

DRAFT ACTION PLAN

Infrastructure Action Plan

Excerpt from Infrastructure Review:

It is recommended that a short term (6 month) action plan is made outlining the priority areas in which the sector will work with the Darlington Partnership including Action priorities.

The action plan will state objectives and means of achieving them including working in concert with other nfp agencies.

Rationale	Action	Measures	Time for Completion
Business Plan			
Evolution have identified the need for them to revise their business plan to set out a clear vision and role for Evolution and to set out a viable financial plan for delivery. Evolution has appointed external consultants to help them carry out this work.	Business Plan developed with input from members of the sector and key commissioners/funders including DBC that gives a clear vision, core aims and is signed off by the Board	<ol style="list-style-type: none"> 1. Evidence of process for engaging with the sector to develop the business plan 2. Clear priorities linked to strategy, capacity and resources 3. Performance measures in place for each priority in the plan. 	

Strategic Development

<p>The infrastructure review identified the need for wider discussions with the nfp sector moving forward, and the need for joint objectives and evaluation. Need for Leadership and strategic view for the sector and engage with the sector and wider partners in a joint response to a changing climate</p>	<p>Establish a Strategic Development group with key representatives from the sector</p> <p>Stage 1</p> <p>Executive Director develops joint understanding of the group with key leaders from the sector and public sector to co-produce the Terms of Reference for a Strategic and Development Group. Discussion to include Age UK, MIND, CAB, Credit Union, DAD, Groundwork, Firststop, Morrisons Trust, YMCA.</p> <p>Stage 2</p> <p>Group established with clear agendas as a forum for strategic discussion, representational feedback and evaluation.</p> <p>Group provides a mechanism for reviewing funding performance of Darlington as a whole and considering and responding to opportunities for joint funding bids.</p>	<p>Stage 1</p> <p>Terms of Reference agreed at the first meeting of the Group.</p> <p>Timetable of Meetings also agreed at the meeting</p> <p>Minutes distributed to all members within two weeks.</p> <p>Agenda plan to include invitations to key commissioners to jointly agree priorities and key areas of emerging work and sector involvement.</p> <p>Stage 2</p> <p>Agreed process for the group in the conduct of the 360 appraisal of Evolution.</p> <p>Agreed process for establishing sub-groups for key areas (financial inclusion, social care, employment and skills, supporting people etc)</p>	<p>Stage 2</p> <p>End of January 2015</p>
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		Agreed process for providing representation and providing feedback for the sector on key bodies and discussion fora.	
Representation			
<p>The sector requires a clear and understood mechanism for providing representation into key decision making and discussion forums, and for ensuring information is disseminated to the wider sector.</p> <p>This will include a process for sector views to be explored, distilled and agreed on key issues such as changes affecting the sector and its members. Evolution needs to provide leadership and representation for the sector as a body with core service delivery. The capacity and skills to provide representation on a range of other bodies should be explored and agreed with the sector.</p>	<p>Evolution will provide the representation for the sector at the Darlington Partnership and Health and Wellbeing Board alongside the statutory role of Healthwatch.</p> <p>Representational roles for the sector on other bodies will be agreed with the sector through the Strategic Development Group and wider consultation.</p> <p>The role of a 'sector representative' and a mechanism for ensuring effective representation will be agreed with the sector through the Strategic Development Group and wider consultation.</p>	Revised membership of the partnership will be agreed with the Chairman of the Partnership	End of October 2014
		The strategic development group agenda will demonstrate consultation with the sector on partnership and HWBB agenda.	End of February 2015
		Agreed process for establishing sub-groups for key areas (financial inclusion, social care, employment and skills, supporting people etc)	End of January 2015
		Agreed process for providing representation and providing feedback for the sector on key bodies and discussion for a.	End of January 2015
		Evidence of wider consultation with the sector.	End of December 2014
		Formal contributions will be put forward from the Strategic Development group to the partnership and other fora.	End of February 2015

Directory			
<p>Infrastructure review identified clear need for effective information database</p>	<p>MIRUS working and operating as both a database and volunteer tool.</p> <p>Action is taken to promote the use of MIRUS as a database by the sector.</p> <p>Work is undertaken with DBC to develop MIRUS as a framework from which organisations will be selected to engage in function specific activity including co-production.</p> <p>MIRUS is developed (if possible) as a geographical map based facility.</p> <p>Capability to provide further information about organisations, the accreditations they hold, areas of interest and experience for contracting purposes.</p>	<p>Well populated database which enables search among the not for profit sector only on subject areas.</p> <p>Provides a list of all the main nfp bodies and a significant number of smaller community groups including what they do and how to contact them.</p> <p>Database is populated and kept up to date by bodies.</p>	<p>December 2014</p> <p>February 2015</p> <p>March 2015</p>

Volunteering			
The need for an effective volunteer bureau to match volunteers with volunteering opportunities.	Mirus to enable the sector to place opportunities for volunteering and for volunteers to receive information about opportunities either through a search or through alerts.	Effective system the use of which can be clearly demonstrated and is well populated with opportunities.	December 2014
	System in place to enable effective monitoring of the usage of Mirus and the extent to which it is used effectively as a matching tool.	Data which shows matches made by Mirus, referrals to organisations and whether those organisations were able to use the volunteer.	February 2015
	A campaign to promote Mirus to the schools and colleges, universities, through Darlington Cares and to the wider public.	Clear evidence of an effective publicity campaign including advertisements, social media and articles in local media.	December 2014
	Mirus to be promoted to the sector.	Clear evidence of a promotion campaign including through meetings, individual training sessions and demonstrations and incentives to use the system.	December 2014
	Face to face visitors encouraged and helped to use online Mirus facility.	All volunteer contacts with Evolution are recorded through Mirus.	February 2015

Member Toolkit for nfp sector			
The review identified the need to support nfp bodies and community groups	Evolution will improve the online facility providing advice to nfp organisations and community groups.	Effective online toolkit with multiple sections on the areas outlined.	February 2015
	Information to include:	Accessible and user friendly with help guidance in completing online forms and templates.	February 2015
	What groups already exist and what to do they Is there scope for joining up Setting up a new group Governance Becoming a charity Being an effective organisation (including IT, HR, data law, contracting and accounting). Applying for funding – including where to apply, learning how to submit quality bids, developing joint bids etc)	Alternative models and advice about which model is appropriate for which type of body/situation.	February 2015
		Information about where further advice and support may be available.	February 2015.

Tendering and Contracting

Evolution needs to play a leadership role in helping the sector to respond to a changing environment. It needs to provide support to nfp organisations to broker joint bids and help to develop tendering skills.

Provide an online facility with alerts to enable any organisation who signs up to be kept updated with all funding opportunities notified to Evolution or researched by them from other sites such as the DBC funding newsletters, commissioning notifications and procurement plan.

Brokering of joint bids for larger contracts or funding.

Brokering of relationships with other regional bodies for a joint geographical bid across regional areas

Online facility established.

Regular updates apparent with all current opportunities.

Evidence that pages are well used by the nfp sector

Clearly documented evidence that Evolution has worked with more than one nfp body in Darlington to enable a joint bid for funding or contracts in excess of £100,000.

Clearly documented evidence that Evolution has brokered a relationship by working with a Darlington nfp body and a similar body outside Darlington to develop a joint bid for funding or contracts in excess of £100,000.

December 2014

December 2014

February 2015

February 2015

February 2015

Capacity			
Evolution needs to have clear objectives driving the business and ensure that its time and resource is devoted to the delivery of its key priorities.	Need to review the time spent on each activity and its relevance to the organisations key aims and objectives.	Review document demonstrating systematic analysis of all key work areas and time spent.	January 2015
	Need to identify low, medium and high priority areas.	Review document demonstrating an analysis of each work area and its relevance to the stated aims and objectives set out in the business plan.	January 2015
	Need to develop tools for carrying out low priority activity with minimum resource.	Review document demonstrating lower priority areas and proposed process changes to minimise resource devoted to these areas.	January 2015
	Need to devote expensive resource including time of paid staff and the Executive Director to key priorities.	Evidence of time recording of each paid staff member and how time spend relates to core aims and objectives.	February 2015
	Need to be able to refer clients to other organisations where they require specialist support.	Evidence of referrals.	February 2015
	Need to avoid stepping into areas which place the infrastructure body in competition with those its seeks to represent and support.	360 degree appraisal of infrastructure carried out by Strategic Development group, infrastructure peers, volunteers and Board Members.	March 2015

Co-production

A term widely used to describe a situation where those using or in receipt of services work together and with providers to determine what is to be provided and how it is to be delivered. In the context of the voluntary sector it includes the sector acting as the voice of the community and helping public sector commissioners to design services and work together in the provision and delivery of the service. These type of arrangements can benefit from the support of infrastructure to identify the members of relevant discussions and support the role of the sector in informing commissioning and co-design.

Evolution to provide information and support to approaches made by commissioners to work with the sector in this way.

To help the sector to understand need for different approaches and responses which may fall outside the compacts or arrangements designed to ensure equality in contracting processes.

To broker relationships between a range of nfp bodies to facilitate this type of working.

To raise awareness within the sector about the way this type of approach can work and help the sector to be ready to meet the challenges this type of approach can present.

Marketing and Communication Plan

Evolution have a role in co-ordinating the promotion of the , the services it provides to its members the sector as a whole and in particular the benefits of volunteering to the residents of the area, and Darlington voluntary sector to funding organisations, business leaders and the wider world.

Prepare a plan of communications and in particular the main purposes of communications and the messages that need to be conveyed and some analysis of the stakeholders.

Prepare specific campaigns on key areas like promoting volunteering and the Mirus facility.

Document which sets out the key objectives of Evolutions marketing and communications activity.

Media coverage of Mirus facility promoting use. Articles produced for the DT magazine or elsewhere which promote volunteering.

Campaign plan moving forward with further promotion of volunteering.

February 2015

December 2014

January 2015

Data Collection and Analysis

To enable the Evolution Board to assess the performance of the organisation the Business Plan will require key performance measures. Data collection should be developed which will provide the necessary management information to accurately and objectively assess performance.

Data collection should focus on the number of contacts and the effectiveness in terms of key outcomes of each contact.

The success of funding bids supported by Evolution and the value accumulated to Darlington nfp sector through those bids.

Ability to demonstrate key elements of work through performance measures agreed as part of existing funding and contracting arrangements.

Clear record of each contact what in each case was delivered and how much resource was expended in the delivery with a costing.

Clear record of the outcome of each funding bid and the amount won.

Compliant submission against performance data request from DBC within deadline.