



sve

Stirlingshire Voluntary Enterprise
Strategic Plan 2017-2020

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Stirlingshire Voluntary Enterprise (SVE) is Stirling's third sector interface; a membership organisation of locally based charities, social enterprises, and volunteer-led community organisations. We aim to strengthen the third sector and broker partnerships that deliver real change by connecting people, ideas and resources.

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

Welcome

Welcome to SVE 2020, the vision and strategic plan for Stirlingshire Voluntary Enterprise. For a moment, I would like you to picture Stirling in three years' time. What will it look like? How will the third sector have shaped, and have been shaped by the local, national, and international developments that are taking place? Our three-year strategy, has been created with an eye to the future, with our knowledge of what has already come to pass. Since SVE's inception in 2010, we have been an evolving organisation, supporting the third sector to rise to the challenges of declining budgets and accelerating workloads, and we have helped them to grab the opportunities that have been presented along the way. It is clear that the next three years will be a whirlwind of further challenges and opportunities for our sector, and for the people our sector supports.

It is difficult to write a strategy when the only certainty is more uncertainty. SVE are committed to working with the third sector to achieve our vision of a thriving Stirling where all citizens have opportunities to connect with their community, and work together to deliver outcomes that will improve lives. We will be flexible and adapt together over the next few years, always maximising the opportunities for local people to design local solutions to fit their needs.

2020 will be SVE's 10th Birthday. We hope that you will work with us over the next few years to make Stirling an even better place to live, work and volunteer, and then join us to celebrate our collective achievements.



Susan Fullerton
Chair - Stirlingshire Voluntary Enterprise



What is the third sector?

We want Stirling to be the best it can be. We know that this will only happen when citizens and communities are supported to flourish, and decide for themselves the support and services that they require to thrive, and how this support should be delivered.

Communities can mean different things to different people, much like the term 'third sector'. Ultimately, we think that community is a group of interdependent people that share a common area, interest, or identity. Communities form because two heads (and hearts) are better than one; it takes a village to raise a child; man is by nature a social animal. When citizens come together and organise themselves through community, the invisible bonds that strengthen and nurture us bloom, we identify social issues we want to improve - and then we take action to make it better!

We volunteer with our son or daughter's football teams because we want our children to have the best start in life, we take our neighbours bins out because we think that our society should look out for each other, we form community councils to have our say.

We find out that a social issue we care about isn't being addressed. So, what do we do? We start our own voluntary group! We run social enterprises that trade goods and services that have a wider social impact than the profit we gain.

Over the years, our small organisations blossom and grow, tackling the social issues we care about on a local, national, or international level. We challenge governments, we made change happen.

We are all this and more.

We are the third sector.

Creating our strategy

SVE 2020 was created by the Board of Directors of Stirlingshire Voluntary Enterprise, in partnership with the third sector in Stirling. We value the contributions made by our third sector members, and our partners in the public sector in creating this plan. Our strategy expresses the desired change we will work towards between 2017-2020, and some key activities we will undertake.

Our society is changing rapidly bringing with it opportunities and challenges to overcome. When creating the strategy, the Board considered local and national drivers that would influence our work going forward;

Public Service Reform

Public services have delivered significant increases in quality of life for the majority, however traditional models have not fully tackled the inequality that exists within our society. In fact, this inequality has become further entrenched. Our collective ambitions are great, however in the context of the increasing demand on public services, and the dwindling public expenditure, we must work smarter and harder if our ambitions are to turn to reality. Prevention and early intervention must move from a 'nice to have' to the defining feature of every public service.

Clackmannanshire and Stirling City Deal

Presents the area with a once in a generation opportunity to create inclusive growth in the area through a programme of capital investment backed by carefully crafted enabling strategies. If the potential of the city deal is realised the area will benefit from improved job prospects, greater health, wellbeing and social opportunities, and greater community empowerment and ownership. The third sector is central to ensuring that these developments improve areas, enhance lives and maximise community benefit.

Clackmannanshire and Stirling Health and Social Care Partnership

Formed through the Public Bodies (Joint Working) Act 2014, this legislation paved the way for the integration of Health and Social Care services through the formation of the Clackmannanshire and Stirling Health and Social Care Partnership.

Fairer Scotland Action Plan

Led by the Scottish Government, the Fairer Scotland consultation and action plan aims to tackle the inequality endemic in Scottish society. The third sector are at the frontline of closing this inequality gap, and are key agents of change in improving the lives of people in Scotland. As the local TSI, our work will prioritise those most in need, and aim to reduce inequalities in Stirling.

Community Empowerment (Scotland) Act 2015

The Act is a wide reaching piece of legislation with new laws and guidance on community planning, asset transfer, participation requests amongst others. In Stirling, we have strong partnerships in Community Planning, and with the introduction of the new Local Outcome Improvement Plan, this relationship will strengthen and become more action focused. SVE, and the wider third sector anticipate responding to the opportunities and challenges of locality working during the term of this strategy.

Social Enterprise Strategy for Scotland, 2016-2026

Scotland's social enterprise strategy sets out the shared ambitions for social enterprise. The Framework for action focuses on three main priorities; stimulating social enterprise, developing stronger organisations, and realising market potential.

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 and broker partnerships that deliver real change by connecting people, ideas and resources.

Values

Enabling Change

We will work in a way that lets organisations identify what they would like to improve, and we will support them to carry this out for themselves. We will never do things for people. We will be behind you the whole way, but we know that it's more sustainable for people and organisations to lead the change that they want to see. Accepting the status quo simply because 'it's always been done that way' is not an option - equally we wouldn't support change for change's sake. There is already enough work to be done!

Striving for Excellence

As the third sector interface we have a role to play in supporting the whole sector in Stirling to constantly improve and develop. As an organisation we will always strive for excellence in all our work, and we will always try and improve further. This will mean constantly improving our service to members, the quality of our work, and how we embrace new technology.

Collaboration

The third sector is wide, diverse, and involved in just about every area of public life you can imagine - health, childcare, community development, the environment - we could go on! As the third sector we will work in a collaborative way with organisations to offer the sector the best support.

Strategic objectives

At a glance:

- 1 We will develop a collective and influential third sector voice
- 2 We will champion collaborative leadership through strategic partnerships
- 3 We will widen volunteering participation in Stirling
- 4 We will promote asset based community development and empowerment
- 5 We will support third sector excellence and resilience
- 6 We will increase social innovation and enterprise

1 We will develop a collective and influential third sector voice

The third sector in Stirling is comprised of a diverse range of organisations - that's its very beauty. At SVE we see ourselves not as representatives of the third sector, but as facilitators of discussion, debate and advocates of issues agreed by the third sector as critical to creating a thriving Stirling.

The third sector won't always agree, but by discussing and coming to a collective agreement on our areas of interest we can make a difference, for our communities and for Stirling as a whole.

Being a member of SVE brings support, advice and encouragement, but it also brings responsibilities too. The responsibility to tell us what's important to your organisation, and the people you work with. It's only with this information, multiplied by hundreds of other organisations across the area that we get our insight into the things that make a difference to people and communities across the Stirling area.

Over the next three years we will:

- Strengthen SVE networks and forums with online discussion spaces to share information and collaborate.
- Encourage all networks and forums to identify and publish yearly priorities that will be collectively worked towards to achieve change.
- Offer opportunities for local organisations to feed into national discussions on areas of interest.
- Conduct a governance review of SVE to increase accountability to the local third sector.



We will champion collaborative leadership through strategic partnerships

As the third sector interface for Stirling, our role is to facilitate and broker opportunities between third sector organisations, and between the third sector and public sector partners. It is through these partnerships and collaborations that the third sector can make positive changes for the people they work with, and ensure that prevention, early intervention and co-production are at the heart of service planning and implementation.

Demonstrating collaborative leadership involves breaking down organisational boundaries, between sectors, and within the third sector itself, all with the aim of uniting around a shared vision.

Over the next three years we will:

- Initiate discussion with the CPP to develop a Stirling Compact to provide a shared platform for the role of the third sector in the future planning of service.
- Coordinate third sector involvement in the creation and delivery of the Stirling Local Outcome Improvement Plan.
- Produce local guidance on the Public Social Partnership as a way to co-produce better services for people, and encourage a pilot in Stirling.
- Provide opportunities for third sector organisations to explore collaborative working towards shared goals or to maximise resources.



We will widen volunteering participation in Stirling

Volunteering is freely giving your time or skill to benefit others, and yourself. It's a very normal part of what it means to be a member of society, and while some opportunities might be regular and within an organisation, volunteer can also be understood as neighbourliness and community spirit.

During the term of our strategy, Stirling will be Scotland's first Volunteering Festival City. We will work closely with Volunteer Scotland, Stirling Council, and other public, private, and third sector organisations to encourage a collaborative approach to increase volunteering participation in Stirling.

We will pursue equity in volunteering participation in Stirling by focusing our frontline resources on communities and people who are less likely to volunteer or where volunteering could have the biggest personal impact. Through research we know that people in the most deprived communities are less likely to volunteer.

Over the next three years we will:

- Invest in new online volunteer information and opportunities to make volunteering opportunities more easily accessible to people.
- Work with Stirling based employers to encourage Employer Sponsored Volunteering programmes in organisations employing over 50 people.
- Support people seeking work to access high quality volunteering opportunities, closely matched with their personal and work aspirations.
- Work with partners to guarantee a volunteer placement to all S4-S6 pupils.

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We will promote asset based community development and empowerment

From Crianlarich to Cowie, from Bannockburn to Balquhidder, communities matter. Community starts with a coming together of people bound by a shared space, identity or purpose. In the process of coming together they discuss, debate and identify the assets of the area and work together to turn these assets into collective benefit. When a few people come together to make a difference in their community, they are part of the third sector.

We believe in localism, and the need for decisions to be taken at the level closest to the people it affects. However, it is important to understand the systemic erosion of power that has taken place in communities over decades. Communities do not become empowered simply by willing it so, or by agencies 'gifting' power to those them. Instead communities must take the power that has always been in their grasp. The power that they have when they organise together and find solutions to their own challenges. The Community Empowerment (Scotland) Act 2015 offers great opportunity for community groups to build on local opportunities and design solutions for local challenges.

Over the next three years we will:

- We will develop strategic relationships with community anchor organisations to widen our reach, offer development support and share resources.
- We will work with partners to support organisations to develop Participation Requests and Asset Transfer Requests.
- We will work with partners to pilot Community Organising as a method of community empowerment.
- Encourage CPP partners to pilot participatory budgeting in an area of Stirling.

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We will support third sector excellence and resilience

Excellence comes in many shapes and sizes and can mean different things to different people. To us, excellence means constantly evaluating and improving your organisation's strengths and areas for development. This is important for all the third sector, from a small volunteer led organisation to a large national charity.

As the development agency for the third sector in Stirling we will facilitate opportunities for excellence and resilience in governance, financial management and funding. Workforce development in the third sector is of critical importance as our people are our greatest asset. We will listen to our sector and be guided by their evolving needs in workforce development, organisational support and quality enhancement.

Digital technology provides unlimited opportunities for our sector to strengthen their service and reach, and will evolve considerably over the life of our plan. We will ensure that the third sector are supported to learn digital skills, and embed technology in their work.

During our strategic plan we will:

- Support the financial governance of third sector organisations through the redesign our Independent Examination of Accounts Service.
- Influence local funders and commissioners to move to three-year funding arrangements for the third sector, and support local organisations fundraising through a collective resource.
- Pilot a 'volunteer consultant' scheme utilising the qualifications and experience of members of the public for the benefit of third sector organisations.
- Deliver learning and development opportunities to build the capacity of the third sector workforce and organisations.



We will increase social innovation and enterprise

Social innovation and enterprise means having the spark of an idea that would make the world, or your patch of the world, a better place, then turning that idea into a sustainable business venture. Social enterprises support the growth of a fairer Scotland with inclusive economic growth and employment opportunities for all.

By prioritising social innovation and enterprise, we aim to encourage social entrepreneurs to develop and market ideas, communities to invest in sustainable businesses, and Stirling's social enterprises to develop and grow. Co-location of the third sector in developments such as the Third Sector Hub at Riverside, led by Robertson Trust and Stirling Council, and the Kildean Enterprise Hub, led by Raploch URC, Forth Housing and STEP, will offer opportunities for the third sector to develop and test new ideas and collaboration.

'Social enterprises trade for the common good. They address social needs, strengthen communities, improve people's life chances or protect the environment.'

Scotland's Social Enterprise Strategy

In three years we will:

- Co-produce Stirling's Social Enterprise Strategy with social enterprises and partners.
- Work with partners to spread the WEvolution model of self-reliant groups across the Stirling area.
- Provide training and development opportunities for the third sector to measure and report on the social and public value of its work.
- Work with the public sector and social enterprises to identify barriers in procurement and commissioning, and work collaboratively to increase the number of social enterprises tendering for contracts.

Getting involved

SVE is a membership organisation of Stirling third sector organisations, and our plan relies on the active involvement of the local third sector. There are lots of ways to get involved with SVE, including;

- Becoming a member of SVE - free for all Stirling based third sector organisations.
- Attending a SVE Forum to feed into community planning, develop networks and collaborate with partners.
- Signing up for the SVE bulletin to stay up to date with local third sector information.
- Applying to be a third sector representative on a Community Planning, or Health and Social Care Partnership group.

SVE will report the progress of our strategic plan at our Annual General Meeting which is held in Autumn each year.

SVE can assist you to take your organisation to the next level. Get in touch to find out about the wide range of organisational development services we offer that include; financial management, strategic planning, training and development, and charity compliance.



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