



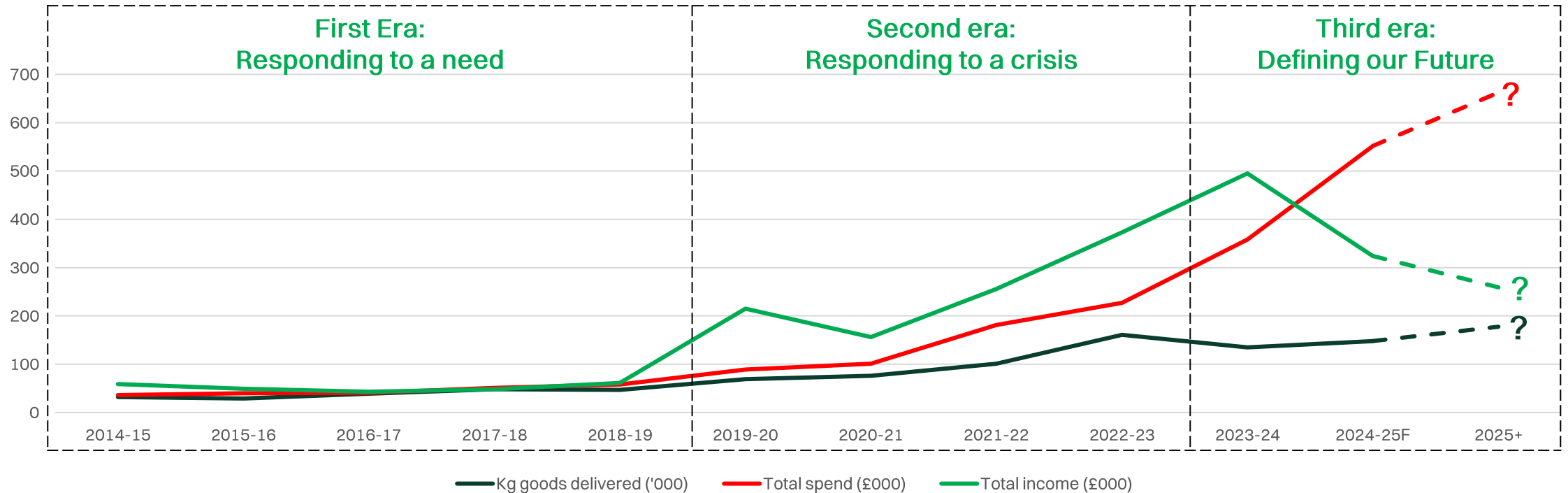
Defining our future

Strategy 2024-7



ELFB 3.0: Defining our Future

In its first “era”, East Lothian Foodbank was created in response to a new social need. In its second era, a food poverty crisis triggered by Universal Credit and Covid-19 resulted in food being purchased for the first time, with rising costs supported by generous donations and grants. We are now in our third era, where **demand is expected to continue to rise but income is not guaranteed to keep pace.**



To be able to deliver maximum benefit to the community we serve, we will need to ask ourselves **how much money we will need to spend**, and **how we want to spend it**.

As we work to ensure the Foodbank remains on a sound financial footing, we need to influence the drivers of demand into the Foodbank, **campaigning** to address the systemic causes of poverty and providing **advice** to help members of our community who are at risk of being unable to feed themselves, while continuing to offer targeted and effective **support** in the form of emergency food and essentials for those who need it.

National, local and network context

National Context: Scottish Government Priorities

- As we develop and deliver our services, we should take into account the **six priority family types** demonstrated to be at greatest risk of poverty:
 - lone parent families
 - minority ethnic families
 - families with a disabled adult or child
 - families with a younger mother (under 25)
 - families with a child under one
 - larger families (three or more children)
- As we evolve our service offering, we should ensure the Response principles and outcomes detailed in “Cash-First: Towards Ending the Need for Food Banks in Scotland” are recognised and reflected in our priorities and planning:

“Making food banks **the last port of call in a crisis** by improving access to:

 - emergency financial assistance
 - money advice
 - holistic support services”

Local Context: East Lothian Poverty Plan

- As a key contributor to the local poverty plan, we should also reflect the priorities & principles of the East Lothian Partnership in 2024-7:
- “support people to **claim the income that they are entitled to**” and “provide **advice and support** to those who are struggling with high living costs”
- “work to **understand how people experience stigma** and with them redesign our services where needed”, making sure “that our services are **approachable, discreet and offer dignity and choice**”
- “continuously **improve our partnership approach** to tackling poverty”
- “use our experience of delivering services and the experiences of our communities to **make the case to UK and Scottish Governments** to make the changes required to tackle systemic poverty and inequality”
- “work in **spaces that people feel comfortable in**, and where they can access a **range of services and information at the same time**”, ensuring we “**adapt to the needs of our communities and the voice of lived experience** as we work towards our vision for everybody in East Lothian to live a life that is free from poverty”

Network Context: “Together with Trussell”

As part of the Trussell network, our vision, mission and strategy should align to Trussell's refreshed brand framework:

“...a motivating **force for change**...”

“... provoking thought and driving change... bring[ing] people together to **take action with warmth, care, hope and positivity**”

“communicating with strength, clarity and honesty, **demonstrating a real understanding of the issues and potential solutions**”

“rising to challenges with **originality and creativity**, [...] unconstrained by standard paths or fixed solutions”

...their mission

“We exist so everyone in the UK can be **free from hunger**. We work together to ensure no one needs a food bank to survive. Until that happens, we provide **emergency food and practical support** for people left without enough money to live on”

...and their vision

“a future without the need for food banks”

Telling our story



Our Vision

What is the future state we want to enable ?



Our Mission

What is the part we will play in building this future ?



Our Strategy

What will we do to get there ?



Our Plan

What activities will we prioritise ?



Our Values

What behaviours and beliefs underpin everything we do ?

OUR VISION

East Lothian is a community **free from poverty**,
where everyone has **hope for the future**.

OUR MISSION

To provide **emergency food and daily essentials**
for those without enough money to live on;
to work with community partners in providing
effective advice and support for those living
with financial hardship;
and to **influence policy** towards the
eradication of poverty in East Lothian.

OUR STRATEGIC OBJECTIVES

Alleviate the impact of food poverty

We will provide an emergency food and essentials service to those facing financial challenges in East Lothian

Empower and support our community

We will provide a welcoming and safe community hub, offering appropriate advice and support at an early stage, helping to reduce the impact of financial hardship

Campaign for change

We will use data and life stories to challenge inequality, influence policymakers, and work across our community to effect positive change

Future-proof our organisation

We will build a strong and sustainable organisation capable of both delivering our existing service commitments and adapting to the future needs of our clients and community

Maintain strong governance

We will ensure that our Board and governance structures are designed to support the evolving needs of our organisation and the effective execution of our strategic plan.

OUR VALUES



Respect

We stand with people in crisis, and show care & compassion to those who use our service



Dignity

We recognise the value of each individual, and promote the right of those we support to make their own choices



Empowerment

We listen to and involve people with experience of poverty in our decision-making, and in advocating for change in our community



Together

We support one another and provide opportunities, in our community and beyond, for individuals and partners to collaborate and create positive change



Accountability

We ensure the East Lothian Foodbank is led and governed effectively, with everyone contributing to a strong and sustainable organisation which has the capacity to fulfil its mission, and which consistently adds value to the community we support.

OUR PLAN

Our strategic objectives	Prioritised activities 2024-2027
<p>Alleviate the impact of food poverty We will provide an emergency food and essentials service to those facing financial challenges in East Lothian</p>	<ul style="list-style-type: none">• Establish a robust service level to deliver a consistent 24-hour response time for all referrals• Strengthen partnerships with our referral network, focusing on robust data and quality referrals, whilst also improving our understanding of individuals' experience of the referral pathway• Improve nutritional balance in food parcels
<p>Empower and support our community We will provide a welcoming and safe community hub offering appropriate advice and support at an early stage, helping to reduce the impact of financial hardship</p>	<ul style="list-style-type: none">• Secure new premises; define and establish expanded service offering to create a community hub, maximising the potential of the building & location, alongside assessing and implementing new service delivery & distribution models to increase accessibility of our services• Make our advice services more robust, establishing baseline advice and support, developing a triage pathway and expanding to deliver in prioritised locations• Identify gaps in extended support provision (mental health services, recovery, advocacy, employment support, etc) for service users and build relationships with key partners, integrating them into a broader support network
<p>Campaign for change We will use data and life stories to challenge inequality, influence policymakers, and work across our community to effect positive change</p>	<ul style="list-style-type: none">• Support the Trussell vision to end need for emergency food in UK• Work with people with lived experience to build relationships and knowledge of the local issues to help drive solutions to address poverty at a local level• Establish and strengthen relationships with key partners to drive awareness and advocacy at all levels, while increasing our presence in our community to drive grassroots awareness and pressure for change
<p>Future-proof our organisation We will build a strong and sustainable organisation capable of both delivering our existing service commitments and adapting to the future needs of our clients and community</p>	<ul style="list-style-type: none">• Develop our fundraising framework to support the broadening of our service provision• Review and improve our organisation as required, in light of evolving service demand and provision• Establish new volunteer pathways to support evolving service provision• Consider Volunteer Chartermark accreditation
<p>Maintain good governance We will ensure that our Board and governance structures are designed to support the evolving needs of our organisation and the effective execution of our strategic plan.</p>	<ul style="list-style-type: none">• Implement a repeatable process to audit Board experience and skills against current and future requirements; expand or upskill Board as required, and enhance our onboarding process for new Trustees• Enhance our risk management framework incorporating reviews of Health & Safety, Safeguarding, Privacy and Data to support the evolving risks to the organisation from new premises, and from any new services and delivery models• Create a multi-year framework for assessing and maintaining financial sustainability, and delivering against all of our strategic objectives• Establish a repeatable framework for reviewing our constitution and policies at an appropriate frequency