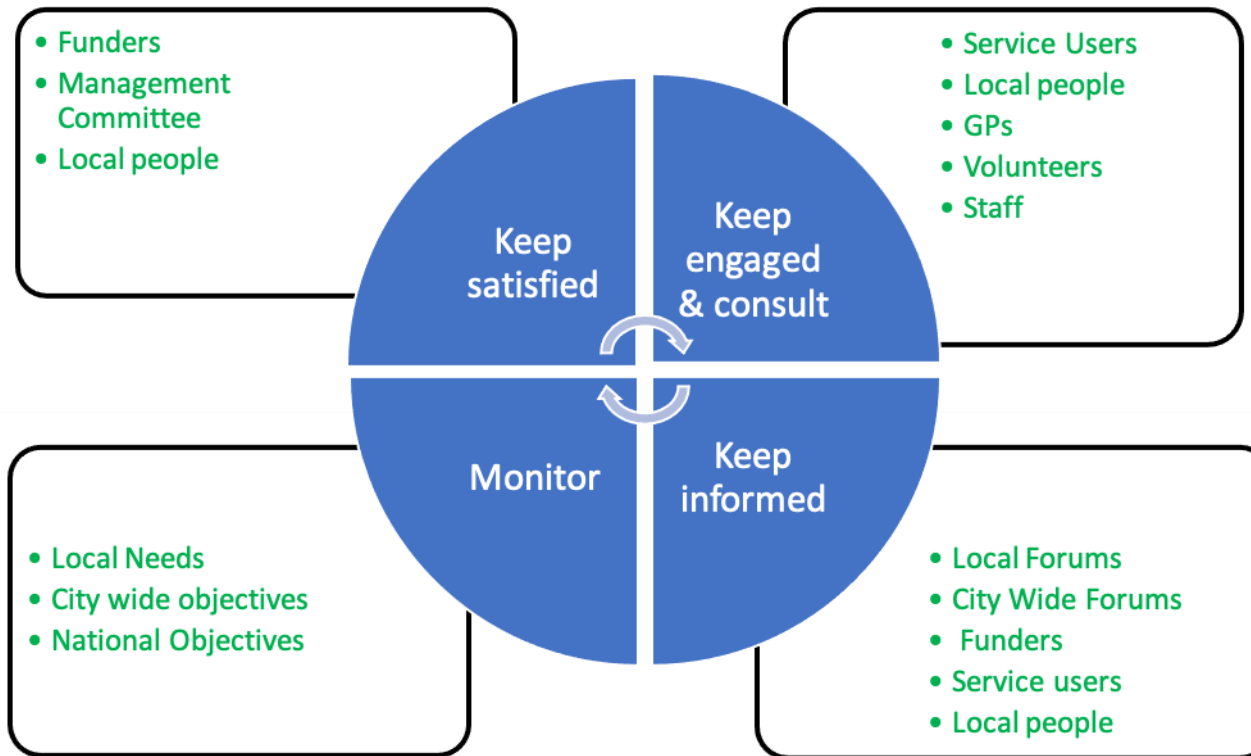


Funding Provision for 2023 – 2024 at 1st April:

Edinburgh Integrated Joint Board	£206, 163
EVOC (Community Link Workers)	£117, 057
Lottery Community Fund	£36, 332
TOR Christian Trust	£34, 022
ALLIANCE Scotland	£14, 722

Our Partners, Funders & Supporters

We recognize that there are a range of stakeholders that we need to monitor and keep engaged or informed to varying degrees as follows:



Consequently a key feature of our routine activity is to foster positive relationships with key stakeholder organisations, to develop our role as a community anchor organization and where applicable to signpost clients to other specialist organisations able to provide necessary assistance.

SWOT Analysis

Both staff and members of the Board participated in reviewing HAR's **Strengths, Weaknesses, Opportunities and Threats**. The undernoted graphic outlines the key attributes attached to each, and forms the basis of both our risk assessment and the development of our strategic objectives in the short to medium term.

HAR is a well established, respected organisation operating in South West / South Central Edinburgh and it is the intention (via the ambitions set out in this Business Plan) to:

- Optimise our **Strengths**.
- Address and minimise the potential impact of **Weaknesses**
- Be prepared to embrace **Opportunities**, while;
- Reducing as far as is practical the impact of potential **Threats**

	Helpful to achieving the objective	Harmful to achieving the objective
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Strong flexible management • External supervisor • Very distinct roles and responsibilities • Good financial shape with a range of income streams • Steady, competent, committed, adaptable, proactive, positive and trusting staff • Responsive to local needs and changing situation/demands • Location • Positive relationships with partners, funders and supporters • Our history, reputation and long track record • Good community links • Policies/procedures are straightforward • Quantity of volunteers • Training/quals • Breadth of service • Different languages and skills within the team • Resilience 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Small staff team with limited administrative resources and an over reliance on the CEO • Small governing body • Breadth of services • Small office space • Not having our own venues for groups • Website requires review • Capacity to manage increasing demand • Very distinct roles & responsibilities • Internal communications and promoting organisation externally • Governance policies/procedures/board report structure • Contingency planning for Single Point of Failure posts e.g. Manager • No obvious succession planning • The quantity and variety of evaluations required by core funders

SWOT Analysis

External	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none">• Establish a revised robust management structure• Develop relationships with health & social care partners• Specialise and develop services suited to the needs of the post Covid world, community and workplaces• Grow interest in embedding social model of health into primary care system• Grow evidence & recognition by media• Mental health less stigmatised• Use of outdoors recognised as a priority• Invest in and subsequently develop services and facilities for other agencies – selling training, consultancy and offering advice on workplace health and wellbeing• Promote digital advertising, website and service leaflets to explain what HEA do clearly• Community wealth building post & portal• Apply for industry or sector accreditations• Promote values	<ul style="list-style-type: none">• A reduction or the removal of core funding/grants that are not guaranteed year to year – job security• Subject to the priority objectives of central government, local authority and health board requiring adaptation or revision of services to meet national and local priorities• The imposition of new regulations or standards impacting on service delivery options• Unforeseen operational costs• Large scale turnover or the long term absence of key staff• HAR services in high demand – may not be able to get everyone access• Living with uncertainty both financially and operationally due to external factors (e.g. pandemic, Brexit, national/local government)• Staff and Board operational and governance doubts

Risk Map 2022

An assessment of those key risks which could compromise the effective operation of HAR has been developed and is appended below. The content of this risk matrix and mitigating actions are integrated into the Strategic Objectives / Operational Plans and are reviewed regularly by the HAR Board and senior staff. Regular revisions to this Risk Matrix will be designed to identify new threats and establish remedies or insurances Likewise risks which are no longer tangible or threatening will be downgraded or removed.

Describe the risk	What are the possible consequences should the risk occur	CEO	Inherent Risk Assessment			What existing strategies, processes, controls are in place to manage the risk?	Residual Risk Assessment			Further Controls
			Impact	Likelihood						
Risk of senior staff absence	Leadership & direction compromised	CEO	4	5	20	Development of alternate staff structure: Succession planning; Advice from EVH	3	3	9	Regular liaison between Board & Manager; Board retaining oversight of staff structure & welfare
Reduced income from multiple funding streams	Reduced support for the community/job losses	CEO	5	4	20	Strong track record (funded for over 30 years)/ Working with statutory partners to review funding strategies	5	3	15	Board to monitor & maintain adequate reserves
Large scale staff turnover/staff absences	Failure to deliver targets/ loss of reputation	CEO	5	3	15	staff welfare systems in place including external team supervision	5	2	10	Formal contingency plan put into place/more robust management structure put into place
A pandemic or other external factors (e.g severe weather) impacts negatively on way service delivered and working practises	Failure to deliver targets/ loss of reputation	CEO	3	4	12	Ability to move back to on-line/ outdoors	1	4	4	Develop more self help tools eg podcasts/ online services
Unable to cope with ever increasing demand for services	Long waiting lists/not able to reach those in need/ reputational damage/ reduced choices	CEO	3	2	6	Work with partners to anticipate trends/supervision in place	2	2	4	Monitor growth & ensure systems & infrastructure are fit for purpose
Inability to maintain positive partnerships	Reduced or lack of funding/ reputational damage	CEO	5	2	10	Be present at key forums, be active, respond to consultations, provide evaluation data and be helpful to partners	5	1	5	Active participation in local & city wide forums
Political instability/changes-local/national (Independence/ Brexit/GP develop services in-house)	Change in funding priorities	CEO	3	2	6	Be present at key forums, be active, respond to consultations, utilise network	2	2	4	Free more of the manger's time to be able to focus on these high level external relations
Cybersecurity/data breach/ICT failures	Reduction in services	CEO	5	2	10	Secure passwords/encryptions/ good housekeeping in home & office/up to date systems/follow funders secure requirements	5	1	5	Consider obtaining cyberessentials accreditation
Increase cost e.g. rent/supplier cost	Failure to deliver services	CEO	5	2	10	Good budgeting, forecasting and monitoring in place	5	1	5	Maintain good relations with RSL re rent/ review options for other "free" premises. Good governance template reports established
Risks presented by business fraud	Organisation financially compromised	CEO	4	3	12	Reviewing/ maintaining financial control systems	4	2	8	Regular review of financial control mechanisms

Our future organisational objectives

Following the 2021 Business Planning Seminar(s) held with non – executive directors and staff, 5 key organisational and strategic goals were identified. It is the objective of Board and staff to ensure that during the period of this plan (2022 – 25) these goals are met and that HAR continues to meet local needs while remaining a stable and financially sustainable organisation. The strategic objectives set out below will subsequently be translated in to operational plans and delegated to staff in order to ensure delivery.

During the next three years Health All Round has five key strategic goals, these are:

1. Deliver our health inequality projects and programmes
2. Develop partnerships to meet local needs
3. Contribute to strategic plans to reduce health inequalities across the city
4. Establish a future proofed people strategy
5. Ensure good governance and financial robustness

Our core funders require us to deliver on specific Health All Round targets under organisational objectives 1 and 1 below and our internal operational plan details these extensive measurable targets that we monitor on a regular basis. However, there are additional targets identified in our 2021 Development Day that we also aim to deliver and these are listed below:

1. Deliver health inequality projects and programmes		
Year 22/23	Year 23/24	Year 24/25
Pilot the development of online systems for: Ecotherapy/ healthy eating/ physical activity/ managing chronic pain.		
Improve referral pathways for GP's and other statutory sector partners including review of data sharing agreements	Improve links with local GP's including staff presence at meetings and Health All Round clinics.	
Secure funding for continuation of: Action for Pain; Good Morning Gorgie.	Secure core funding Secure funding for Go for Green	
Develop Friends in Need service. Recruit Polish speaking counsellors and volunteers.	Review success	
Develop Helping Hands service for older people	Review, monitor uptake and success	
Further develop partnership work with GP's – pilot Sleep Wise and Comfort Eating Initiatives	Strengthen all programmes through additional full time CBT post	Additional CBT post secured

Our future organisational objectives

2. Develop partnerships to meet local needs

Year 22/23	Year 23/24	Year 24/25
Working with strategic partners to establish a coherent plan for supporting people with chronic pain incorporating social model of health.		
Working with partners to improve mental health provision across the city (Anxiety Management & Managing Low Mood)		
Work with Big Hearts to fund a Local Area Lead for Older People to: identify gaps in services; support the development of new services to meet local needs; improve information and referral pathways.	Continue and build on partnerships built through GD forum. Work with EVOC and forum members to build plan for site of old Gorgie Farm	Local Area Lead in post

3. Contribute to strategic plans to reduce health inequalities across the city

Year 22/23	Year 23/24	Year 24/25
Work in partnership with Edinburgh Community Health Forum members and EIJB to co-produce new funding strategy for health inequalities	Continue to take a lead role in local and city wide forums	
Participate in strategic development for green prescribing.		

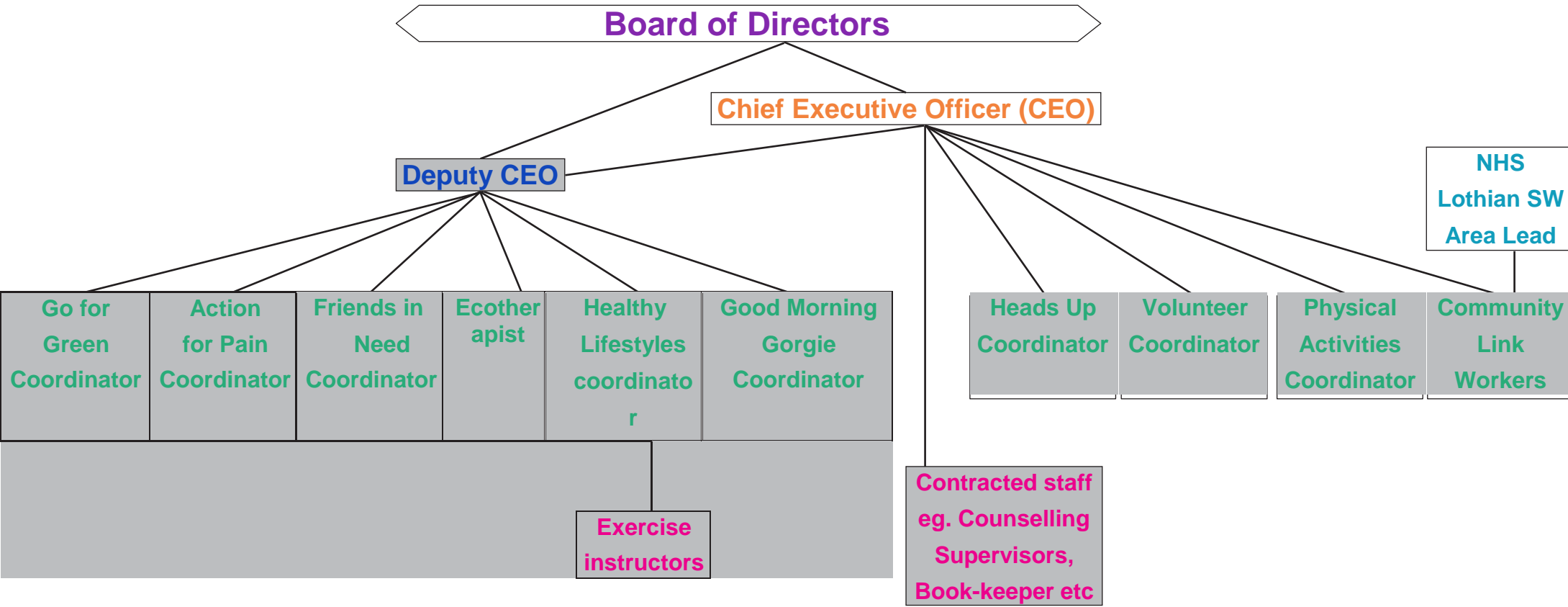
4. Establish a future proofed people strategy

Year 22/23	Year 23/24	Year 24/25
Review the management structure to ensure robustness and initiate succession planning for forthcoming retirement/ semi-retirement of HAR CEO.	Review the people strategy and workforce plan considering whether quality secondees an option as a source of support for mental health delivery	
	Work towards the following Cooperate accreditations: <ul style="list-style-type: none"> • Living Wage Employer • Disability confident employer • Befriending network accreditation 	
Put in to place a formal contingency plan for emergency situations and long term planned absences e.g. staff taking on additional management responsibility.	Assess new structure of HAR	
Secure funding for Older People's Development Worker, Action for Pain Coordinator; Go for Green	Embed a comprehensive people strategy including: reward and recognition; recruitment & retention; talent management; succession planning and health & wellbeing	
Increase financial reserves by a minimum of 5% per annum	Ditto	

5. Ensure good governance and financial robustness

Year 22/23	Year 23/24	Year 24/25
Put into place a risk register that is approved and regularly reviewed by the Board	Risk register to be reviewed and updated	
Establish budgeting forecasting and monitoring mechanisms place and review the reserves	Review and implement policy on Reserves position	
Create governance templates for reports/policy/procedures – with EVH		
Revise staff handbook, consult staff on content and adopt accordingly.	Establish Board Induction pack and process	
Review and as necessary establish a comprehensive suite of policies and procedures relating to the financial management and good governance of the organisation.	Establish Policy Review calendar	Undertake partial policy reviews
Review ICT infrastructure	Maintain ICT system as required. Review and develop database. Increase efficiencies by continuing to improve digitisation.	Website review and provision

Proposed New Staffing Structure



Contact Us



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Our Phone Number: 0131 337 1376

Facebook: [Facebook.com/Health_All_Round](https://www.facebook.com/Health_All_Round)

Registered Charity No SC006065 Company Limited by Guarantee No 406209



We would like to thank our funders and everyone who has supported us to realise our aims

