



BWA

Strategic

Plan

2021/2022



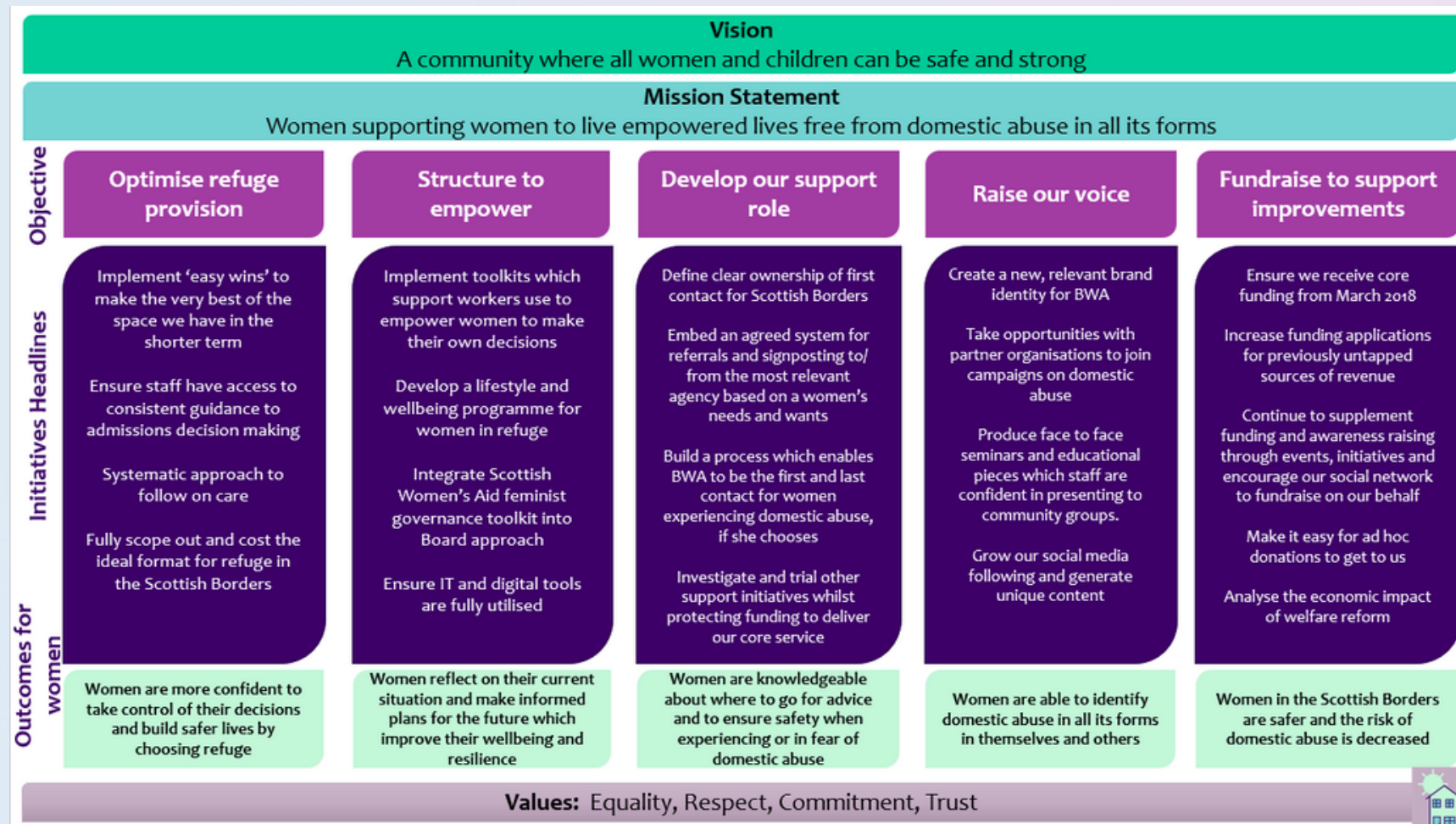


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2018 - 2021 Plan



STRATEGIC OBJECTIVES

In 2018 we created a 3 year plan to:

- Optimise refuge provision
- Structure to empower
- Develop our support role
- Raise our voice
- Fundraise to support improvements

VISION

With the aim of achieving:

A community where all women and children can be safe and strong

MISSION

By doing our part as:

Women Supporting women to live empowered lives free from domestic abuse in all its forms

VALUES

Working in a way that reflected:

Equality : Respect : Commitment : Trust

We made great progress against these objectives





Where We Are Today

**A DIFFERENT
ORGANISATION**

OUTREACH

NEW TEAM

**OPERATING IN A
DIFFERENT WAY**

REMOTE WORKING

NEW FUNDING STREAMS

**THROUGH A PERIOD
OF UNCERTAINTY**

INCREASED DEMAND

PANDEMIC

**WE HAVE EXPERIENCED AND RESPONDED TO A SURGE OF CHANGE AND PRESSURE NEVER
EXPERIENCED BEFORE**

AND WE HAVE DONE IT AMAZINGLY WELL



New Considerations Have Emerged



Challenges

reduced capacity in the house

staff wellbeing

competing priorities

service resilience

Opportunities

funding & grant support

increased awareness

technology adoption

partnership working

Due to the quickly emerging and changing nature of these forces we should focus on fulfilling shorter term priorities, whilst continuing to plan for the future.



Short Term Priority: Core Focus for 2021



ENSURING A RESILIENT SERVICE

INCREASING CAPACITY OF
ACCOMODATION



INCREASING SUPPORT HOURS

If an initiative doesn't fit into these core activities, we need a good reason to do it





Increasing Capacity of Accommodation

OBJECTIVES

To increase refuge provision to 4 self contained units in line with the Istanbul Convention recommendations, 2 of which are DDA compliant

To work with SBC to fully scope the need for refuge in the Scottish Borders

WHY

We have made great progress creating self contained units, with COVID as the catalyst. We now need to increase capacity back to previous levels in line with the population.

HOW

- Investment from existing funds for additional 1 family unit
- Service Manager to work with SBC and VAWP
- Social Media Marketing to help reduce the stigma of refuge, raise awareness of the service and increase demand and fundraising for furnishings etc if needed
- Incorporate LGBTQ+ and nationality diversity into messaging

MEASURING SUCCESS

- More women see refuge as an option for them
- We continue to be the refuge provider for women forced to leave home due to domestic abuse in the Scottish Borders Violence Against Women Partnership



Increasing Support Hours



OBJECTIVES

To increase the support hours offered to women in the Scottish Borders

- 1) Meet additional demand from the outreach service**
- 2) Fill reduced support capacity resulting from service manager focusing on accommodation improvements**
- 3) improve resilience in the service**

WHY

Demand for the outreach service has exceeded estimates, support requirements are complex and staff are stretched. We need to ensure support needs can be met, particularly if demand increases post lockdown, whilst the accommodation capacity plan is actioned.

HOW

- Application to Delivering Equally Safe Fund for Senior Support Worker or alternative source of funding
- Increase existing staff hours by agreement if desirable
- Maintaining efficient ways of working and prioritising case load

MEASURING SUCCESS

- More women given the person centred support they need
- Progress in accommodation project
- Positive feedback from staff on their wellbeing



Short Term Board Objectives



OBJECTIVES

To focus support on the right things to ensure effective governance

- 1) Funding application for additional support worker
- 2) Support for Service Manager regarding accommodation
- 3) Increase Trustee Headcount (Treasurer)
- 4) SWA National Governance Standards

WHY

Governance resource needs to be focused to ensure we are helping in the right areas, with the right skill set.

HOW

- Sub group working to support on the 2 strands
- Only producing marketing content that drives either the board or operational objectives (i.e. recruitment / accommodation)
- Put budget towards Treasurer recruitment
- Regroup with SWA on service standards

MEASURING SUCCESS

- Key actions are taken by sub groups in Q1



Longer Term Goals



FROM 2022+ WE CAN REFINE A FUTURE FACING LONGER TERM PLAN

- **GROWING OUTREACH**
Launching the service more widely and raise awareness
- **MAKING BWA A GREAT PLACE TO WORK**
increasing resilience and ensuring the right skills are continually nurtured
- **INCREASING PARTNERSHIP WORKING**
Unlocking public and private sector opportunities to provide support and raise awareness
- **RESONATING WITH MORE WOMEN**
Ensuring we can engage with and respond to women regardless of race, age, sexual identity, individual needs
- **PUTTING ENERGY INTO ACTIVISM**
Raising awareness of the issues surrounding domestic abuse in the Scottish Borders and beyond



Key Actions - Q1 2021



Increasing capacity of accommodation

- 2 bed residence tenancy agreed for 12 months
- Fundraising plan for furniture agreed
- Repeatable marketing material produced for awareness raising re the house
- Manager to join and report on Refuge review board with board support

Increasing support hours

- Equally safe application submitted, other funding pots also to be sourced
- Stop / Start / Continue review to ensure ways of working support objectives

Board Objectives

- Establish sub groups
- Board meetings to focus on key priorities
- Scope out options and budget agreed for Treasurer recruitment
- National service standards - pick back up with SWA

