



Borders

Community Action

Draft Strategic Plan 2023



June 2023





Borders Community Action, launched on 1 April 2023, is the Third Sector Interface (TSI) for the Scottish Borders.

We work to promote and develop a vibrant local third sector. We are a one-stop point for the third sector, working with charities, social enterprises, community groups and volunteers.





OUR VISION

To create thriving, resilient and inclusive communities where everyone can achieve their full potential



OUR MISSION

To empower the third sector in the Scottish Borders to create positive change in communities by providing leadership, sharing knowledge and promoting collaboration.



OUR VALUES

'Bold' – *We will be bold in how we represent you and the communities you serve.*

'Keeps Promises' – *We will always keep the promises we make to you.*

'Wise' – *We will share with you what we know and nurture the knowledge and skills in others.*

'Difference' – *We will strive to increase our understanding of difference in our communities and use its strength to change lives.*

Partners and Shared Plans

Borders Community Action work towards the Scottish Government's TSI Outcome Framework[1] which is based on the four purposes defined for the Third Sector Interfaces by the Scottish Government:

Develop the capacity of the sector to achieve change

We provide development support to volunteers, third sector organisations and social enterprise to achieve positive change.

Strong third sector voice

We are a channel of communication between third sector organisations and statutory bodies, ensuring the third sector has a strong voice at a strategic level, locally and nationally.

Be a central source of knowledge about the third sector

We share relevant information about local and national policy that might affect the sector and communities.

Connection

We provide leadership, vision and coordination to the local third sector, including through partnership and collaboration.

Partners and Shared Plans

In addition, Borders Community Action contribute towards national shared outcomes such as the Social Enterprise Strategy[2], the Volunteering for All Framework[3] and National Performance Framework[4] for Scotland as follows:



We tackle poverty by sharing opportunities, wealth and power more equally



We respect, protect and fulfil human rights and live free from discrimination



We are healthy and active



We live in communities that are inclusive, empowered, resilient and safe



We are well educated, skilled and able to contribute to society

2.<https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2016/12/scotlands-social-enterprise-strategy-2016-2026/documents/00511500-pdf/00511500-pdf/govscot%3Adocument/00511500.pdf>
3.<https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2019/04/volunteering-national-framework/documents/volunteering-national-framework/volunteering-national-framework/govscot%3Adocument/volunteering-national-framework.pdf>
4.https://nationalperformance.gov.scot/sites/default/files/documents/NPF_A4_Booklet.pdf

Partners and Shared Plans

Locally, Borders Community Action supports third sector leadership in the decision-making structure of the Scottish Borders Integration Joint Board (IJB) as part of the HSCP (Health & Social Care Partnership), collaborating on shared objectives identified in the HSC Strategic Framework[5], such as:

Prevention and early intervention

Reducing Poverty and Inequalities

Our Strategy also strongly aligns with the following Scottish Borders Council priorities[6]:

Fulfilling Our Potential

Strong inclusive economy

Good Health and Wellbeing

Empowered, Vibrant Communities

Partners and Shared Plans

Borders Community Action advocate for the third sector on the Scottish Borders Community Planning Partnership (CPP) on the following priority themes:

'Learning, skills and economy'

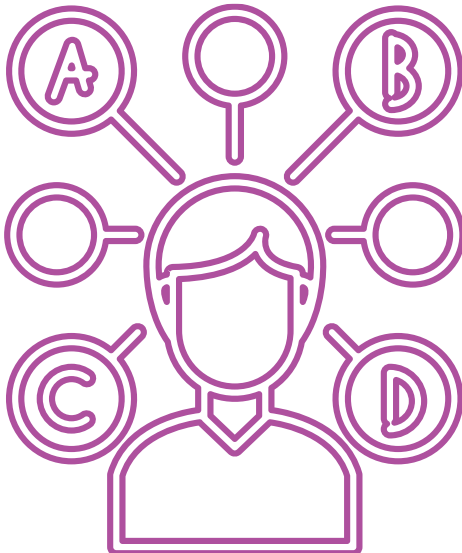
'Good health and wellbeing'

'Place and community'

and regionally, through theme 6 of the South of Scotland Regional Economic Strategy[7]:

Thriving & Distinct Communities: Activating & Empowering Communities

Our Process



Draft Strategy goes out for consultation with members and partner organisations
July - Dec 2023

Our strategy development started as part of the Borders Third Sector partnership review
Draft is reviewed by BCA Team and Board of Trustees
May 2023

Draft and workplan is approved by Scottish Government
Jun 23

Facts gathered are used to review and inform our 3-year strategic plan
Jan - Mar 2024

The 3-years strategic plan is launched! We can't wait to see the plan in action.
April 2024

Our Strategic Objectives

Our priorities of work to deliver our vision

Support and develop volunteers, third sector organisations and social enterprises via a responsive range of services, including training, information, advice and access to resources.

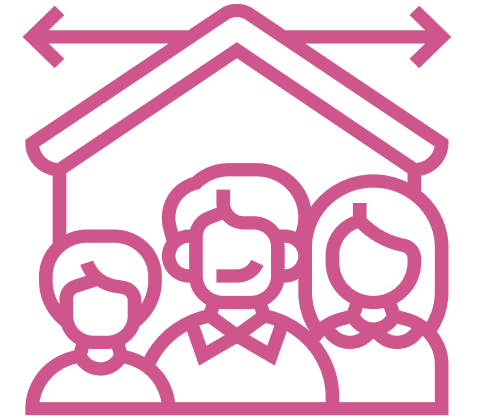
Be a catalyst for community empowerment enabling a culture of collaboration that maximises the influence and impact of the third sector on communities.

Amplify the voice of volunteers and third sector organisations representing their collective needs locally, regionally and nationally.

Be an exemplary third sector organisation with its members at its heart.

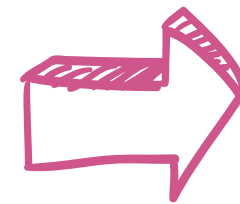


Our New Ways of Working



Support and develop volunteers, third sector organisations and social enterprises via a responsive range of services, including training, information, advice and access to resources.

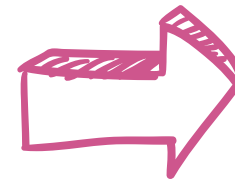
Develop and implement a plan to enable people of all ages, abilities and backgrounds to be more involved and connected through volunteering in their community



Volunteering Action Plan Volunteer Accreditation
Matching making volunteers with third sector organisations and their causes

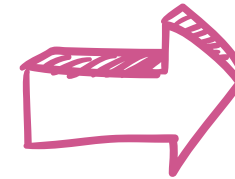
Engage businesses on corporate Volunteering

Develop and deliver a programme of training to respond to members' identified needs



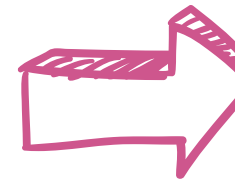
Third sector training needs analysis
Partnerships with other training partner organisations

Deliver regular drop-in advice / surgeries for volunteers and community organisations across the Borders



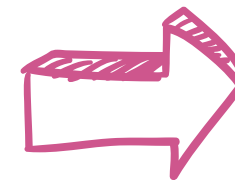
Locality drop-ins/ surgeries: governance, funding, volunteering match making

Create a uniform offer of support that is available to social enterprises across the Borders



Social enterprises across the Borders are clear about what support is available and how to access it

Respond to ad hoc unique requests of support from single or groups of organisations



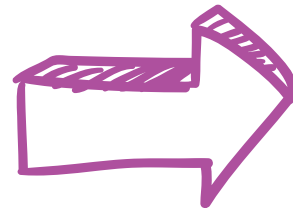
Respond to all requests of support through within 4 weeks of request received

Our New Ways of Working



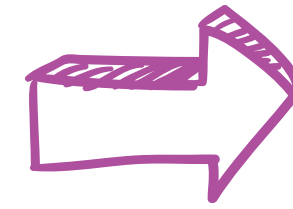
Be a catalyst for community empowerment enabling a culture of collaboration that maximises the influence and impact of the third sector on communities.

Supporting community-led planning partnerships to develop Local Place Plans



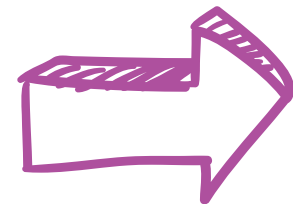
Berwickshire and Cheviot pilot and use learning as a template for other developments

Deliver community consultation days to make sure that BCA is connected to local priorities and identifies unmet needs that require support



BCA local knowledge identify uncovered themes or areas where provision is limited

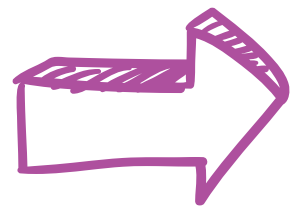
Work with the Federation of Village Halls to create a joint plan of support to all Village Halls in the Borders



Village Halls have the access to investment and are able to run sustainably

Village Halls committees are better supported maintain halls

BCA is an independent organisation equipped to leverage investment and distribute national or regional funding opportunities



Investigate and develop potential investment opportunities with strategic partners

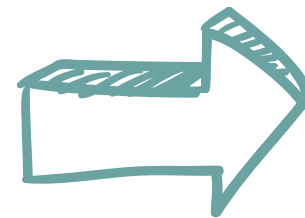
Set standard procedures for administering, distributing and monitoring grants

Our New Ways of Working



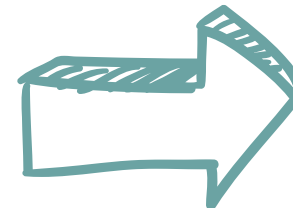
Amplify the voice of volunteers and third sector organisations representing their collective needs locally, regionally and nationally.

Develop strategic partnerships with key local and national partners



Implement communications mechanism created to cascade info information to members and partner organisations.

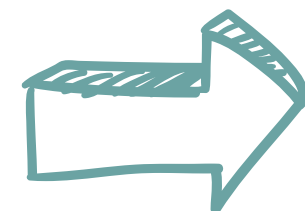
Engage the third sector in consultations about local priorities and help identify unmet needs



Using BCA local knowledge identify uncovered themes or areas where provision is limited

Use in-person and online methods to inform and engage member organisations about topics that are relevant to them

Develop opportunities for sector and cross-sector collaboration and voice representation



Networking meetings/ Forums/ events

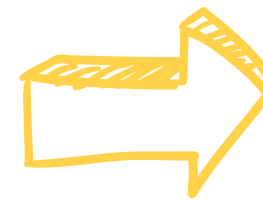
Liaison with partners and other umbrella organisations working on shared priorities

Our New Ways of Working



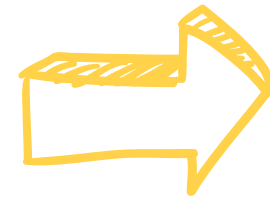
Be an exemplar third sector organisation with its members at its heart.

BCA is continuously improving as an organisation that values its staff and supports them to thrive



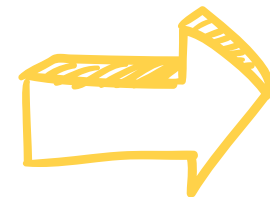
Review and prioritise action plans into a manageable workload for BCA in 2023

Continue to develop a skilled and engaged Board that leads BCA strategically and is representative of BCA's membership



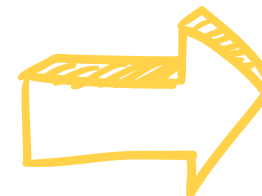
Recruit to remaining Board places from diversity of membership and from across the Borders
Board development days to review plans and allocate roles

BCA staff are productive, and members are supported by effective administrative tools and processes



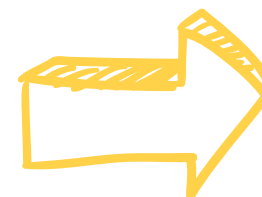
Adopt effective systems and technologies
Staff CPD programme

BCA has the skills and knowledge to be an example to the sector



Governance, policies, procedures, a values-led organisation with a positive workplace culture

BCA 1 year celebration event



A ceremony to celebrate volunteers and TSO's
Launch of the 3-year strategic plan based on 2023 stakeholders' consultation

Our New Ways of Working

BCA Vision: To create thriving, resilient and inclusive communities where everyone can achieve their full potential.

BCA Mission: To empower the third sector in the Scottish Borders to create positive change in communities by providing leadership, sharing knowledge and promoting collaboration.

Borders situation	BCA Objectives and Activities	Short term outcomes	Long term outcomes
<p>Our rural communities in the Scottish Borders have been confronted with several pressures, including the continued impact of the global pandemic, the increased cost of living and the ripple effect of the war in Ukraine.</p> <p>The demography of the Scottish Borders shows we have proportionately fewer young adults and more people over 65 than the rest of Scotland.</p> <p>Demographic characteristics (a higher share of older population) and geographic features (larger distances to access facilities) combined with the impact of a low-wage economy, limited educational opportunities, fragmented transport links as well the need for digital skills and infrastructure, all contribute to inequalities in the region and further impact on already stretched services.</p> <p>The third sector is already playing a major contribution to narrowing the inequality gap - we already know that a fairer sustainable economy and society depends on it. BCA will lead and support the third sector to work collaboratively, meeting the prevention and early intervention needs of the most vulnerable and promoting equality and sustainability.</p>	<p>1. Support and develop volunteers, third sector organisations and social enterprises via a responsive range of services, including training, information, advice and access to resources</p> <p>Activities:</p> <ul style="list-style-type: none"> •Develop and implement a plan to enable people of all ages, abilities and backgrounds to be more involved and connected through volunteering in their community •Develop and deliver a programme of training to respond to members' identified needs •Deliver regular drop-in advice/ surgeries for volunteers and third sector organisations across the borders •Create a uniform offer of support that is available to Social Enterprises across the Borders •Respond to ad hoc 1-1 requests of support from groups of third sector organisations •Develop a communications plan that highlights BCA roles and services to all current and prospective members <p>2. Be a catalyst for community empowerment enabling a culture of collaboration that maximises the influence and impact of the third sector on communities</p> <p>Activities:</p> <ul style="list-style-type: none"> •Supporting community-led planning partnerships to develop Local Place Plans •Deliver community consultation days to make sure that BCA is connected to local priorities and identifies unmet needs that require support •Work with the Federation of Village Halls to create a joint plan of support for all Village Halls in the Borders. 	<p>1.a) Volunteers develop new skills, gain valuable experience, and build their confidence and self-esteem</p> <p>1.b) Third sector organisations (TSOs) and volunteers are aware of the resources and services available</p> <p>1.c) Social Enterprises across the Borders are clear about what support is available and how to access it.</p> <p>1.d) TSOs have the advice, skillset and confidence required to make the most of the finance available</p> <p>2.a) People of all ages are involved in community life adding to its richness and vibrancy</p> <p>2.b) Village Halls committees are better supported maintain halls</p> <p>2.c) Village Halls have access to investment and are able to run sustainably</p>	<p>1. TSOs are better equipped to contribute to the local economy</p> <p>2. Improved social connectedness within neighbourhoods and increased civic engagement, influencing decisions that affect communities</p> <p>3. TSOs have a stronger, more unified voice on issues affecting the sector and the wider community, through cross-collaboration and partnership working</p> <p>4. TSOs are able to learn and adopt practices reflect a positive working culture across the sector</p>

Our New Ways of Working

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BCA Mission: To empower the third sector in the Scottish Borders to create positive change in communities by providing leadership, sharing knowledge and promoting collaboration.

Borders situation	BCA Objectives and Activities	Short term outcomes
<p>BCA priorities links to national and local improvement outcomes and strategies such as:</p> <ul style="list-style-type: none"> • Scottish Borders Anti-Poverty Strategy • Scottish Borders Regional Economic Strategy • Scottish Borders Health and Social Care Strategic Framework • Volunteering for All Strategic Framework: BCA plan addresses the need to maximise the social and economic benefits of people's volunteering by developing a Volunteering Action Plan • Scotland's Social Enterprise Strategy • BCA supports the national ambition to adopt the Place Principle and devolving more power to local levels 	<p>Activities:</p> <ul style="list-style-type: none"> • BCA is seen as the natural independent organisation to distribute national or regional funding opportunities fairly and transparently to third sector organisations across the Borders <p>3. Amplify the voice of volunteers and third sector organisation's representing their collective needs locally, regionally and nationally</p> <p>Activities:</p> <ul style="list-style-type: none"> • Develop strategic partnerships with key local and national partners, including: IJB, CCP, SOSE, CLD, REP, Area Partnerships, LEP, NOLB, SBC and H&SC, TSI Network Scotland, SCVO Policy Network, Scottish Government etc • Develop opportunities for sector and cross-sector collaboration and voice representation • Engage the third sector in consultations about local priorities and help identify unmet needs <p>4. Be an exemplar third sector organisation with its members at its heart</p> <p>Activities:</p> <ul style="list-style-type: none"> • BCA is continuously improving as an organisation that values its staff and supports them to thrive. • Continue to develop a skilled and engaged Board that leads BCA strategically and is representative of BCA's membership • BCA staff are productive and members are supported through the use of effective administrative tools and processes • Plan and create a launch event that celebrates volunteering and TSOs contribution to the Borders • BCA has the skills and knowledge to implement mental health and wellbeing, diversity and inclusion, environmental policies and practices as an example to the sector 	<p>2.d) Efficient and fair access to funding maximises the impact of limited resources across the whole of the Borders</p> <p>2.e) Funding remains local and is invested where possible in Borders organisations maximising its impact and sustainability</p> <p>3.a) Strategic partners' policies and funding streams better meet the needs of volunteers and TSOs meaning communities and citizens' needs are more effectively met</p> <p>3.b) TSOs gain a better understanding of the policies that affect their work, enabling them to make more informed decisions</p> <p>3.c) TSOs are more engaged in policy debates, which can lead to increased influence and impact</p> <p>3.d) TSOs are exposed to new ideas and approaches, which can lead to innovative solutions to complex problems</p> <p>3.e) TSOs collaborate effectively minimising competition and maximising the effective use of resources</p> <p>4.a) Staff are happy and understand their role in delivering BCA's strategic objectives</p> <p>4.b) Staff retention rates improve as they feel valued and have improved health and well-being</p> <p>4.c) Staff are supported by effective administration tools meaning they have more time to spend addressing members' needs</p> <p>4.d) Increased confidence and trust from strategic partners, funders and members</p> <p>4.e) BCA membership increases, and engagement is improved</p>

Generic Assumptions

Borders Community Action is the re-formed third sector interface in the Scottish Borders, created to better respond to the needs of the wider third sector and providing a uniform offer of support across the region.

Continued funding from Scottish Government for the delivery of the Third Sector Interface (TSI) core functions.

New funding agreement with Scottish Borders Council would allow capacity within the team for service delivery.

Cross-sector collaboration will allow BCA to leverage resources and access funding opportunities for the benefit of the third sector and the wider Scottish Borders communities.

Regional and national collaborations will strengthen the third sector representation at the strategic level and influence policies that impact the wider sector.

External Factors

Economic conditions, such as recessions, budget cuts, or fluctuations in funding streams, can have a direct impact on BCA's ability to provide services and fulfil gaps where it exists.

Shifting political landscapes, alterations in funding availability, and modifications in policy frameworks can affect BCA and consequently, the wider third sector.

Continued impact of the ongoing inflation and cost of living crisis on third sector ability to recruit and retain talent.

Provision of agile working x investment in robust technology due to funding limitations.

The continued negative impact of the cost-of-living crisis on volunteers and volunteering, with many volunteer involving organisations (ViOs) facing funding cuts and loss of volunteers.

Measuring Performance & Evaluating Success

OUTCOME 1: TSOs are better equipped to contribute to the local economy

What we do	How do we know we are doing well	Our KPIs	
		How much have we done	How well have we done
Deliver regular drop-in advice/ surgeries for volunteers and third sector organisations across the borders	Feedback	# people supported by BCA with their enquiries	% of organisations who feel more confident to develop their organisation as a result of using BCA services
Develop and deliver a programme of training to respond to members' identified needs	Surveys	# people attending training	
Respond to ad hoc 1-1 requests of support from groups of third sector organisations	Case studies	# opportunities offered # volunteers placed Saltire Awards	% of people who engage with TSI that go on to active volunteering
Social Enterprises across the Borders are clear about what support is available and how to access it	Training Needs Analysis	# organisations supported	% of organisations who feel more confident to develop their enterprise as a result of using TSI services
Develop a communications plan that highlights BCA roles and services to all current and prospective members	Surveys	# newsletter sign ups # website analytics # social media audience	% user satisfaction

OUTCOME 2: Improved social connectedness within neighbourhoods and increased civic engagement, influencing decisions that affect communities

What we do	How do we know we are doing well	Our KPIs	
		How much have we done	How well have we done
Develop a Volunteering Action plan, detailing how BCA will support people of all ages and community activists	Feedback	# opportunities offered # volunteers placed #Saltire Awards	% of people who engage with TSI that go on to active volunteering
	Surveys	# Volunteer Involving Organisations (ViOs) benefiting from BCA service	% ViOs satisfaction rate
Identify and support local community activists to lead on Local Place Plans	Case studies	# people involved/ leading on Local Place Plans	% service satisfaction
Deliver Community Consultation days to make sure that BCA is connected to local priorities and identifies unmet needs that require support	Surveys	# consultation sessions delivered # people attending # local plans developed	% attendees' satisfaction with information and support offered
Deliver regular drop-in advice/ surgeries for volunteers and third sector organisations across the borders		# people/ groups/ organisations supported by BCA with their enquiries	% service satisfaction

Measuring Performance & Evaluating Success

OUTCOME 3: TSOs have a stronger, more unified voice on issues affecting the sector and the wider community, through cross-collaboration and partnership working

What we do	How do we know we are doing well	Our KPIs	
		How much have we done	How well have we done
Develop a Volunteering Action plan, detailing how BCA will support people of all ages and community activists	Feedback	# opportunities offered # volunteers placed #Saltire Awards	% of people who engage with TSI that go on to active volunteering
	Surveys	# Volunteer Involving Organisations (ViO) benefiting from BCA service	% ViO satisfaction rate
Identify and support local community activists to lead on Local Place Plans	Case studies	# people leading on Local Place Plans	% service satisfaction
Deliver community consultation days to make sure that BCA is connected to local priorities and identifies unmet needs that require support	Surveys	# consultation sessions delivered # people attending # local plans developed	% attendees' satisfaction with information and support offered

OUTCOME 4: TSOs are able learn and adopt practices reflects a positive working culture across the sector

What we do	How do we know we are doing well	Our KPIs	
		How much have we done	How well have we done
Ensure staff is trained and upskilled to do their job	Feedback	# training opportunities identified/ training attended	% staff wellbeing survey % of members in annual survey satisfied with support received
Continue to develop a skilled and engaged Board that leads BCA strategically and is representative of BCA's membership	Surveys	Active recruitment based on skillset	
BCA has the skills and knowledge to implement mental health and wellbeing, diversity and inclusion, environmental policies and practices	Case studies	Effective policies implemented	% increase confidence from members BCA Leading by example with quality governance
BCA staff are productive and members are supported through the use of effective administrative tools and processes.		New systems, software, technology implemented	% service satisfaction
Plan and create a launch event that celebrates volunteering and TSOs contribution to the Borders	Surveys	# engagement sessions delivered	% BCA members' views on strategic plan is valued and respected

Glossary of Terms

Word/ Acronym	Definition
BCA	Borders Community Action
TSI	Third Sector Interface
TSO	Third Sector Organisation
ViO	Volunteering Involving Organisation
SBC	Scottish Borders Council
IJB	Integration Joint Board
HSCP	Health and Social Care Partnership
CPP	Community Planning Partnership
RES	Regional Economic Strategy