



The Melting Pot
Strategic Plan 2018 – 2028

The pioneers of Coworking are scaling up...

VISION: A society which has a vibrant, creative, resilient and effective social innovation community



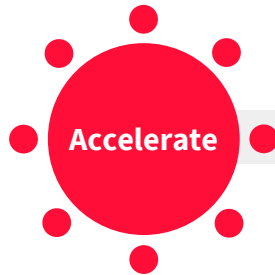
MISSION: Stimulate and support social innovation worldwide



VALUES: Innovative, Practical, Connecting, Inspiring, Respectful, Transformational



LEARNING OUTCOMES: Grow the courage, connections, skills and understanding of social innovators



Accelerate

Coworking Accelerator Network

- Connect
- Explore
- Accelerate

REPLICATE

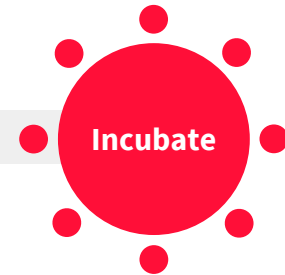


Collaborate

The Melting Pot

- Coworking
- Space/Venue
- Virtual Office
- Events

REPLICATE



Incubate

Good Ideas Academy

- Camp
- Class
- Alumni
- Catalyst
- Events + Projects



Definitions

WHAT SOCIAL INNOVATION MEANS FOR US

Social innovation is about **finding new creative solutions** to local, national and international **social and environmental problems**.

Social innovation focuses on **maximising outcomes** as opposed to maximising profits.

Social innovation is about **making the world a better place**.

WHO OUR SOCIAL INNOVATORS ARE

Individual people, collectives and organisations who deliver a socially innovative idea.

They don't exclusively operate in the non-profit distributing sector, and can often involve collaboration between different sectors.



Team

Board of Directors: Andy Corkhill, Roger Horam, Mark Anderson, Jane Bruce, Hanoz Miraz, Andrew Richards, Claire Carpenter

Founder, CEO: Claire Carpenter

Finance & Administration Manager: Jennifer Richmond **Bookkeeping & Administration Assistant:** Gill Ramsay

Fundraiser: Roger Horam **MarComms Strategy:** Cathy Sexton

People

- Claire Carpenter, Founder
- David Stroud, Head of Acceleration
- Sam Baumber, Internationalisation Adviser
- Sam Hulls, Product Development
- Anna Ciborowska + New Administrator

Partners

- Nexodus
- Districts of Creativity

Funders

- Scottish Government: Social Enterprise, Social Innovation and Social Investment; Entrepreneurship

People

- Sam Hulls, Head of Collaboration
- Cleo Goodman + Phillip Reid, Engagement & Event Coordinators
- Anna Ciborowska + Erin McElhinney, Events Hosts
- Cathy Sexton, Communications Strategist (Contractor)
- Subhi Hashwa, IT Network Manager (Contractor)

Partners

- None

Funders

- None

People

- Simon Turner, Head of Incubation
- Julie Ellam, Coordinator
- Jenni Inglis, Design and Content (Contractor)
- Katie Banham, People Development (Contractor)

Partners

- Challenges Worldwide
- Glasgow Caledonian University
- Social Enterprise Academy
- SENSCOT Legal

Funders

- Scottish Government: Social Enterprise, Social Innovation and Social Investment
- European Union
- Judy Russell (Donor)



Overall Aims

Accelerate the growth of resilient enterprising communities internationally
(Placemaking)

Deliver best practice in coworking for collaboration
(Belonging)

Incubate good ideas for social innovation to multiply our impact
(Nurturing)

Nov 2017 – Oct 2018 Objectives

1. Develop our people so they can deliver and innovate great services, systems and relationships
2. Monitor, evaluate and communicate the impact we make in the long term
3. Continual systemisation of operations, methodologies and delivery to achieve best practice and create value

4. Develop best practice systems and methodologies to practically support external delivery
5. Strengthen sales, membership and retention to achieve profitability
6. Grow and connect our network of leaders to expand market reach and spread best practice in placemaking
7. Communicate collective experience to position ourselves as the leading quality coworking network
8. Develop and manage strategic partnerships, stakeholders and investments

4. Diversify our service offerings and expand capacity to increase profitability and impact - demonstrating Social Enterprise in action
5. Build community beyond physical space
6. Strengthen process of sales and membership
7. Continually make The Melting Pot a great place to be
8. Communicate our experience and impact as leaders in coworking for social innovation
9. Replicate coworking to new spaces and markets

4. Create and deliver best practice in the incubation of ideas for social innovation
5. Create leading edge content for delivery to social innovators
6. Tell great stories of the people behind social innovation
7. Grow the courage, connections, skills and understanding of social innovators
8. Form strategic partnerships to enable growth and replication
9. Create profitable revenue streams to support non-revenue delivery
10. Replicate the Good Ideas incubator in other communities (Scotland and internationally)

2017-18 Targets



1. Design and implement new financial system to separate charitable activity from non-charitable trading (Project codename: **2018-finance**)
2. Design and implement new customer relationship management system and ensure compliance with new GDPR (Project codename: **2018-crm**)
3. Deliver marketing and communications plan and monitor effectiveness including creation of style guide (Project codename: **2018-marcomms**)
4. Cross-organisation implementation of staff line management process (Project codename: **2018-staffing**)

5. Grow pipeline for EXPLORE and ACCELERATE
6. Refine MarComms process and raise awareness
7. Develop Coworking Canvas training materials
8. Secure investment to support ongoing development
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9. Build team and design process for delivery of ACCELERATE Team and ACCELERATE Support
10. Finalise version 1 of ACCELERATE System
11. Deliver ACCELERATE System to 1 clients
12. Deliver ACCELERATE Support to 1 clients
13. Deliver ACCELERATE Team to 0 clients
14. Publish 2 ACCELERATE case studies
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15. Hold second annual EXPLORE learning event (May)
16. Develop opportunities to deliver EXPLORE elsewhere
17. Deliver EXPLORE Full Scoping support to 2 clients
18. Deliver EXPLORE Sense Check to 2 clients
19. Publish 2 EXPLORE case studies
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20. Grow membership and market reach of CONNECT network globally to 50 members
21. Establish and deepen links with international pioneers of coworking
22. Publish 4 thought leadership pieces

5. Explore additional products to maximise revenue streams , especially out-of-office hours and virtual network
6. Achieve consistent minimum fixed desk occupation of 90% capacity
7. Increase income on services by 20% for coworking, venue hire and virtual office services
8. Develop a process for capturing and systemising operational improvements, including Nexodus review
9. Upgrade IT and physical facilities in all venues
10. Expand staff capacity and capability for hosting, especially during out-of-office hours
11. Establish process for member feedback and analysis of impact
12. Implement the sales tracking system including creating a process for referrals
13. Review pricing levels and membership packages
14. Explore and develop opportunities for additional space for expansion
15. Connect with other Edinburgh coworking spaces to model best practice and increase market intelligence
16. Co-deliver TMP Events with colleagues that align with stated learning outcomes, including SEWF 2018
17. Update and improve policies for members and staff

5. Deliver high quality Camp and Class learning experiences
6. Improve alignment of programmes with learning outcomes
7. Develop an Alumni programme to enable connections and learning
8. Form strategic partnerships and create 'streams' within GIA to increase applications to 100+
9. Form partnerships for possible replication into two new locations (could include second Edinburgh location)
10. Co-deliver a showcase event in Glasgow to promote possible replication of GIA
11. Co-deliver social innovation knowledge exchange (SIKE) programme with GCU
12. Sell Good Ideas services to 2+ new clients
13. Co-deliver TMP Events with colleagues that align with stated learning outcomes, including SEWF 2018
14. Review and improve the Good Ideas business model, brand and communications channels
15. Increase resources available to GIA including raising £100,000+



Nov 2017– Oct 2018

Progress: The Melting Pot (Spaces)

● On track
 ● In progress
 ● Off track

Target	Due		Progress
Explore additional membership packages to populate coworking space during non-office hours	End Jan		Discussed early-stage ideas with team Next steps: Will explore further at Team Planning Day (17 Feb), set specific targets for delivery
Have Fixed Desk occupation consistently at 90 - 100% capacity	Ongoing		Currently at 70% capacity - high number of enquiries but low conversion rate Next steps: Create promotional strategy and investigate why enquiries aren't converting
Diversify & promote venue hire offerings to encourage evening and weekend bookings	April		Block Booking option proving effective & Special Events Hire products recently introduced. Next steps: Finalise alcohol licensing (delay in approval) and promote Special Events Hire.
Increase income on services by 20% for coworking, venue hire & VOS	Ongoing		
Upgrade IT & physical facilities in all venues	May		Initial ideas for IT requirements and room improvements in WS. Next steps: Make upgrades to WS, research furniture options & discuss IT options & costs w Subhi.
Expand staff capacity for hosting during out-of-office hours	April		New Host has joined staff team (Nov 17), but will need to recruit further to cover The Craggs venue Next steps: Consider timeline for recruitment and training of additional host
Establish process for member feedback and analysis of impact	tbc		Ongoing 'Member Spotlight' interviews taking place. Next steps: Review content & format, and provide better structure to the process.
Develop and implement process for referrals	tbc		Dependent on capacity, start with very basic offering. Next steps: Discuss ideas with team and design offering.
Review pricing levels	End Sept		Set reminder to discuss and review pricing in June with Jeni. Next steps: Review in due course.



Nov 2017– Oct 2018
Progress: The Melting Pot (Spaces)



On track



In progress



Off track

Target	Due		Progress
Expand into second space for venue hire services	April		Working with Simon at The Craggs to hire venue 3 days/week Next step: Sign off on agreement, begin logistical planning and selling of space
Explore opportunities for additional space for private-office coworking	July		Space at Social Innovation Alley seems suitable and all parties keen to progress plans Next step: Draft up agreement with Eoghan
Connect with other Edinburgh coworking spaces and learn more about what they offer	March		Sam has shortlist of other hot-desking spaces, has begun visits (Creative Exchange Feb 2018) Next steps: Continue to book in regular tours, consider benefits of making the connection



Nov 2017– Oct 2018

Progress: Good Ideas



On track



In progress



Off track

Target	Due		Progress
Deliver high quality Camp and Class learning experiences	Mid Jan		Camp delivered with very positive feedback Class underway and delivering effectively
Improve alignment of programmes with learning outcomes	June		New programme outcomes and logic model written Class content and schedule reviewed and improved
Develop an Alumni programme to enable connections and learning	End Dec		Partnership with Challenges Worldwide includes space for Alumni events Schedule of activities yet to be set. Expected to move forward March/April.
Form strategic partnerships and create 'streams' within GIA to increase applications to 100+	June		Challenges Worldwide agreed to become International Development partner for 2018-19 Skyscanner provisionally agreed as Tech partner Follow up meeting with Firstport to be arranged
Form partnerships for possible replication into two new locations (could include second Edinburgh location)	June		GCU provisionally agreed 'in principle' to host incubator in Glasgow. Awaiting outcome of Scottish Government funding bid.
Co-deliver a showcase event in Glasgow to promote possible replication of Good Ideas (Movement Makers)	End April		Partnership in place with GCU to host event. Date set as April 17. . Progressed slowed by staff absences in February but expected to move forward in late Feb.
Co-deliver social innovation knowledge exchange (SIKE) with GCU	Ongoing		Attended 'kick-off' meeting at GCU in early Feb. Staff sickness limited our input but partnership broadly on track.
Sell Good Ideas services to 2+ new clients	Ongoing		Positive meeting held with Cyrenians mid Feb. They have requested proposal, including costs, for opening up access to Camp and Class for their staff.
Co-deliver TMP Events with colleagues that align with stated learning outcomes, including SEWF 2018	Ongoing		Julie and Cleo have planned and delivered series of events. Improvements to impact measurement survey undertaken by Cleo with support from Simon



Nov 2017– Oct 2018
Progress: Good Ideas



On track



In progress



Off track

Target	Due		Progress
Review and improve the Good Ideas business model, brand and communications channels	May		Business Model and Outcomes now aligned with 6 Stages of Social Innovation model Rationalisation of programme names undertaken to remove “SIP” and “Academy” and simplify to “Good Ideas” Skyscanner agreed in-principle to provide pro bono graphic design service for visual rebrand
Increase resources available to GIA including raising £100,000+	Ongoing		Approx. £75k in place for Edinburgh (Scottish Government + SIKE) for this year. Proposal submitted to Scottish Government for £124k over three years (decision March/Apr) Skyscanner agreed in principle to provide small funding and support. Proposal to be sent. Baillie Gifford have agreed to consider a proposal for CSR financial support



Nov 2017– Oct 2018

Progress: Coworking Accelerator Network



On track



In progress



Off track

Target	Due		Progress
Grow pipeline for EXPLORE and ACCELERATE	EOY		Opportunities all loaded onto new CAN CRM and will continue to be updated there
Refine MarComms process and raise awareness	EOY		Have updated printed marcomms materials New members website being built Comms plan for CONNECT to be finalised by end Jan
Develop Coworking Canvas training materials	March		SB & DS creating the handbook
Secure investment to support ongoing development	EOY		Report to SG and seek Yr 3 investment (CC) Investment options appraisal research (RH) Apply for additional investment throughout 2018
Build team and design process for delivery of ACCELERATE Team and ACCELERATE Support	EOY		Recruiting Administration assistant with start date in March Building Anna's capacity for community building and comms
Finalise version 1 of ACCELERATE System	March		Final documents being written and finalised in Feb/March
Deliver ACCELERATE System to 1 client	EOY		Likely switch-on with 2 clients: Linlithgow and Aberdeen in Q2
Deliver ACCELERATE Support to 1 client	EOY		Potential with Aberdeen to be discussed
Not delivering ACCELERATE Team this period	N/A		
Publish 2 ACCELERATE case studies	EOY		Awaiting switch-on with ACCELERATE clients


Nov 2017– Oct 2018
Progress: Coworking Accelerator Network ...continued

On track

In progress

Off track

Target	Due		Progress
Hold second annual EXPLORE learning event (May)	May		Dates set and advertised. Marketing plan and delivery required in Feb, starting with “warm” leads in CRM Invoice initial sign-ups in Feb
Develop opportunities to deliver EXPLORE elsewhere	EOY		Currently creating EXPLORE Handbook for ease of delivering through other experts Work out business model and contractual agreements Work out who we would want to work with
Deliver EXPLORE Full Scoping support to 2 clients	EOY		CC currently delivering to 4 clients Engage with pipeline to assess next opportunities (SB)
Deliver EXPLORE Sense Check to 2 clients	EOY		CC has delivered to 3 clients Engage with pipeline to assess next opportunities (SB)
Publish 2 EXPLORE case studies	EOY		Already have 5 case studies... to be published online throughout next few months
Grow membership and market reach of CONNECT network globally to 50 members	EOY		Target of 50 reached in Jan 2018. Continue to grow via organic and targeted opportunities (e.g. wishlist of members)
Establish and deepen links with international pioneers of coworking	EOY		Attendance at, and sponsorship of, key coworking industry conferences globally Partnering on outreach with Nexodus - (re. Events and Prospects) process to be finalised
Publish 4 thought leadership pieces	EOY		Editorial calendar for year being finalised Need to engage with other coworking leaders on a monthly basis for input