

Borders

Community Action

Promoting and developing a vibrant third sector in the Scottish Borders



STRATEGIC PLAN

April 2024 – 2027

Table of Contents

01

Introduction

02

About Us

03

Our Shared Priorities

04

Vision, Mission & Values

05

Our Strategic Objectives

06

Improvement Framework

07

Our Logic Model

08

Our Logic Model Cont.

09

Risks and Assumptions

10

Measuring Performance

11

Measuring Performance Cont.

Introduction

Borders Community Action, established on April 1, 2023, serves as the Third Sector Interface (TSI) for the Scottish Borders region. Our primary objective is to foster the growth and vitality of the local third sector.

In June 2023, a fresh strategic blueprint was formulated, followed by a consultation period from July to December 2023 involving strategic partners and member organisations within the third sector. This comprehensive 3-year strategy was refined based on the feedback garnered during the consultation phase.

Borders Community Action works to promote and develop a vibrant third sector. We believe in the transformative power of collective action and the potential that lies within the wider sector. We are a values led organisation and have adopted a new approach of work: the ABCD - Asset Based Community Development, focusing our efforts on the best of what the Scottish Borders has to offer.

Together, we strive to empower the third sector in the Scottish Borders to create positive change by providing leadership, sharing knowledge and promoting collaboration. Our work is not just a job; it's a calling – a chance to leave a meaningful legacy that echoes through generations.

Juliana Amaral
Chief Executive Officer



Draft Strategy Consultation snapshot

regular newsletters ideas on approach available in communities TSI should be able
 opportunities for growth Organisations events open
 person on duty work in communities communities Regular approach would be helpful
 communication positive community centres important opportunities
 thematic approach best practice leadership approach



About us

Borders Community Action is proud to be the Third Sector Interface (TSI) for the Scottish Borders. A one-stop point for the third sector, working with charities, community groups, development trusts, social enterprises and the volunteering sector.

We are a membership organisation, our members are made up of third sector organisations and community groups operating across the Scottish Borders.

Together, we connect, promote, organise and represent the third sector in the region, across the South of Scotland and nationally.

We work closely with other TSIs across Scotland through the TSI Scotland Network.

What is the Third Sector?

The third sector, which includes charities, social enterprises and voluntary groups, delivers essential services, helps to improve people's wellbeing and contributes to economic growth. It plays a vital role in supporting communities at a local level.

What is a Third Sector Interface ?

Third sector interfaces (TSIs) provide a single point of access for support and advice for the third sector within local areas. There is a TSI in each local authority area in Scotland. TSIs have an outcome framework that they have to work within, but how that is done is very much based on identified local need and priorities for the Third Sector in each area. In addition to National Shared Outcomes, TSIs strategic plans are aligned with the following:

- Social Enterprise Strategy
- Volunteering for All

The key functions of the TSIs is now to help the third sector in each area in the following ways:

**Building
Capacity**

**Source of
knowledge**

**Voice of
the Sector**

**Connecting
partners**

Reference: <https://tsi.scot/>

National Outcomes

-  We respect and fulfil **human rights** and live free from discrimination
-  We **tackle poverty** by sharing opportunities, wealth and power more equally
-  We live in **communities** that **are inclusive, empowered, resilient and safe**
-  We are **healthy and active**.
-  We are well **educated, skilled and able to contribute to society**



South of Scotland Shared Priorities



THRIVING & DISTINCT COMMUNITIES

SKILLED & AMBITIOUS PEOPLE

REWARDING & FAIR WORK

Scottish Borders Community Plan Themes

Poverty	Learning, Skills & Economy
Good Health & Wellbeing	Place, Community & Connectivity



Scottish Borders
Health and Social Care
PARTNERSHIP

**PREVENTION AND
EARLY
INTERVENTION**



Clean Green Future



Fulfilling Our Potential



Strong Inclusive Economy,
Transport and Infrastructure



Empowered, Vibrant
Communities



Good Health and
Wellbeing

Vision and Mission



Vision

To create thriving, resilient and inclusive communities



Mission

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





BOLD

We will be bold in how we represent the third sector and the communities we serve.



TRUST

We will always be open and honest.



WISDOM

We will share our knowledge and nurture the knowledge and skills in others.



INCLUSION

We will embrace diversity in our communities and use its strength to create positive change.



Asset Based Community Development



Moving from what's wrong to what's strong

Our Strategic Priorities and Agreed Actions

Priorities	Activities	Short term outcomes	Medium term outcomes
Priority 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.			
Action 1: 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 Matching making volunteers X third sector organisations offer Engage Businesses on Corporate Volunteering	1. a) Volunteers develop new skills, gain valuable experience, and build their confidence and self-esteem 2. a) People of all ages are involved in community life adding to its richness and vibrancy 5. c) Create opportunities for Volunteering as a pathway to employment	1. Third sector organisations are better able to respond to local need 2. People are more involved in their community
Action 2: Develop and deliver a programme of training to respond to members' identified needs	Third Sector training needs analysis Partnerships with other training partner organisations	1. b) Third Sector Organisations(TSOs) and volunteers are aware of the resources and services available	1. Third sector organisations are better able to respond to local need
Action 3: Deliver regular drop-in advice/surgeries for volunteers and community organisations across the borders	Locality drop-ins/ surgeries: governance, funding, volunteering match making	1. d) TSOs have the advice, skillset and confidence required to make the most of the finance available 3. d) TSOs are exposed to new ideas and approaches, which can lead to innovative solutions to complex problems	1. Third sector organisations are better able to respond to local need
Action 4: 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.	1. c) Social Enterprises across the Borders are clear about what support is available and how to access it.	1. Third sector organisations are better able to respond to local need 6. Third sector organisations are better able to contribute to a strong and inclusive local social economy
Action 5: Respond to ad hoc unique requests of support from single or groups of organisations	Respond to all requests of support within 4 weeks of request received.	1. d) TSOs have the advice, skillset and confidence required to make the most of the finance available	1. Third sector organisations are better able to respond to local need
Action 6: Create a Third Sector Employability Offer across the Scottish Borders	Develop a Third Sector Employability Project Employability provision baseline: mapping + gapping exercise Create a post to support the employability agenda	5. a) Strengthening the third sector employability offer across the Scottish Borders 5. b) Championing the third sector as a key partner in delivering employment outcomes in the region	1. Third sector organisations are better able to respond to local need 4. Third sector organisations are better able to lead and develop shared agendas 6. Third sector organisations are better able to contribute to a strong and inclusive local social economy

Our Strategic Priorities and Agreed Actions

Priority 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>Action 1: Supporting community-led planning partnerships to develop Local Place Plans</p>	<p>Berwickshire and Cheviot pilot and use learning as a template for other developments</p>	<p>2. a) People of all ages are involved in community life adding to its richness and vibrancy 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>2. People are more involved in their community 5. Key decision making includes third sector input</p>
<p>Action 2: Deliver community consultation days to make sure that BCA is connected to local priorities and identifies unmet needs that require support</p>	<p>BCA local knowledge identifies + uncovered themes or areas where provision is limited.</p>	<p>3. c) TSOs are more engaged in policy debates, which can lead to increased influence and impact</p>	<p>5. Key decision making includes third sector input</p>
<p>Action 3: Work with the Federation of Village Halls to create a joint plan of support to all Village Halls in the Borders</p>	<p>Identify Village Halls needs through surveys and engagement Develop a plan of support to village halls based on priorities identified</p>	<p>2. b) Village Halls committees are better supported to maintain halls 2. c) Village Halls have access to investment and are able to run sustainably</p>	<p>1. Third sector organisations are better able to respond to local need</p>
<p>Action 4: BCA is an independent organisation equipped to leverage investment and distribute national or regional funding opportunities</p>	<p>Investigate and develop potential investment opportunities with strategic partners Set standard procedures for administering, distributing and monitoring grants.</p>	<p>2. d) Efficient and fair access to funding maximises the impact of limited resources across the whole of the Borders 2. e) Funding remains local and is invested where possible in Borders organisations maximising its impact and sustainability 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>1. Third sector organisations are better able to respond to local need 6. Third sector organisations are better able to contribute to a strong and inclusive local social economy</p>

Our Strategic Priorities and Agreed Actions

Priority 3 - Amplify the voice of volunteers and third sector organisations representing their collective needs locally, regionally and nationally.			
Action 1: Develop strategic partnerships with key local and national partners	Develop strategic partnerships with key local and national partners, including: IJB, CCP, CLD, REP, Area Partnerships, LEP, CYPPP and H&SC, TSI Network Scotland, SCVO Policy Network, Scottish Government + Implement communications mechanism created to cascade info information to members and partner organisations.	3. b) TSOs gain a better understanding of the policies that affect their work, enabling them to make more informed decisions	3. Improved cross-sector collaboration 4. Third sector organisations are better able to lead and develop shared agendas 5. Key decision making includes third sector input
Action 2: Engage the third sector in consultations about local priorities and help identify unmet needs	Using BCA local knowledge to 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	3. c) TSOs are more engaged in policy debates, which can lead to increased influence and impact	4. Third sector organisations are better able to lead and develop shared agendas 5. Key decision making includes third sector input
Action 3: Develop opportunities for sector and cross-sector collaboration and voice representation	Networking meetings/ Forums/ events Liasion with partners and other umbrella organisations working on shared priorities	3. d) TSOs are exposed to new ideas and approaches, which can lead to innovative solutions to complex problems 3. e) TSOs collaborate effectively minimising competition and maximising effective use of resources	3. Improved cross-sector collaboration 4. Third sector organisations are better able to lead and develop shared agendas 5. Key decision making includes third sector input
Priority 4 - Be an exemplar third sector organisation with its members at its heart			
Action 1: 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.	4.a) Staff are happy and understand their role in delivering BCA's strategic objectives 4.b) Staff retention rates improves as they feel valued and have improved health and well-being	1. Third sector organisations are better able to respond to local need 3. Third sector organisations are better able to lead and develop shared agendas

Our Strategic Priorities and Agreed Actions



Priority 4 - Be an exemplar third sector organisation with its members at its heart			
Action 2: Continue to develop a skilled and engaged Board that leads BCA strategically and is representative of BCA's membership	diversity of membership and from across the Borders. Run Board development days to review plans and allocate roles.	4.e) BCA membership increases, and engagement is improved 4.d) Increased confidence and trust from strategic partners, funders and members	3. Third sector organisations are better able to lead and develop shared agendas
Action 3: BCA staff are productive, and members are supported by effective administrative tools and processes	Adopt effective systems and technologies Staff CPD programme	4.c) Staff are supported by effective administration tools meaning they have more time to spend addressing members' needs 4.d) Increased confidence and trust from strategic partners, funders and members 4.e) BCA membership increases, and engagement is improved	3. Third sector organisations are better able to lead and develop shared agendas 4. Third sector organisations are better able to respond to local need 5. Key decision making includes third sector input
Action 4: BCA has the skills and knowledge to be an example to the sector	Governance, policies, procedures, values' led organisation with a positive workplace culture	4.d) Increased confidence and trust from strategic partners, funders and members 4.e) BCA membership increases, and engagement is improved	4. Third sector organisations are better able to respond to local need
Action 5: Plan and create a launch event that celebrates volunteering and TSOs contribution to the Borders	Event includes an awards ceremony for volunteers and TSO's Launch of the 3-year strategic plan based on 2023 stakeholders' consultation.	4.d) Increased confidence and trust from strategic partners, funders and members 4.e) BCA membership increases, and engagement is improved	2. People are more involved in their community

Improvement Framework

Borders Community Action is committed to continuous improvement.. To do this, we adopted the PDCA Framework: Plan, Do, Check and Act .

The Plan phase in the PDCA process entails setting goals, understanding problems, defining scope, and gathering information to create a solid foundation for achieving improvements. This framework underpins this strategic plan and all workplans developed by BCA to deliver each action in the plan.

In the Do phase, the plan is executed, for each activity delivered, feedback is collected and any issues raised are documented.

Review and analyse collected data in the Check stage to compare results with objectives, identify discrepancies, and determine root causes for problem-solving and improvement.

Changes are made in the Act phase, aiming to develop and implement the plan including monitoring the results and making further adjustments.



Risks and Assumptions

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 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, 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 strategic level and influence policies that impact the wider sector.

External Factors

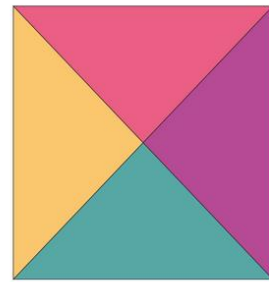
Economic conditions, such as recessions, budget cuts, or fluctuations in funding streams, can have a direct impact on BCA's ability to provide services and fulfil gaps where it exists.

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 cost-of-living crisis on volunteers and volunteering, with many volunteer involving organisations facing funding cuts and loss of volunteers.



Borders

Community Action



Main Office

1 Drygrange Cottages, Drygrange,
Melrose TD6 9DJ

Contact

0300 124 7522
info@borderscommunityaction.org.uk

Website

www.borderstsi.org.uk

 www.borderstsi.org.uk/BordersCA

 @bordersTSI

Charity Information

Borders Third Sector Interface Ltd, trading as Borders
Community Action. Scottish Charity No. SC052612



The Scottish
Government
Riaghaltas na h-Alba



Scottish
Borders
COUNCIL



The
ROBERTSON
Trust



COMMUNITY
FUND

