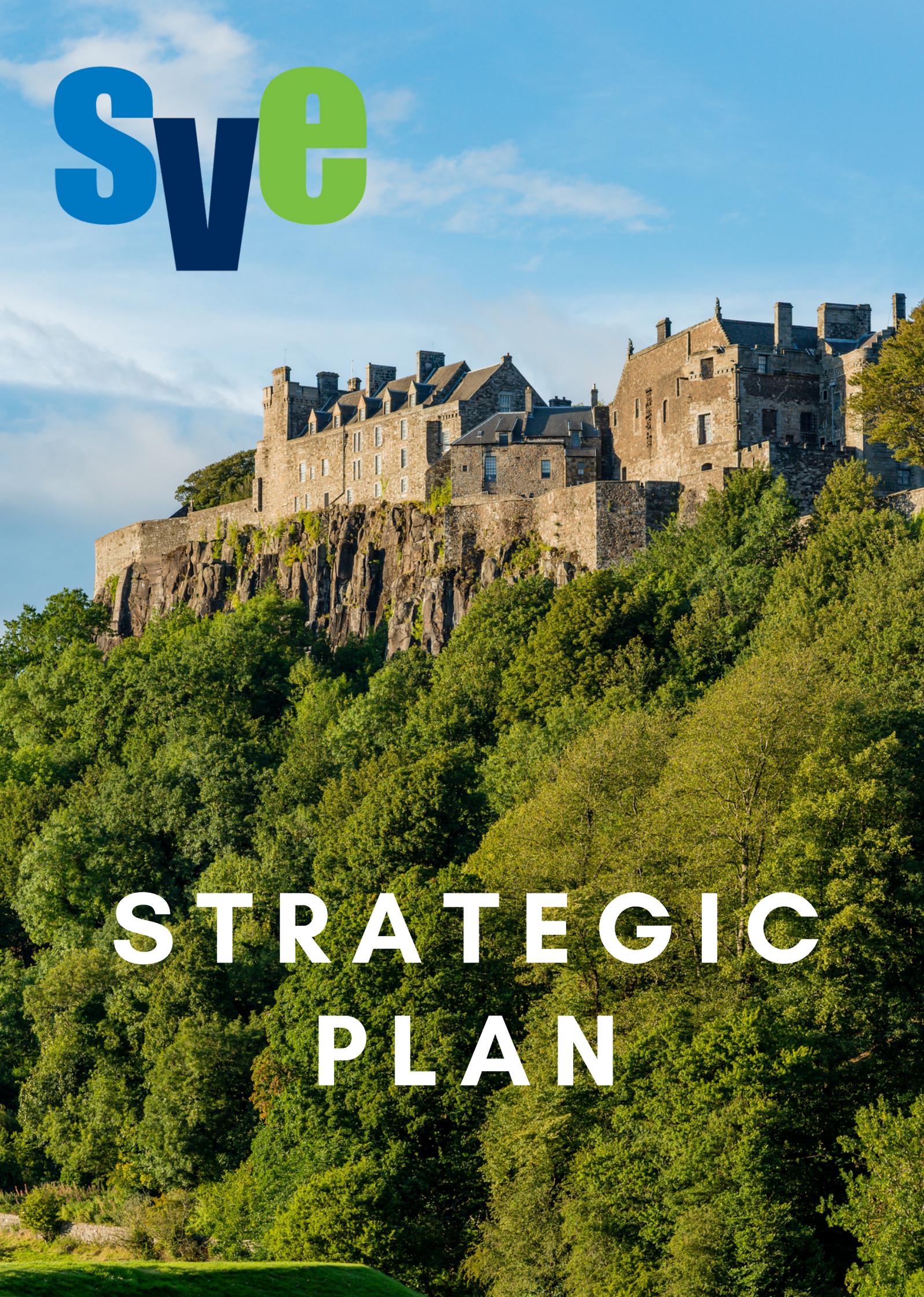


sve



**STRATEGIC
PLAN**



Stirlingshire Voluntary Enterprise (SVE) is the development and partnership agency for the third sector in Stirling. Our members are locally based charities, social enterprises, voluntary and community organisations.

We are proud to be the third sector interface (TSI) for Stirling- and work closely with other TSI's across Scotland through the TSI Scotland Network.

We connect, we organise, and we deliver:
united we are Stirling's third sector.

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Introduction

Welcome to SVE's strategic plan 2021 – 2026.

Our last strategic plan, written in 2017 and running for three years, was titled 20 – 20 vision. However, no-one could have foreseen the catastrophic pandemic that has swept our world, taking lives and ruining livelihoods. While it can be difficult to see optimism in the past year, it can surely be found in the strength of community that has emerged. Charities, social enterprises and voluntary groups in Stirling have worked tirelessly to support people. Volunteers have brought hope and joy to communities, whether they were involved in formal projects, or simply helped out by checking on neighbours. Our local communities have played a critical role in our day- to day lives, and we have worked together to take action on the harsh and unjust effects of poverty.

While we may still have difficult times ahead there is light at the end of the tunnel, and now is the time to plan for the future of the sector in Stirling. In doing so we need to recognise the new challenges and opportunities that the pandemic has brought, and tackle them alongside the old.

Recovery and renewal from the pandemic will take all of us working together- public, private and third sectors.

It will take a commitment to new solutions that drive forward empowerment, revitalise volunteering and tackle poverty and inequality in Stirling. A strong, well resourced, third sector is at the heart of this renewal, and it is vital that we develop strong and influential partnerships that can tackle the pressing issues in society; mental health and social isolation, food dignity, child poverty, and the climate emergency, to name a few.

We engaged with our members and partners to develop this strategy, and particular thanks goes to the SVE strategy sub- group who invested their time and expertise in creating our strategic plan. Our plan is for 5 years, but will stay flexible to the changing environment and will be reviewed yearly.

Rachel Keenan
SVE Chair



550

Charities

41,000
volunteers

157

Social enterprises

Stirling's 3rd Sector

Leaders appreciate
accurate information

Stirling's diverse third sector is made up of charities, social enterprises, voluntary and community groups.

The third sector supports people, runs services, and offers activities and opportunities. Third Sector organisations are run by volunteers (trustees), and use any money they receive for their beneficiaries.

VISION

Stirling is thriving. All citizens have opportunities to connect with their community, and work together to deliver outcomes that will improve lives.

MISSION

Strengthen the third sector voice and capacity in Stirling to deliver progressive community-led change, by brokering partnerships and connecting people, ideas and resources.

VALUES

Partnership - We enable partnership and collaboration across society.

Priorities - We tackle the root causes of poverty and inequality through our work.

Practice - We strive to constantly improve and value feedback and involvement from stakeholders to strengthen our work.

Partners and shared plans.

Our strategy is guided by our members, partners and the shared plans that work towards improved outcomes for people in Stirling.

SVE is funded by the Scottish Government to be Stirling's TSI.

TSI's work towards the Scottish Government's TSI Outcome Framework which captures our four main roles; Building Capacity, Source of Knowledge, Connecting partners, Voice of the Sector.

TSI's contribute towards shared outcomes such as the [National Performance Framework](#) for Scotland. We also contribute nationally to the [Social Enterprise Strategy](#), and the [Volunteering for All Framework](#).

SVE and the Health and Social Care Partnership (HSCP)

We support third sector leadership in the decision-making structure of the Clackmannanshire and Stirling HSCP.

Improving health and wellbeing outcomes is key in all our work, and the sector contributes to HSCP priorities as outlined in the HSCP [Strategic Plan](#). We collaborate on shared plans such as;

- Carers Strategy
- Strategic Commissioning Framework
- Dementia Friendly Stirling

SVE is a key partner in the Stirling CPP.

SVE advocate for the third sector on the Stirling Community Planning Partnership. We support the development of the [Stirling Plan](#) - Stirling's Local Outcome Improvement Plan. The third sector directly contributes to the four outcomes in the Stirling Plan- Prosperous, Healthy, Achieving and Resilient. We collaborate on shared plans such as;

- Children's Service Plan
- Social Enterprise Strategy
- Community Justice Plan
- Local Employability Partnership

SVE collaborates regionally, and nationally to improve outcomes.

We partner with TSI's regionally and nationally to increase the impact of our work. We work closely with our neighbouring TSI's in the Forth Valley area on health and social care, and regional economic development. We are an active member of the [TSI Scotland Network](#), and work with national bodies such as SCVO and Volunteer Scotland.

Our Process

The team

The strategy development was led by a subgroup of SVE members, board and staff.

STEP
1



STEP
2

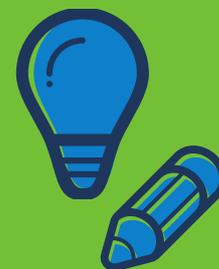
The review

We reviewed our last strategic plan 2017- 2020.

STEP
3

The research

Our team gathered feedback from members and partners on the future direction.



STEP
4

The ideas

After gathering the facts we wrote our ideas and how to achieve them .



STEP
5

The delivery

The work is just starting! We can't wait to see the plan in action.



Strategic Objectives

1

Stirling's third sector develop increased resilience and innovation.

2

Volunteering and empowerment in Stirling is inclusive, widespread and valued.

3

The third sector is a valued partner with a strong, collective voice, locally and nationally.

Resilience & Innovation

Resilience and innovation is the ability for the third sector to achieve their aims in the face of adversity, and the courage to adapt and change direction to explore new opportunities. We will work closely with community anchor organisations to cascade information and support to local groups.

To achieve our vision we will;

- support the third sector to develop good governance and quality systems,
- build third sector leadership and workforce learning and development,
- support the third sector to diversify funding, and build capacity in commissioning, procurement and entrepreneurship,
- work with the sector to tackle the climate emergency by working towards net zero in third sector organisations,
- embed digital leadership and innovation within third sector services.

| PROJECTS INCLUDE | LAUNCHING |
|---|---------------|
| Pilot a funding consortium with Clackmannanshire and Stirling HSCP, and CTSI. | August 2021 |
| Online training portal in partnership with the TSI Scotland Network. | October 2021 |
| Refreshed third sector development offer in 2021. | November 2021 |
| Launch a community lottery- raising funds for local good causes. | July 2022 |
| Develop Stirling's Digital Third Sector programme. | October 2022 |

Volunteering & Empowerment

Volunteering in Stirling is flourishing, but we need to do more to tackle barriers to volunteering and civic empowerment. Volunteering must be inclusive and accessible to all, and we will champion the further devolution of decision-making to local communities.

To achieve our vision we will;

- connect volunteers with opportunities through Stirling's Volunteer Portal,
- lobby for greater resources dedicated to inclusivity in volunteering,
- recognise, celebrate, and accredit volunteering achievement,
- identify volunteering champions within the public, private and third sectors,
- support the public to access information on enriching community supports,
- champion Community Wealth Building,
- champion the Community Empowerment Act.

| PROJECTS INCLUDE | LAUNCHING |
|---|---------------|
| Launch a supported volunteering service in partnership with third sector organisations. | July 2021 |
| Establish a Stirling's Alive with Volunteering Steering Group and 3 year strategy. | November 2021 |
| Pilot Community Link workers to improve the health and wellbeing of people and communities. | January 2022 |
| Extend Community Health Champions to all priority communities. | July 2023 |
| Research and review the 10 year impact of the Community Empowerment Act on Stirling's Third Sector. | July 2025 |

Partnership & Voice

Good partnership working and shared decision- making between the third sector and the public sector leads to better outcomes for the people of Stirling. SVE facilitates third sector forums where organisations can discuss the issues important to them, and identify changes we can make together with local and national partners. The third sector is embedded in the Stirling Community Planning Partnership and the Health and Social Care Partnership.

To achieve our vision we will;

- facilitate third sector voice through a range of networks and forums,
- advocate with, and on behalf of, the third sector locally and nationally,
- nurture strong, collaborative relationships with, and between partners and the third sector,
- evidence the impact of the third sector in Stirling.

| PROJECTS INCLUDE | LAUNCHING |
|---|----------------|
| Stirling Plan (LOIP) review and update. | July 2021 |
| Develop online networking space for networks and forums. | September 2021 |
| Develop Stirling's Third Sector Climate and Nature Emergency Plan. | January 2021 |
| Develop a local framework for positive relationships between the third and public sectors. | July 2022 |
| Support the third sector in Stirling to learn and improve practice in inclusion, diversity and human rights | September 2022 |

Plan into action

Our strategic plan sets a framework for the future direction of SVE. Yearly business plans, submitted to the Scottish Government and other funders, detail the activity undertaken to achieve our vision. Our plans are resourced under our existing financial model, comprised of grants, contracts and investment income. If finances significantly change in the strategic plan term our plans will be reviewed and reprioritised.

Strategic Plan Key Performance Indicators

The success of our plan will be regularly reviewed by quantitative and qualitative feedback from members and partners. Each activity in our strategy and yearly workplans are robustly monitored and evaluated.

In addition we will review the following Key Performance Indicators as evidence of success in our 5 year strategic objectives.

| OUTCOME | KPI |
|----------------------------|--|
| Resilience & Innovation | <ul style="list-style-type: none">• No. of Net Zero third sector organisations.• Start- up third sector survival rate at 3 years.• Increased number of organisations engaging with third sector accreditation awards. |
| Volunteering & Empowerment | <ul style="list-style-type: none">• Increase in informal/ formal volunteering in Stirling.• Number of people reporting increase wellbeing through support from community links workers/ champions. |
| Partnership & Voice | <ul style="list-style-type: none">• % of members report SVE has a built strong, influential relationships with public sector partners and vice versa.• No. of organisations participating in the HSCP Commissioning Consortium. |



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