



Dwelling  
Place 2030

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*"For the first time in my life I have found complete freedom  
from my past and the damage that was done."*

Quotations throughout have been shared by people who have received support from Bethany Christian Trust and are not attributed to the photo subjects.

Dwelling  
Place 2030

# Mission, Vision, Values & Ethos



*"The Bethany team are kind and caring people with love in their hearts and with an empathy that can't be bought."*

## Our Mission

Bethany Christian Trust's mission is to alleviate the suffering and meet the long term needs of homeless and vulnerable people in Scotland.

## Our Vision

Ending homelessness in Scotland, one person at a time.

Our vision, guided by compassion, dedication, and a commitment to tailored solutions, focuses on ending homelessness in Scotland one person, one family, one community at a time. Through partnerships with communities, churches, charities, organisations, local and national government, we provide tailored services that cater to the holistic needs and aspirations of the people we serve, culminating in real, transformative hope.

## Our Values

As a Christian social action organisation seeking to put Christian love into action and demonstrate the transforming impact of the Gospel in all that we do, we aim to operate according to the following values:

- **Love** is our standard
- We **serve** others
- We **value** the whole person

## Our Christian Ethos

All that is outlined in this plan and endeavoured over the next six years and beyond will all be accomplished by the grace of God. Bethany takes its Christian ethos seriously and this dependence on God's grace is core to who we are and how we operate. We will seek to foster and encourage daily devotions as part of every team's preparation in work.

We will seek to be rooted and established in love, keeping our roots true and growing deeper into our Christian foundation. We will retain our occupational requirement for Christian faith to fulfil specific roles across Bethany. We will aim to keep our focus always on the purposes of God, his heart, reaching people in his name building his kingdom in partnership with his people across the land.

All of our work and growth is dependent on God, dependent on his love and his grace, and ultimately dependent on his will and purpose, with us keeping in step with the Spirit of God.



Love



Serve



Value

# Core Organisational Info

## Legal Status

Bethany Christian Trust is a Registered Charity in Scotland, No. SC003783, and a Limited Company Registered in Scotland, No. 228528. We are committed to upholding the highest ethical and professional standards while providing essential services to people in need. Our headquarters in Edinburgh serve as the support centre for our operations along with multiple sites and offices across Scotland.

- **Directorates:** Six directorates cover operational service streams: Homelessness Prevention, Crisis Intervention, Housing & Support, Income Generation, Financial Services, and Internal Services.
- **Management Team:** The six directors and Chief Executive lead a twenty-person strong team of management who support over 220 staff and 2,000 volunteers across Scotland.

## Key Resources and Assets

- **Property & Infrastructure:** The multiple service centres spanning Glasgow, Fife, West Lothian, Dundee, Aberdeen, Inverness, Stornoway, Perth, Dumfries and Edinburgh include offices, retail units, shared accommodation facilities, and housing.
- **Mobile Assets:** We operate a fleet of fourteen vehicles supporting logistics, maintenance, outreach, general transportation, and food distribution.
- **Intangible Assets:** Our reputation, built over four decades, and the trust placed in us by communities, partners, and donors.

## Number of Employees & Volunteers

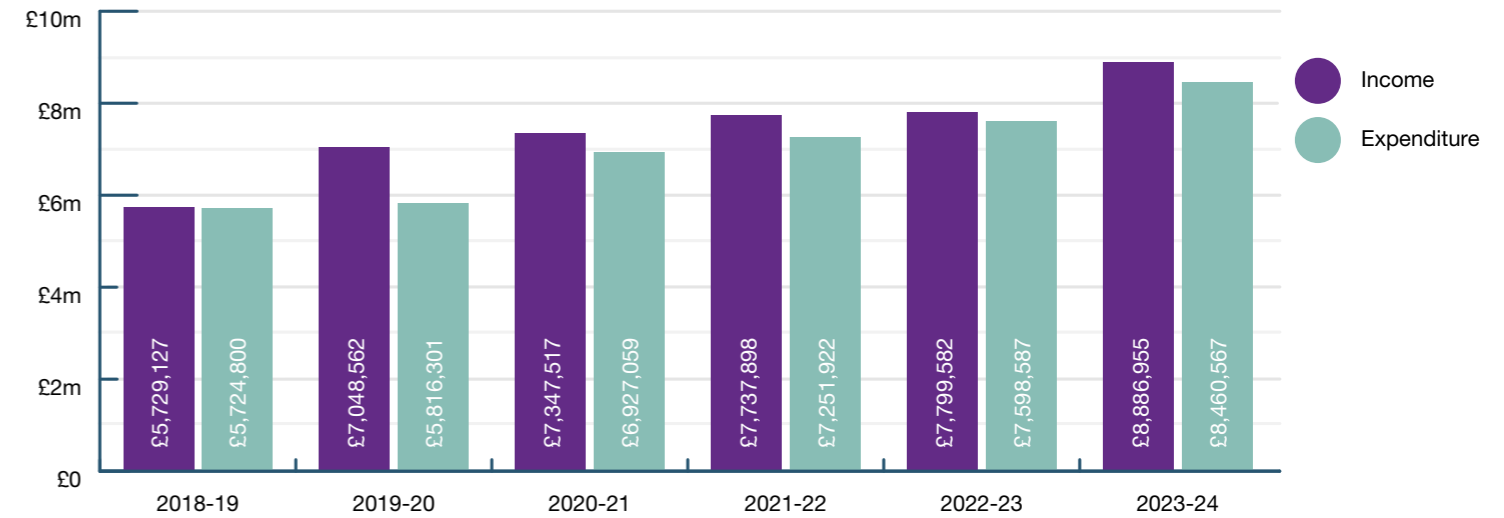
Our team is a testament to their commitment to our mission and vision. We have grown to incorporate over 220 dedicated staff members, spanning managerial, supervisory, and professional roles in contracted posts, and more than 60 additional staff who are available to cover relief shifts as required. In addition, our work is bolstered by an incredible community of 2,000 volunteers, each playing a pivotal role in our outreach and support systems.

## Organisation Structure and Main Functions

Bethany Christian Trust operates as a structured charity organisation with a clear hierarchy that ensures streamlined operations and effective service delivery. An overview is provided below:

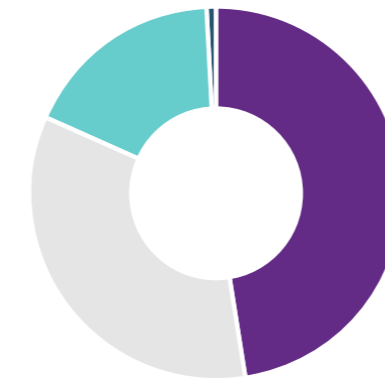
- **Board of Trustees:** Responsible for governance, policy-making, and strategic decisions.
- **Executive Team:** Oversees daily operations, staff management, and execution of our mission.

## Income and Expenditure 2018-2024



Whilst we are a charity, understanding revenue streams and allocation is paramount for us. Financial breakdown information from our most recent published accounts is below.

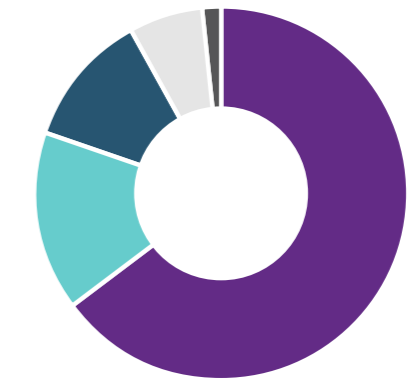
## Income 2023-24



Total £8,886,955

- **Statutory**  
£4,232,428 47.63%
- **Fundraising**  
£3,044,851 34.26%
- **Retail**  
£1,557,321 17.52%
- **Other**  
£52,355 0.59%

## Expenditure 2023-24



Total £8,460,567

- **Charitable Activities**  
£5,493,630 64.93%
- **Retail**  
£1,310,334 15.49%
- **Support Activities (Business Support)**  
£979,929 11.58%
- **Fundraising**  
£542,914 6.42%
- **Governance and Administration**  
£133,760 1.58%

## Key Financial Figures

The following page gives a snapshot of income over expenditure from published accounts.

Our annual income and expenditure has been rising these last 5 years, as we respond in greater measure to multiple needs in various contexts, and our budget for 2024-2025 is £9,023,589.

Fixed assets total over £5m and net assets as at April 2024 total over £5m.

## Key Milestones and Achievements

### Over 40 Years of Love and Service

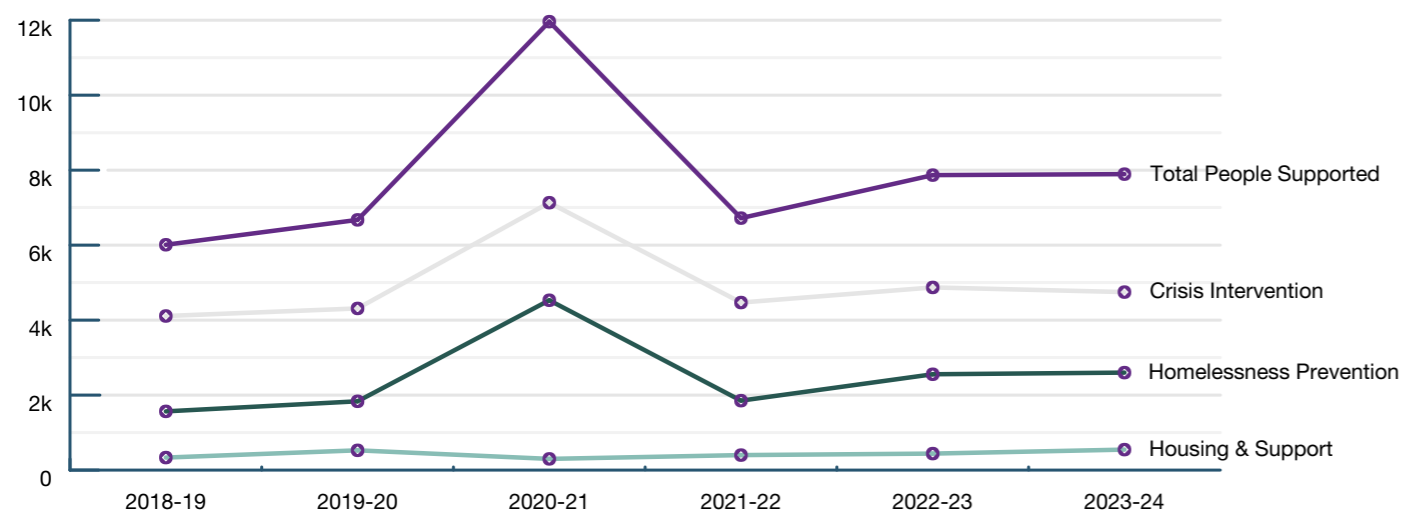
Since being pioneered in Leith, Edinburgh in 1983, Bethany has grown in depth, breadth and scope of services across Scotland. There have been too many milestones to list however a snapshot of some of these is included below.



### Present Day

In relation to our impact and reach, we now support over 7,000 people annually across Scotland.

### Number of Individuals Supported



*"It goes way past care and support. All the money in the world couldn't buy what I've got here. God bless you."*

# Our Stakeholders, Governance & Management

## Our Stakeholders

Our stakeholders are integral to our mission. From the homeless individuals and families we serve to our vast network of partners—including communities, churches, local and national governments, charities and organisations—each stakeholder plays a pivotal role in our mission's success. Moreover, our community of supporters, donors, volunteers, and staff is at the very heart of our operations, united in their commitment towards ending homelessness in Scotland.

Our partners are the backbone of our expansive reach:

- **People we Support:** We consider the people we support to be our primary stakeholder and we offer multiple participation and co-production opportunities.
- **Communities:** Their acceptance and collaboration help us integrate our services seamlessly.
- **Churches:** Since Bethany began in 1983, we have sought and experienced interdenominational support. Church engagement has been crucial, offering resources, volunteers, and moral support and reciprocated through Bethany's partnership.
- **Local and National Governments:** They facilitate regulatory support, funding, and access to larger networks. We enjoy excellent relationships with councils and Scottish Government officers and politicians.

- **Other Organisations:** Formally partnering with over 20 charities magnifies our impact, allowing resource sharing and broader outreach.
- **Trusts & Corporate Supporters:** We partner with a number of corporate supporters and grant making bodies, critical to our mission, to fulfil our work in line with their own priorities and values.
- **Supporters:** We highly value individual supporters and their engagement and partnership in our mission and work.
- **Suppliers:** We purchase a range of goods and services from best value providers to support and enable our work.

## Governance

At Bethany Christian Trust, our motivation extends beyond mere figures and milestones; it revolves around the transformation of lives supported by a robust framework and a faith-driven ethos. The governance model of BCT has been designed to ensure not just compliance but to aim at excellence. Deeply anchored in Christian values, it establishes the bedrock for the overarching ambition of ending homelessness and enabling individuals to restore their dignity.

## Management

Structured communication and consistent oversight form the backbone of Bethany Christian Trust's agility and effectiveness, including but not limited to the following:

- **Executive Management Team Meetings:** Meets fortnightly for formal business and weekly for regular communication, ensuring alignment with the charity's Mission, Vision, Values, and Ethos.
- **Management Team Meetings:** Meets monthly to review opportunities and challenges, with additional strategy and training days annually.
- **Annual Strategic Retreats:** Top leadership, inclusive of the Board of Trustees, annually converge for strategy review, setting the trajectory for the forthcoming year.
- **Operational Team Meetings:** Regular meetings, facilitated by managers or coordinators, to address real-time challenges, share best practices, and encourage inter-departmental collaboration.
- **Holistic Management Approach:** A commitment to performance excellence is integral to our work. As an expansion of this we have developed a holistic management approach that also prioritises the value of the person, their contribution to our desired culture, and the support available to each staff member.

- **Monitoring and Evaluation:** M&E systems are in place across services, gauging the efficiency and impact of each initiative and enabling consistent refinements. The strategic objectives that underpin the overarching goals incorporate key performance indicators.
- **EFQM Model & Investing in Volunteers:** The principles of the EFQM Model and Investing in Volunteers are written into our strategy and policy, forming the basis for our quality assurance, in line with regulatory stakeholders, and setting standards for our operation.
- **Feedback:** Prioritising feedback from people we support, staff, volunteers, and other key stakeholders fosters an environment of continuous improvement and collaborative growth.

Bethany Christian Trust's vision of ending homelessness in Scotland, one person at a time, is supported by strong governance, effective communication, and a constant drive for improvement. Rooted in Christian values and closely connected to the community, we employ a proven, structured approach to create lasting change.



*"Without Bethany I would most likely not be here. I am looking forward to the future for the first time in a long time."*

# Society & People Needs

Across Scotland, there's an urgent demand for accommodation and support for people in a wide range of circumstances with multiple levels of need. As well as accommodation provision and increasing the number of tenancies we provide, we recognise the importance of providing holistic interventions including, but not limited to, tailored outreach, specialist support, recovery programmes, counselling, training, advocacy, pre-employment support, recreation, reintegration assistance and befriending.

Bethany will continue to respond to the needs that are arising within society in relation to Homelessness Prevention, Crisis Intervention and Housing & Support, across Scotland. Some of this need has been generated by external factors such as migration from other countries and internal factors such as the pressures upon

the UK economy and the general population, felt most of all by the people we work with primarily from areas of deprivation. The complexity of needs reflects the reduction in available mental health services, access to social care and social challenges. The routes in to homelessness are diverse and so our responses are similarly diverse. We meet with people in situations of crisis across the country and work to meet escalating need where there is a gap in provision by providing residential support or outreach responses.

As well as qualitative and person led input, this strategic plan is built upon in depth analysis of wide ranging and relevant statistical information in Scotland relating to homelessness, mental health, drug use, alcohol use, mental health services, domestic abuse and loneliness.



## Homelessness in Scotland (April to September 2023)

- 20,144 applications for homelessness assistance, a 3% increase compared to the same period in 2022.
- 16,420 households assessed as homeless or threatened with homelessness.
- 14,458 households in temporary accommodation, the highest on record.
- 9,130 children in temporary accommodation, the highest since records began.

Source: [Scottish Government](#)

## Mental Health

- Around one in three people in Scotland are affected by mental illness annually.

Source: [Mental Health Directorate, Scottish Government](#)

## Drug-Related Deaths (2023)

- 1,172 drug misuse deaths, representing a 12% increase from 2022. After adjusting for age, the rate of drug misuse deaths were 4.2 times as high in 2023 than 2000.
- People in the most deprived areas are more than 15 times more likely to die from drug misuse compared to the least deprived areas.

Source: [National Records of Scotland](#)

## Alcohol-Specific Deaths (2022)

- 1,276 alcohol-specific deaths, a 2% increase from 2021.

Source: [National Records of Scotland](#)

## Child and Adolescent Mental Health Services (CAMHS)

- 4,531 children and young people started treatment at CAMHS in Scotland in the last quarter of 2023, a 3.3% decrease from the previous quarter.

Source: [Public Health Scotland](#)

## Domestic Abuse (2021-22)

- 64,807 incidents of domestic abuse were recorded by the police in Scotland.

Source: [Scottish Government](#)

## Loneliness in Scotland

- A survey revealed that 25% of adults felt lonely some or all of the time in the previous month.

Source: [Mental Health Foundation](#)

The information is based on the most up to date annual publication of its type. These experiences reflect just some of the challenges experienced by people Bethany Christian Trust supports across Scotland.

Behind every statistic is a person, family and community. By continuing to expand and adapt our services, Bethany Christian Trust aims to address these critical needs and support individuals and families across Scotland in overcoming these challenges and achieving stable, fulfilling lives.

# Bethany's Integrated Approach

05

## Integrated Holistic Framework

There are many routes into homelessness, so we need more than one response. Often people have complex needs and require different types of support to overcome the challenges they face in life. We want to walk alongside individuals at every step of their journey with support that brings long-lasting change.

To do this we take an integrated approach, which means we provide a wide range of accommodation and support services that all work towards our aim of ending homelessness in specific, practical ways.

Our services are grouped into three streams of integrated support, each addressing a different stage in the journey out of homelessness.

The three streams are titled:

- Homelessness Prevention
- Crisis Intervention
- Housing & Support

## Homelessness Prevention – *Strengthening communities*

Loneliness, poor mental health, employment issues, family breakdown and problems with drugs and alcohol are just a few of the reasons that people become homeless in Scotland. Our Homelessness Prevention teams exist to address these issues and help increase people's resilience to the causes of homelessness before it occurs.

We have community development workers positioned throughout Scotland, running drop-ins, craft groups, recovery programmes and more. Through these we connect people to other services and partner organisations, so they can build up networks of support and address underlying issues that could lead to homelessness.

[Learn more about our Homelessness Prevention](#)

## Crisis Intervention – *Meeting people in their emergency*

As well as fighting hard against the causes of homelessness, we are there for people in their moment of need and our Crisis Intervention teams are equipped for just this. Services such as the Rapid Re-accommodation Welcome Centre, Anne Hope House and Bethany House provide safe, welcoming accommodation for people with immediate needs.

Our Care Vans go out every day, offering food, drink and a friendly face to people on the streets. Once we've connected with these men and women and given them a safe environment, we can develop individual solutions for a long-lasting impact.

[Learn more about our Crisis Intervention](#)

## Housing & Support – *A fresh start and place to call home*

It's not enough to just intervene in a moment of crisis, we want to provide people who have been homeless with sustainable solutions in which they can thrive and grow.

Our Housing & Support teams provide tenancies in Edinburgh, Glasgow, Dumfries, Fife, West Lothian and Aberdeen for families and individuals in need of a fresh start and a place to call home.

Through ongoing friendship and mentorship, we help our tenants to maintain these tenancies. This support is crucial, providing guidance on employment and financial management while also helping people build roots in their local community.

[Learn more about our Housing & Support](#)





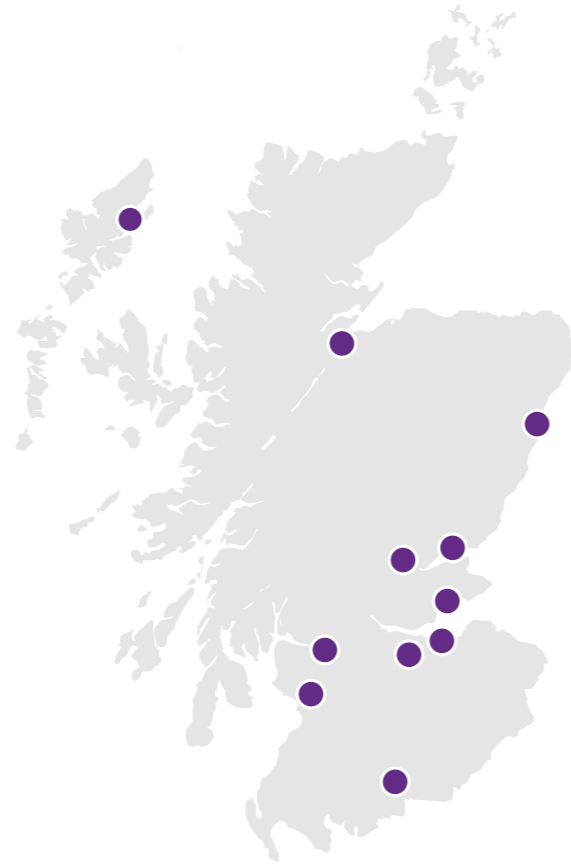
# National & Society Impact

06

## National Impact

Bethany Christian Trust provides a comprehensive approach to addressing homelessness and supporting people. Bethany works across Scotland and we have services operating in Glasgow, Kilmarnock, Fife, West Lothian, Dundee, Aberdeen, Inverness, Stornoway, Perth, Dumfries and Edinburgh.

We currently operate over 30 different services across the country, each designed to meet specific needs at various stages of an individual's journey out of homelessness. Bethany Charity Retail includes eight retail outlets and a logistics warehouse in Glasgow, Edinburgh and East Lothian providing income generation through charity sales, extensive re-use of goods through diversion from landfill, and positive community engagement with customers.



## Society Impact

### Inside-Out Impact:

We believe in proactively making a positive mark:

1. **Economic Impact:** By providing Housing & Support, we reduce the financial strain on public services and health sectors.
2. **Social Impact:** Our interventions contribute to decreased crime rates, enhanced community cohesion, and reduced stigma associated with homelessness.
3. **Cultural Impact:** We play a role in changing perceptions about homelessness, underscoring the value of compassion and collective responsibility.

### Outside-In Impact:

Our operations don't exist in a vacuum. We recognise:

1. **Societal Trends:** Increasing urbanisation, economic challenges, and social issues can lead to rising homelessness, shaping our intervention strategies.
2. **Public Perception:** Society's understanding and attitude towards homelessness can either challenge or bolster our efforts.
3. **Regulations:** Government policies and societal norms influence our operational capabilities and methodologies.



# Our Services

07

## Current & Expanded Operations

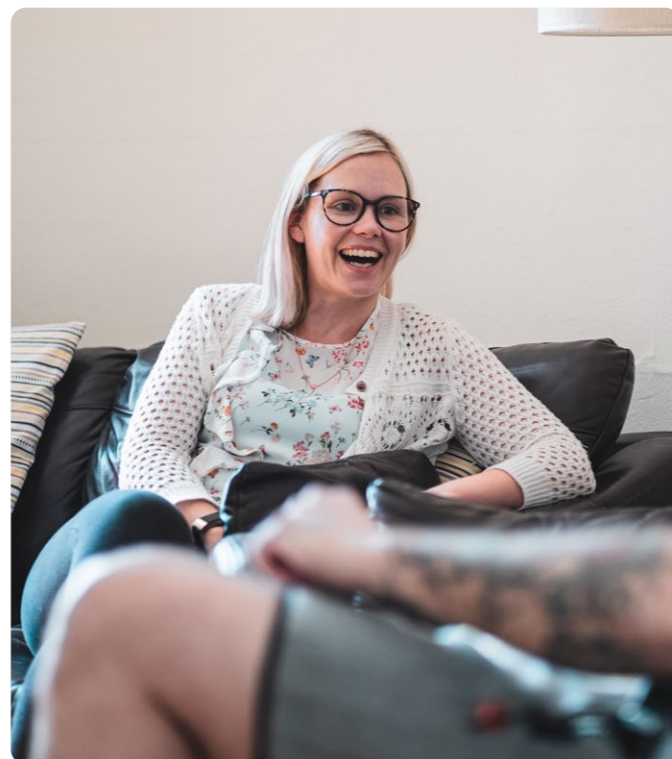
Bethany Christian Trust currently work within 15 of Scotland's local authorities supporting over 7,000 people every year. We are commissioned through contracts and grants to deliver services in nine of these council areas. The rest of our service provision relies on voluntary income, retail income and housing rent.

We support people who are currently homeless, have been homeless or who have an increased likelihood of becoming homeless in the future. There are many things that have influenced where we have developed new services and one consideration has been the Scottish Index of Multiple Deprivation. This identifies the areas where people are experiencing disadvantage across different aspects of their lives and often where there are fewer resources and opportunities for people.

Our current operations predominantly span urban and semi-urban areas as a result, targeting those regions with heightened homelessness concerns and socio-economic challenges. Given the escalating issues surrounding homelessness and socio-economic disparity, our areas of operation are already beginning to extend to suburban regions and other areas grappling with housing challenges.

With the rising tide of need and social issues including addiction, mental health presentations, barriers to housing, loneliness and displacement, the risk of homelessness is anticipated to rise. Bethany aims to hold out a beacon of hope in society, seeking to support people in such circumstances across Scotland.

Multi-disciplinary needs and support interventions cover the following areas: housing, financial advice, physical health, mental health, addiction and substance misuse, referral for legal services, employment, training, recreation, family support, building social networks, and pastoral support.



## Original Services

Prior to 2018 the existing services that were in operation were as follows:

### Homelessness Prevention

- Community Support & Development East
- Community Support & Development West
- Inspiring Leith
- Connect to Community
- Passing the Baton

### Crisis Intervention

- Edinburgh Care Van
- Edinburgh Care Shelter
- Bethany House
- Bethany Christian Centre
- Gateway Furniture

### Housing & Support

- Kharis Court
- Housing Support Fife
- Supported Housing Dumfries
- Bethany Homes Edinburgh

## New Services

Our previous five year strategy, Mission 2024, included the strategic goal of increasing our growth and reach to develop and deliver three new services every year in addition to developing our existing work.

All of our existing services have been sustained and developed over the period which was a key emphasis in our strategic plan.

Within the five year period since April 2019, and incorporating new service developments from September 2018, we have strategically planned the following in our new service developments:

### Homelessness Prevention

- Bethany UpStream Schools
- Bridge to Freedom Programmes
- Creative Expressions
- Community Support & Development North
- Community Support & Development Dundee
- Access through Advocacy
- Bethany UpStream Communities

### Crisis Intervention

- Care Van Glasgow
- Anne Hope House
- Rapid Re-accommodation Welcome Centre
- Care Van Perth
- The Shed Project partnership in Stornoway
- Mobile Outreach in Aberdeen City & Shire
- Shared accommodation in the West

### Housing & Support

- Housing First Edinburgh
- Housing First Fife
- Bethany Homes Glasgow
- Bethany Homes Aberdeen
- Bethany Homes West Lothian
- Bethany Homes Fife
- Move On Support Edinburgh

In the fulfilment of Mission 2024, we have the initial funding in place to unlock the pioneering of the shared accommodation in the West of Scotland which will complete the strategic launch and development of these twenty one new services.



## Collaboration

While we foster collaboration over competition, our advantage lies in our holistic approach to homelessness, our range of interventions, and our reputation for meaningful impact with a strong values base. Our services combine immediate support with long-term strategies, all aimed at offering sustainable pathways out of homelessness.

We recognise that understanding the landscape helps in collaboration. We are in formal partnership with 20 charities across Scotland, in formal partnership with a range of individual churches and we informally partner with even more third sector providers. We also work alongside various faith-based charities and missions of various sizes working in Scotland with a similar ethos to Bethany.

The emergence of newer organisations seeking to address homelessness is foreseen, especially community-led groups. Our perspective is not to compete but collaborate, seeking to amplify the collective impact and benefit to society.



*"Bethany supported me through thick and thin; they've been there when I've been down and helped me a lot."*

# New Strategic Cycle

As we approached the completion of the current strategic cycle there has been much prayer, contemplation and seeking after God's purposes for the unfolding of his will and intention through Bethany Christian Trust. Mission 2024 has been a period of extended growth, dynamic response, deepening and sustaining the existing work but growing new services at an exhilarating pace.

We have known God's provision for every step, and attest to the favour and grace of God to enable us in responding to his leading. We have grown not just in service range, volume and geographical reach but we believe also in our Christian roots, heart, unity, staffing, leadership, partnerships, standards, income generation and internal support functions.

As we have prayed and reflected, the following emphases have emerged for the next six-year strategic cycle:

- We now pivot forward into a different pace.
- We seek to mature the recently pioneered services.
- Growth will reflect the maturity of an established tree rather than rapidly growing branches.
- We prioritise the 'first works' as Jesus describes them seeking to live in, and bring Freedom.
- We aim to keep in step with God's peace and purposes and operate in his Favour.
- We seek God for an abundance to resource every good work with his provision and Finance.
- We have established the right locations from which to operate.
- Our offerings include a full range of services, approaches and interventions to support people.
- We enjoy multiple fruitful partnerships.
- We will experience natural growth where we are planted.
- We will explore having greater national impact.
- Equipping and partnering with the church is reciprocal to our mission.



1. Firm foundations
2. People
3. Fullness of life
4. Warm welcome
5. Safe structure
6. Provision and supplies
7. Hope in the community

## A New Metaphor

A new metaphor, encapsulating our strategies to fulfil our vision, is simply this: a home – a place of loving warmth and welcome, a place of safety and security, built on firm foundations. A place for people, where fullness of life and opportunity abound; with positive future options, where there is no lack, and where the presence of God brings hope, restoration, and rest – with living hope broadcast into the community.

### From the Book of the Prophet Haggai:

*'The silver is mine and the gold is mine,' declares the Lord Almighty.*

*'The glory of this present house will be greater than the glory of the former house,' says the Lord Almighty.*

*'And in this place I will grant peace,' declares the Lord Almighty.'*

**In the heart of our mission lies this Dwelling Place, a sanctuary where vulnerable are sheltered and people grappling with homelessness find peace.**

Here we will seek to prevent homelessness, to intervene when lives are in crisis, and to offer housing with support.

# Strategies & Goals 2024-2030

The Strategies that Bethany will adopt to achieve our vision of **Ending homelessness in Scotland, one person at a time** and the goals set as fulfilment of that achievement are headlined below.



## S1: Build on Firm Foundations

We will seek to deepen the roots of our Christian ethos and values, ensuring our mission is bolstered by a steadfast dependence on God and a strong support network for our team.

**1.1 Mission, Vision & Values:** We aim to steadfastly uphold and integrate our mission, vision, and values across all aspects of Bethany Christian Trust's operations and culture.

**1.2 Values in Practice:** Our goal is to actively embody our core values in every service and interaction, ensuring that our Christian ethos visibly guides our work.

**1.3 Prayer Support, Devotions & Pastoral Support:** We will seek to enhance our organisational strength and community well-being through dedicated prayer support, regular devotions across teams and facilitation of pastoral support.

**1.4 Dependence on God:** Our strategic intention is to keep in step with God's purposes and grace and to actively surrender to Him in all aspects of life and work, trusting in His provision for our needs.

**1.5 Building for the Future Upon the Past:** We commit to draw on our rich legacy as a foundation for sustainably building for the future.

## S2: It's about People

Our focus will be on nurturing a people-first culture, fostering a supportive environment for staff and volunteers, and developing leadership to sustain the future.

**2.1 People First & Expert Group:** Placing the needs, aspirations and voices of those we support at the forefront, enriched by insights from our group of experts with lived experience.

**2.2 Frontline Support & Holistic Management:** Ensuring robust frontline support to staff and continuing to develop our holistic management approach incorporating culture, person, performance and support.

**2.3 Valuing Volunteering and Attraction & Retention:** Investing in volunteers and focusing on attracting and retaining dedicated staff.

**2.4 Leadership & Board Development:** Facilitating the continuous development of our leadership and Board to drive Bethany's mission forward.

**2.5 Capacity Building & Succession:** Building organisational capacity with opportunities for succession to sustain Bethany's future.



## S3: Offer Fullness of Life

We aim to provide comprehensive support through a broad range of services tailored to meet the diverse needs and aspirations of people we serve, from homelessness prevention and crisis intervention, through to Housing & Support.

**3.1 Integrated Suite of Services in Multiple Locations:** We aim to offer a broad spectrum of services across Scotland, ensuring that individuals facing homelessness and associated issues can access the support they need in various contexts.

**3.2 Responding to Multiple Needs and Aspirations at Various Life Stages:** Our strategy includes provision of services to meet the diverse needs and aspirations of people we support, recognising the different challenges experienced at differing life stages.

**3.3 Holistic Support and Interventions for People in Wide Ranges of Circumstances:** We commit to providing comprehensive support that addresses the physical, emotional, social and spiritual well-being of individuals in diverse situations.

**3.4 Homelessness Prevention Services:** We will proactively offer services aimed at preventing homelessness, seeking to address root causes before they lead to crisis.

**3.5 Crisis Intervention Services:** Our focus will be on delivering immediate, effective support during crisis, offering recovery, stability and practical solutions in times of need.

**3.6 Housing & Support Services:** We will offer a range of housing options and accommodation accompanied by tailored support, paving the way for independent living.



## S4: Warm Welcome & Positive Pathways

We will ensure accessible and trauma-informed services that offer a clear path to independence, underpinned by ongoing support and aimed at achieving positive life outcomes.

**4.1 Multiple Referral Pathways & Improved Access:** We will expand our referral pathways and actively work to lower barriers, ensuring people in need are supported in accessing our services.

**4.2 Communicating Clearly:** Our commitment is to communication that is clear, transparent, and compassionate, fostering trust and understanding with people we support and with other services.

**4.3 Psychological Safety & Trauma-Informed Care:** By embedding psychological safety and trauma-informed principles into our services, we aim to create a nurturing and safe environment for all individuals.

**4.4 Equipping for Independence through Move On Pathways:** Our goal is to provide the tools, resources, and support necessary for individuals to lead more independent lives, facilitated by structured move-on pathways.

**4.5 Continuity of Support & Positive Outcomes:** We will endeavour to provide or facilitate ongoing support to contribute to positive, measurable outcomes that truly make a difference in people's lives.



## S5: Provide Safe Structure

Our commitment is to uphold the highest standards and ensure the safety and wellbeing of all, supported by robust systems, innovative practices, and strong governance.

### 5.1 Standards, Regulation & Quality Assurance:

Maintaining strong, positive relationships with regulatory stakeholders, we will seek to uphold the highest standards through multi-layered quality assurance processes, aiming at excellence in all aspects of our work.

### 5.2 Training & Development, Innovation & Agility:

We are committed to fostering a culture of continuous learning and development, embracing innovation and providing training opportunities to all staff members.

### 5.3 Information Technology, Property & Asset Portfolio:

Strategic investment in information technology and effective management of our property and asset portfolio will underpin our operational efficiency and service delivery.

### 5.4 Best Value External Contracts, Finance Support & Controls:

Ensuring the best value from external contracts and services is central to our financial stewardship, supported by integrated systems and robust financial controls, to safeguard our mission and operations.

### 5.5 Risk Management & Good Governance:

We are dedicated to rigorous risk management and upholding good governance principles, incorporating proactive safeguarding policies, procedures and practice.



## S6: Generate Provision & Supplies

We aim to grow our diversified funding sources, exploring new enterprise opportunities and enhance our retail presence to build sustainable financial growth.

### 6.1 Interconnected Fundraising Approaches:

We shall deepen our engagement and proactivity across a variety of fundraising disciplines, continuing to build positive and trusted donor relationships to ensure a robust and sustainable financial base. (Church, Community, Corporates, Events, Digital, Advertising, Trusts, Grants, Individual Giving, Campaigns & Legacies)

### 6.2 Maximising Funding Ratios:

Our commitment is to maximise the return on resources employed in generating income, through existing and new opportunities, to increase the net gain in each discipline, and to ensure every donation is leveraged to achieve the greatest possible impact in the lives of the people we serve.

### 6.3 Enhancing Bethany Retail including in West of Scotland:

We aim to build on the success of Bethany Charity Retail through enriching the customer experience, maximising net income, amplifying the community benefits, promoting the work and mission of Bethany and scoping for new profit generating locations, particularly in the West of Scotland.

### 6.4 Enterprise Opportunities & Development:

We will seek to bolster and develop the existing work of Bethany Enterprises and establish new enterprise opportunities that align with our mission and contribute to our financial stability.

**6.5 Multi-year Income Planning:** We will implement strategic multi-year income planning and promote multi-year pledged giving opportunities to ensure long-term financial health and operational continuity.



## S7: Share Hope in the Community

By amplifying our collaborative efforts with churches, local governments, and other partners, we will extend our impact, sharing the transformative stories of the lives we touch and equipping communities with hope.

### 7.1 Charity Partnerships, Local & National Government & Collaboration:

We will strengthen our partnerships with charities, councils and national government, amplifying our impact through collaboration.

### 7.2 Monitoring & Evaluation, Local & National Impact:

By closely monitoring and evaluating our work, we aim to understand and enhance our impact both locally and nationally, ensuring our efforts lead to meaningful change.

### 7.3 Fruit of Changed Lives & Sharing Living Stories:

We are committed to sharing the stories of transformation and recovery experienced by people we support, sharing the profound difference made in individuals' lives through Christian love in action.

### 7.4 Equipping the Church & Church Partnerships:

We will continue to support and empower our church partners, sharing resources to equip the church in addressing homelessness and associated issues.

### 7.5 Public Voice – Multiple Platforms:

Utilising a variety of platforms, we will share hope, advocate for the people we serve, raise public awareness about homelessness, influence policy and build support for the mission and work of Bethany Christian Trust.

This strategic plan aims to provide a structured approach to achieving Bethany Christian Trust's vision of ending homelessness in Scotland, one person at a time, from 2024 to 2030.

# Appendix: Summary of Strategies

The Strategies that Bethany will adopt to achieve our vision of **Ending homelessness in Scotland, one person at a time** are headlined below.



## S1: Build on Firm Foundations

We will seek to deepen the roots of our Christian ethos and values, ensuring our mission is bolstered by a steadfast dependence on God and a strong support network for our team.



## S2: It's about People

Our focus will be on nurturing a people-first culture, fostering a supportive environment for staff and volunteers, and developing leadership to sustain the future.



## S3: Offer Fullness of Life

We aim to provide comprehensive support through a broad range of services tailored to meet the diverse needs and aspirations of people we serve, from homelessness prevention and crisis intervention, through to Housing & Support.



## S4: Warm Welcome & Positive Pathways

We will ensure accessible and trauma-informed services that offer a clear path to independence, underpinned by ongoing support and aimed at achieving positive life outcomes.



## S5: Provide Safe Structure

Our commitment is to uphold the highest standards and ensure the safety and wellbeing of all, supported by robust systems, innovative practices, and strong governance.



## S6: Generate Provision & Supplies

We aim to grow our diversified funding sources, exploring new enterprise opportunities and enhance our retail presence to build sustainable financial growth.



## S7: Share Hope in the Community

By amplifying our collaborative efforts with churches, local governments, and other partners, we will extend our impact, sharing the transformative stories of the lives we touch and equipping communities with hope.

*"Bethany made a difference to me as they did not judge me; most of all they showed me love and understanding."*





# Dwelling Place 2030



## Find us Online

[Instagram](#) - @bethanychristiantrust  
[Facebook](#) - Bethany Christian Trust  
[X / Twitter](#) - @bethanychristiantrust  
[YouTube](#) - @BethanyCT  
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**Bethany  
Christian  
Trust**

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