



Strategy

2023-2028



Our mission

- to provide training, educational and employment opportunities for young people and adults in Stirling and Forth Valley.

We do this through the delivery of accredited, non-accredited, personal development programmes and civil amenities contracts.

Our work helps all people, regardless of their age or circumstance to overcome barriers and become more resilient to access education, training and employment opportunities that may improve their life chances, health and wellbeing and quality of life.

Our vision

- is to be a leading employability provider in Scotland, contributing to and influencing practice, policy, and delivery.

We support and empower individuals to maximise their potential.

As a result, we aim to reduce inequalities and poverty through the creation of more resilient, inclusive, and sustainable communities.

Our values

- are respect, trust, honesty, compassion, and these are underpinned by the relationships we have across our teams, with the people we support and our key partners.

Our values are embedded and demonstrated at all levels of the organisation through a 'mirror and modelling approach' and these values underpin our commitment to reducing inequalities and poverty through developing more resilient and sustainable communities.

Strategic aims

There are several key strategic elements that Stirling Community Enterprise want to focus on in the next few years. These elements underpin our approach, are key to our day-to-day work and are critical to our success.

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People

Stirling Community Enterprise has an embedded organisational culture based on the principle that we see the potential in everyone. We will provide the supports needed to the people we work with and continually review and develop these supports. The people and communities we support are central to what we do and will have the opportunity to contribute to the development and growth of the organisation.

Communities

Stirling Community Enterprise will underpin and align our work to the broader benefits it provides to local communities. We will do this by highlighting, influencing, and evidencing the vital role in Community Benefit Outcomes and Programmes. Any new business (all sectors) will reflect Community Benefits.

Staff & Volunteers

Stirling Community Enterprise is an organisation that is committed to the development of its workforce and volunteers through best practice, and professional and personal development. Our approach is underpinned by the values and principles of Stirling Community Enterprise and all staff members and volunteers are seen to bring a range of skills and lived experience to the work that we do. Every opportunity should be afforded to staff and volunteers to reach their full potential.

Business Development and Growth

Stirling Community Enterprise will collect and analyse information from research, good practice, people we support and other key stakeholders and partners. We will use this information to review, improve, promote, and innovate the work of the organisation. We will be well connected to relevant local and national policy agendas and will seek to influence and raise awareness of the work that we do. We will explore new business opportunities that are aligned to our values and principles to ensure the financial viability and sustainability of the organisation. Stirling Community Enterprise will align our business, development, and Growth strategy to the economic, sector specific and industry needs and where appropriate and when values align, Stirling Community Enterprise will create and develop working partnerships and collaborations in and across the private, public, and voluntary sector.

Quality

Stirling Community Enterprise have systems and infrastructure in place to ensure our services and activities are delivered to the highest standard. We will draw upon best practice in how to create, deliver and review our services and activities. We will do this by using internal quality assurance and improvement mechanisms as well as evidenced based practice, research and external standards and accreditation systems. All our quality assurance mechanisms will be underpinned by qualitative, quantitative data and improvement methodology.

Finance

Stirling Community Enterprise will maintain current business activity and continue to create a financially sustainable organisation through strategic planning, business development, growth, and operational activity. We have robust financial systems and financial risk management mechanisms in place to ensure good practice governance and adherence to all contract requirements. We have effective and efficient internal costing tools, finance, and business development mechanisms to develop organisational resilience in external national markets and sectors.



Governance

Stirling Community Enterprise has a governance and accountability framework overseen by the SCE Board and Senior Leadership Team. We will meet all regulatory requirements through legal and regulated frameworks in addition to commissioner and compliance arrangements. We will ensure all kinds of information and data is managed robustly and proportionately and is used as an enabler to continually review service delivery and activities, organisational efficiency and business development and growth.

Digital

Stirling Community Enterprise will use digital approaches where appropriate to enhance the reach, accessibility of the activities we provide and to help increase digital inclusion. We will use digital tools to increase operational efficiency and to enhance the experience of staff and volunteers across the organisation. We will ensure workforce development skills and knowledge are aligned to the current practice and policy.

Environment

Stirling Community Enterprise will create a culture where we align the relationship with the environment and Net Zero with our work and activities. We will work to protect and enhance the natural environment by reducing our direct environmental impact across our delivery and building spaces. We will maximise the wider positive impact of Stirling Community Enterprise Net Zero actions at a local national level through communication, collaboration, and partnership.

Stirling Community Enterprise has an embedded organisational culture based on the principle that we see the potential in everyone.

We will provide the supports needed to the people we work with and continually review and develop these supports.

The people and communities we support are central to what we do and will have the opportunity to contribute to the development and growth of the organisation.

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Strategic aim

People



Outcome 1

Stirling Community Enterprise is recognised internally and externally as a leading, quality provider in the Employability Sector in Stirling and Scotland.

Outcome 2

Stirling Community Enterprise services, activities, staff, and volunteers know and understand how Stirling Community Enterprise organisational functions work together and connect to support people.



Outcome 3

Stirling Community Enterprise has a clear approach in place to recognise the contribution staff and volunteers make to the work we do, and outcomes achieved for the people we support. (Qualitative and Quantitative).



Stirling Community Enterprise will underpin and align our work to the broader benefits it provides to local communities.

We will do this by highlighting, influencing, and evidencing the vital role in Community Benefit Outcomes and Programmes.

Any new business (all sectors) will reflect Community Benefits.

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Strategic aim Communities



Outcome 1

Stirling Community Enterprise is recognised as an organisation that underpins the work we do with broader community benefits.



Outcome 2

Stirling Community Enterprise has the internal mechanisms and systems in place to be able to evidence our contribution to community benefit.



Outcome 3

Stirling Community Enterprise understands and is linked into the business development and growth opportunities aligned to community benefits.

Outcome 4

The Community directly engages and participates in the development and growth of Stirling Community Enterprise.

Stirling Community Enterprise is an organisation that is committed to the development of its workforce and volunteers through best practice, and professional and personal development.

Our approach is underpinned by the values and principles of Stirling Community Enterprise and all staff members and volunteers are seen to bring a range of skills and lived experience to the work that we do.

Every opportunity should be afforded to staff and volunteers to reach their full potential.

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Strategic aim Staff and Volunteers



Outcome 1

Staff and volunteers choose to stay and work with Stirling Community Enterprise.

Outcome 2

Stirling Community Enterprise staff and volunteers understand and can access a wide range of communication mechanisms and engagements / participation approaches across the organisation.



Outcome 3

Staff and volunteers understand and recognise their potential for development and progression within the organisation.



Outcome 4

Staff and volunteers have the appropriate level of workforce development and personal development opportunities based on their skills, knowledge, and experience and what is needed by the organisation.

Stirling Community Enterprise will collect and analyse information from research, good practice, people we support and other key stakeholders and partners. We will use this information to review, improve, promote, and innovate the work of the organisation.

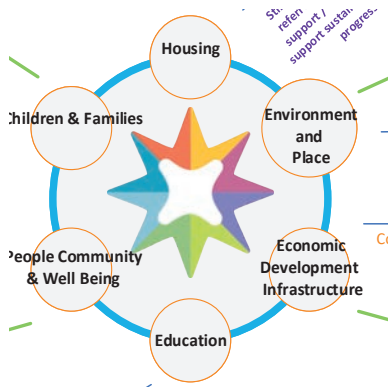
We will be well connected to relevant local and national policy agendas and will seek to influence and raise awareness of the work that we do. We will explore new business opportunities that are aligned to our values and principles to ensure the financial viability and sustainability of the organisation.

Stirling Community Enterprise will align our business, development, and Growth strategy to the economic, sector specific and industry needs and where appropriate and when values align, Stirling Community Enterprise will create and develop working partnerships and collaborations in and across the private, public, and voluntary sector.

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Strategic aim

Business Development and Growth



Outcome 1

Stirling Community Enterprise understand and can identify current operating markets across all SCE delivery, activity, and work.

Outcome 2

Stirling Community Enterprise is strategically connecting policy, practice, business opportunities and innovation with internal development and external markets and directly align to SCE business development and growth strategy.

Outcome 3

Stirling Community Enterprise has a robust, clear stakeholder analysis framework and stakeholder dissemination and communication strategy.

Outcome 4

Stirling Community Enterprise has a monitoring, evaluation and research strategy/framework that informs our business growth, areas of innovation and explores potential collaborations and partnerships.

Outcome 5

Stirling Community Enterprise has a business development and growth strategy that connects and aligns our purpose, activities with contractual responsibilities, commercial activity, the circular economy, and industry needs.

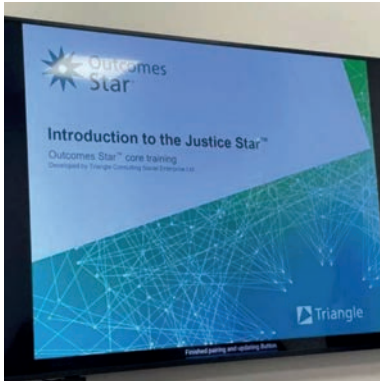


Stirling Community Enterprise have systems and infrastructure in place to ensure our services and activities are delivered to the highest standard. We will draw upon best practice in how to create, deliver and review our services and activities. We will do this by using internal quality assurance and improvement mechanisms as well as evidenced based practice, research and external standards and accreditation systems. All our quality assurance mechanisms will be underpinned by qualitative, quantitative data and improvement methodology.

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Strategic aim

Quality



Outcome 1

Stirling Community Enterprise is recognised and can evidence we are a high-quality provider of employability and associated support in the sector.



Outcome 2

Stirling Community Enterprise has robust quality assurance, audit systems, mechanism, and internal structures in place to help drive service/activity improvement in existing and new work.



Outcome 3

Stirling Community Enterprise will explore and develop partnerships and collaborations where our value and principles align.

Stirling Community Enterprise will maintain current business activity and continue to create a financially sustainable organisation through strategic planning, business development, growth, and operational activity.

We have robust financial systems and financial risk management mechanisms in place to ensure good practice governance and adherence to all contract requirements.

We have effective and efficient internal costing tools, finance, and business development mechanisms to develop organisational resilience in external national markets and sectors.

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Strategic aim

Finance



Where do I start Social Value Practice?



Outcome 1

Stirling Community Enterprise has robust financial systems, processes, and procedures in place to ensure the operational effectiveness and efficiency of the organisation.

Outcome 2

Stirling Community Enterprise have robust financial governance and accountability mechanisms in place between the Senior Management Team and Board of Directors.

Outcome 3

Stirling Community Enterprise has internal mechanisms to effectively cost current and new business opportunities in line with internal running costs and the external market factors.

Outcome 4

Stirling Community Enterprise creates a financially sustainable organisation to support current activity, new ideas and innovation and business development and growth.

Stirling Community Enterprise has a governance and accountability framework overseen by the SCE Board and Senior Leadership Team.

We will meet all regulatory requirements through legal and regulated frameworks in addition to commissioner and compliance arrangements.

We will ensure all kinds of information and data is managed robustly and proportionately and is used as an enabler to continually review service delivery and activities, organisational efficiency and business development and growth.

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Strategic aim Governance



Outcome 1

There is clear understanding of the legal governance relationship between the SCE Board and SCE Senior Leadership Team and broader staff team.

Outcome 2

Stirling Community Enterprise has a robust and embedded approach in place aligning board governance with SCE strategic objectives and compliance requirements.

Outcome 3

Stirling Community Enterprise has a robust and embedded governance approach in place relating contract compliance, income generated delivery, and commissioner expectations.

Outcome 4

Stirling Community Enterprise has robust and embedded systems in place to ensure strategic and operational risks are identified, escalated (if appropriate), explored, and reviewed regularly.

Outcome 5

Stirling Community Enterprise has robust and embedded systems in place to ensure compliance with GDPR, data management, and the retention of information.



What are the Principles of Social value?



How do I Become a Member?

Stirling Community Enterprise will use digital approaches where appropriate to enhance the reach, accessibility of the activities we provide and to help increase digital inclusion.

We will use digital tools to increase operational efficiency and to enhance the experience of staff and volunteers across the organisation. We will ensure workforce development skills and knowledge are aligned to the current practice and policy.

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Strategic aim

Digital



Outcome 1

Stirling Community Enterprise uses and develops digital approaches to enhance engagement and participation to and for the people and communities we support.



Outcome 2

Stirling Community Enterprise reviews and develops our digital approaches to enhance engagement and participation for staff and volunteers across the organisation. There needs to be a focus on operational effectiveness and efficiency in all organisational activity and hybrid working approaches.



Outcome 3

Stirling Community Enterprise is strategically connecting policy, practice, business opportunities and innovation with internal development and external factors and markets.

Stirling Community Enterprise will create a culture where we align the relationship with the environment and Net Zero with our work and activities.

We will work to protect and enhance the natural environment by reducing our direct environmental impact across our delivery and building spaces.

We will maximise the wider positive impact of Stirling Community Enterprise Net Zero actions at a local national level through communication, collaboration, and partnership.

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Strategic aim Environment



Outcome 1

Stirling Community Enterprise will understand the current environmental footprint of the work and activities we carry out and the building we operate from.



Outcome 2

Stirling Community Enterprise understands and acknowledges our role in reducing the impact of climate change and environment issues aligned to our work and activities.

