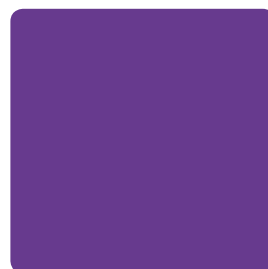
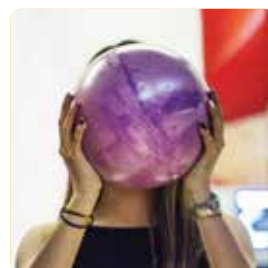
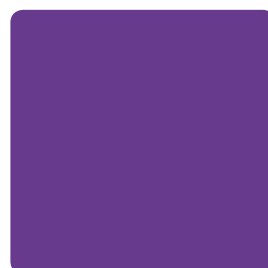




Youth Borders

Strategic Plan 2019-22



www.youthborders.org.uk

Welcome **Strategic Plan 2019-22**

We are delighted to present the YouthBorders Strategic Plan 2019-22. This plan sets out the organisational intentions of YouthBorders for the next three years. It has been informed by an earlier Strategic Plan which was prepared by the Board of Trustees in 2018. This update to the plan reflects that our organisation is evolving.

In early 2019 YouthBorders appointed a new Chief Officer following the departure of our previous Chief Officer who had served the organisation for four years. In this same year staff positions were realigned and additional capacity secured through new partnerships and funding opportunities. The Board of Trustees requested an updated Strategic Plan to recognise these internal changes, and to reflect the range of national and regional policy drivers influencing the youth work sector. We believe that this plan aligns our ambitions to our capacity and our charitable objectives, takes cognisance of the social and economic challenges facing our community, and is accessible to all our partners and stakeholders. This is a plan which reflects that we are a network of members and that YouthBorders will work in a way which respects the best interest of, and advocates for all our members.

In brief, this plan communicates who we are and what we do, sets out our ambitions for the next three years, and serves as a framework for organisational business planning and self-evaluation. The plan will be monitored on a **'plan - do - review - improve'** evaluation cycle and is organised around three ambitions:

- Collaboration and Partnership: a youth work sector which collaborates
- Voice and Community: a membership which is connected, empowered and represented
- Workforce Development: a membership which is supported, confident and competent

We will update our membership and partners annually as to how well we are achieving this plan. We look forward to working with you as we realise our shared ambition to ensure that youth work continues to improve the lives of young people in the Scottish Borders.

Colin Easton
Chairperson, YouthBorders

Susan Hunter
Chief Officer, YouthBorders



Photo by Anna Samoylova

YouthBorders is the network of voluntary and community-based youth organisations in the Scottish Borders, supporting and promoting good quality youth work.

As a membership organisation YouthBorders facilitates networking opportunities and events, and provides information and advice to voluntary and community-based youth organisations, their volunteers, trustees, youth workers, and other partners in the community. YouthBorders is recognised regionally as the strategic voice of third sector youth organisations and works closely with partners in the public sector to improve outcomes for young people.

Vision

A voluntary and community-based youth work sector which is connected, collaborative, respected, and recognised; working together to improve the lives of young people in the Scottish Borders.

Aim

Working in partnership with our members, YouthBorders aims to improve young people's lives through their participation in quality voluntary and community-based youth work.



Objectives

YouthBorders supports voluntary and community-based youth organisations, their volunteers, trustees, youth workers, and other partners by:

- a) Facilitating networking opportunities and events, providing information and representing the interests of the sector strategically in local, regional and national forums.
- b) Offering a comprehensive support package for members including PVG support, insurance, governance support, funding, and general advice.
- c) Actively promoting the setting up of new groups in the community that will benefit young people.
- d) Providing support and training for adults (youth work practitioners and trustees), who work with or support young people in voluntary and community-based youth organisations and partner organisations.
- e) Providing opportunities for young people to engage in learning opportunities to develop themselves as youth work practitioners or in other leadership roles.

Principles

YouthBorders is an organisation built on the following foundations:

- Recognition that youth work is a distinct, professional, educative practice with a code of values and ethics
- Commitment to equality, diversity, and inclusion
- Furtherance of the United Nations Convention on the Rights of the Child
- Governance which is excellent and transparent

Values

YouthBorders is a membership-focused organisation that will:

- Strive towards excellence in all that we do
- Work in a manner that respects the best interests of, and advocates for all our members
- Work collaboratively with a range of partners and stakeholders to achieve our aim



Collaboration and Partnerships

A youth work sector which collaborates

1

PLAN: What will the difference be?

1.1 The youth work sector will be supported to work in **strategic partnerships** to innovate and improve how youth work services are funded, planned, and delivered in the Scottish Borders.

DO: What will we do?

- Be the lead organisation within the Scottish Borders Youth Work Partnership
- Be the lead organisation coordinating the Stepping Stones project
- Engage with national and regional funders on behalf of our sector and place-based community
- Develop a collective fundraising strategy
- Record learning from and evaluate the locality youth work model and Youth Work Partnership

REVIEW: How we will know?

- Self-evaluation
- Security of funding for YouthBorders and our members
- Membership feedback

PLAN: What will the difference be?

1.3 The youth work sector will **work together** to ensure we are contributing to and benefitting from significant developments and policy drivers.

DO: What will we do?

- Provide opportunities for our sector to inform and implement the National Youth Work Strategy 2020-25
- Represent and connect our sector with developments in the South of Scotland Enterprise Agency
- Maximise opportunities which emerge from Scottish Government policy, e.g. social isolation, STEM, children's rights
- Work with members and partners to identify and incubate new project ideas which meet the local need or respond to national or regional policy

REVIEW: How we will know?

- Self-evaluation
- Investment into new project ideas

PLAN: What will the difference be?

1.2 The youth work sector will be **actively engaged** in local and regional forums for planning and delivery of youth work opportunities.

DO: What will we do?

- Establish relationships with non-member youth work partners such as uniformed organisations
- Promote awareness of Local Area Partnerships and Learning Community Partnerships as forums for local planning and decision-making
- Support members to connect with Community Learning and Development Services locally
- Promote the value of Youth Awards and remove barriers to utilising them
- Promote community and voluntary based youth work within the Inspire Youth Award programme

REVIEW: How we will know?

- Self-evaluation
- Participation rates in forums (self-reported by members/partners)



PLAN: What will the difference be?

2.1 Our members **connect with each other** and with YouthBorders to share their work, experiences, and ideas.

DO: What will we do?

- Facilitate regular networking meetings of the Locality Youth Work Managers Network and Youth and Families Specialist Network
- Establish an all members network to meet twice yearly
- Introduce new members to other organisations within their locality
- Initiate an annual Youth Work Conference to take place regionally
- Invite members to share their practice in response to thematic / issue specific 'call outs' initiated by YouthBorders

REVIEW: How we will know?

- Participation rates in networks and events
- Event evaluation and feedback
- Engagement rates from members
- Self-evaluation

PLAN: What will the difference be?

2.2 Our membership is **empowered by receipt of relevant and timely information**, their news is shared and amplified, and members are routinely asked to provide feedback to YouthBorders.

DO: What will we do?

- Develop and implement a communications strategy
- Review and improve our e-bulletin
- Update our website and grow a more significant presence on social media channels which reflect our members' work and interests
- Conduct a membership insight survey to enable us to target our communications and better meet members' needs
- Develop opportunities where member achievements can be celebrated

REVIEW: How we will know?

- Self-evaluation
- Membership feedback
- Online audience figures

PLAN: What will the difference be?

2.3 Our membership is **represented strategically by YouthBorders** in relevant forums, where we will advocate in our members' best interests.

DO: What will we do?

- Build relationships and position ourselves as the 'go to' organisation for strategic representation of third sector youth organisations
- Actively engage in regional strategic planning forums including the CLD Strategic Partnership and the Children and Young People's Leadership Group
- Listen to members via our networks to ensure we are informed
- Seek members' views on specific issues or topics to ensure we are informed
- Support opportunities for members with particular interest / knowledge areas to represent themselves strategically

REVIEW: How we will know?

- Self-evaluation
- Participation rates and attendance at forums
- Engagement rates from members



Photo by Anna Samoylova

PLAN: What will the difference be?

3.1 Our membership feels **supported and included** by YouthBorders.

DO: What will we do?

- New members will receive an inclusive welcome and induction to YouthBorders
- All members will experience tailored support and a responsive service to their policy and practice needs
- All members will be offered an on-site visit from the YouthBorders staff team annually
- Provide access to practical support services including insurance and PVG scheme membership
- Provide access to youth work governance and policy templates; and signpost to TSI partners for organisational governance

REVIEW: How we will know?

- Self-evaluation
- Membership engagement tracking

PLAN: What will the difference be?

3.3 Our membership can **demonstrate the impact** that they make on young people's lives.

DO: What will we do?

- Support members to use relevant and proportionate evaluation frameworks
- Raise awareness and understanding of Scotland's Youth Work Outcomes
- Seek opportunities for our members to be engaged in quality research related to youth work and young people
- Use our communications strategy to share the impact that our members have made on young people's lives

REVIEW: How we will know?

- Self-evaluation

PLAN: What will the difference be?

3.2 Our membership is **confident and competent** in their youth work practice.

DO: What will we do?

- Plan and coordinate an annual programme of training which is reflective of members' needs and priorities
- Promote training delivered by partners which is relevant to our membership
- Work alongside members to develop toolkits and resources
- Participate in regional and national forums related to workforce development and standards of practice
- With partners develop a pathway to grow our own youth workers
- Develop and deliver youth work induction training
- Grow our relationship with the CLD Standards Council for Scotland

REVIEW: How we will know?

- Self-evaluation
- Training participation rates



YouthBorders is informed by and contributes to the wider strategic policy landscape in Scotland.

National

What is Youth Work?

Youth work has three essential and definitive features:

- Young people choose to participate
- The work must build from where young people are
- The young person and youth worker are partners in a learning process

Developed in partnership with the sector, YouthBorders subscribes to Scotland's Youth Work Outcomes. We believe that youth work has the potential to deliver these outcomes for young people.

(YouthLink Scotland, 2005; YouthLink Scotland, 2018)



The National Performance Framework

Getting it Right for Every Child

National Youth Work Strategy

Curriculum for Excellence

“We live in communities that are inclusive, empowered, resilient, and safe.”
(Scottish Government, 2018)

Regional

Scottish Borders Community Learning and Development Partnership Strategic Plan

Improving outcomes for targeted individuals and groups in communities:

- Building capacity for employment
- Increasing emotional wellbeing and resilience
- Ensuring inclusion in learning and community opportunities

Improving the ways in which we work as a partnership:

- Developing and promoting a clear and accessible partnership guide to the range of support available in the Scottish Borders to community groups and learners
- Involving learners of all ages in the design and delivery of our learning offer
- Developing the learning offer for the workforce across the CLD Partnership

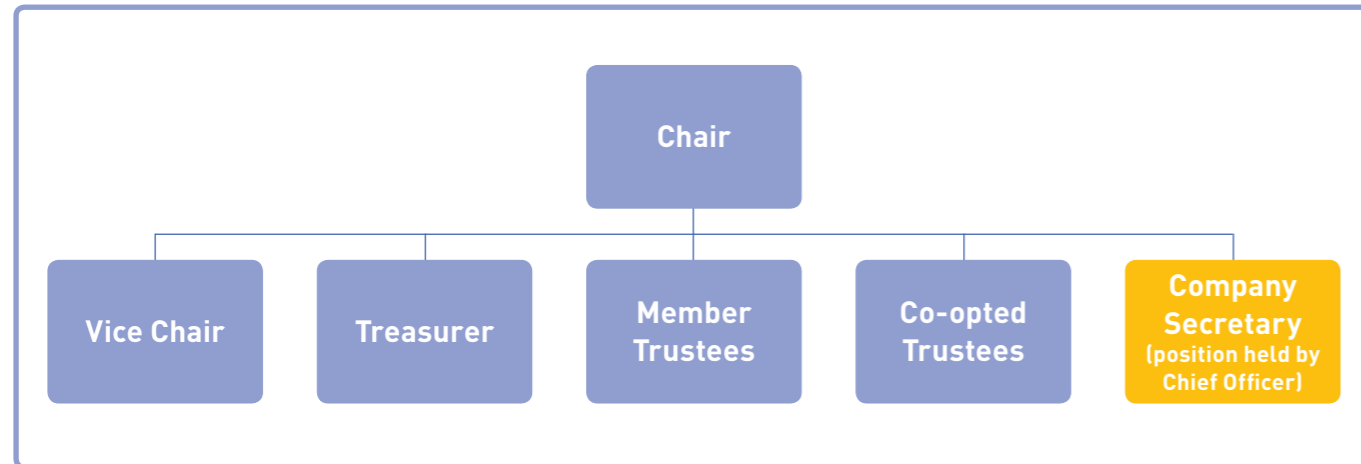
Scottish Borders Children and Young People's Services Plan

1. Keeping children and young people safe
2. Improving health and wellbeing and reducing inequalities
3. Targeting support to maximise life experiences and opportunities and ensuring inclusion
4. Increasing participation and engagement



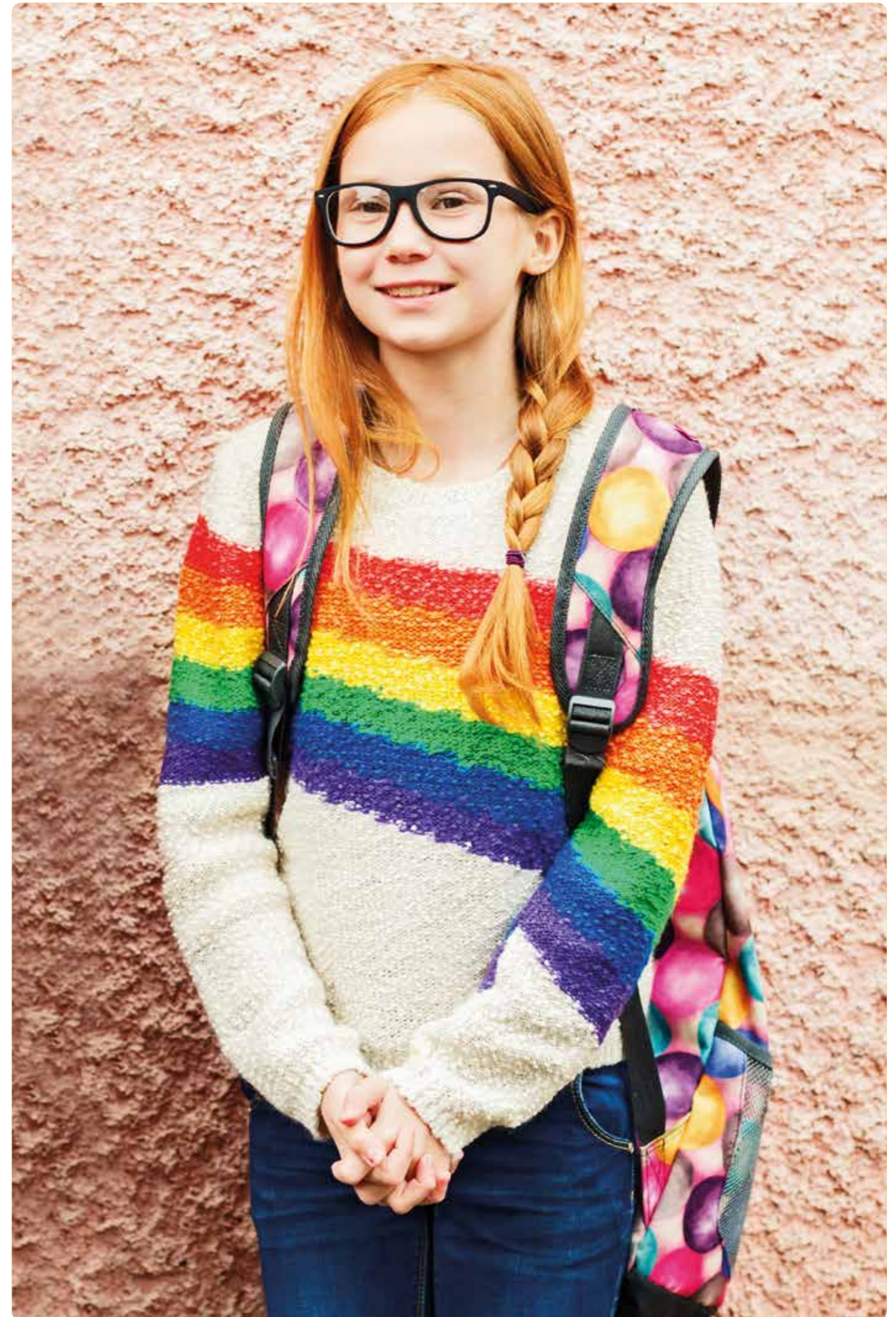
Board of Trustees

YouthBorders is a Company Limited by Guarantee with Charitable Status, governed by a dedicated Board of Trustees:



Staff Team

YouthBorders has a small staff team of core and project staff, working together to deliver this plan:





YouthBorders is a Company Ltd by Guarantee with Charitable Status: SC313338.
Scottish Charity Number: SC037680

Email: info@youthborders.org.uk Twitter: @YouthBorders

www.youthborders.org.uk