



# EVCP and TSEPI Dissemination and Legacy Strategy

Disseminate the work of the Every Voice Counts Partnership (EVCP) and Targeted Support for Empowerment and Participation Improvement (TSEPI)

Client: Regional Action West Midlands

By the end of the dissemination phase the tools developed by the EVC and TSEPI Partnerships will be embedded into the approaches of other RAWM commissioned projects and there will be an improved awareness in localities, in the wider West Midlands and at a National level. The EVC website will be sustainable and will be recognised as a prime source of information regarding good practise, practical tools and illustrative examples of how communities' capacity can be built and neighbourhoods supported to develop an expression of their concerns and an inclusive approach to tackling those issues at a local level.

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**12/15/2010**

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## Document Control

### Title

EVCP and TSEPI Dissemination and Legacy Strategy

### Intended Audience

RAWM

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## Version Control

#	Version	Date	Initials	Description
1	1	22 <sup>nd</sup> October 2010	PEN	Initial Draft
2	1.1	10 <sup>th</sup> November 2010	PEN	Changes from meeting with PD on 01/11/2010
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# Contents

Recommendations: .....	4
Introduction: .....	5
Background: .....	5
Approach: .....	10
Annex 1: Channel Summary: .....	15
Annex 2: Resources Audit .....	17
Annex 3: Project Management SWOT Analysis .....	21
Annex 4: Project Management Risk and Issue Log .....	22
Annex 5: Project Management Change Request Log .....	24
Annex 6: Project Management Lessons Learned Log .....	25
Annex 7: Workplan .....	26
Annex 8: Mutual Pilot Organisations: .....	31
Annex 9: Your Local Budget Pilots: .....	32

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## Recommendations:

1. Organise the dissemination strategy in terms of three priority groups with West Midlands' local groups most affected by the Localism Bill being the highest priority.
  - I. Voluntary and Community Groups , LAs & Organisations Impacted by Localism Agenda
  - II. National Departments and Organisations involved in Localism Agenda
  - III. Wider Government Departments
2. The strategy has a "no budget" constraint and while every activity has a cost it is recommended that dissemination takes place through existing RAWM networks and channels.
3. The EVC website is a significant asset and it is recommended that any dissemination activity makes use of the web site and all communication signposts the web site as a prime source of information.
4. Existing RAWM communication channels should be supplemented by a targeted direct mailing during January and February 2011 to highlight key resources relating to the Localism agenda.
5. All RAWM broadcast channels include a short item relating to the resources on the web site during January, February and March 2011 with a link to the site. This should include RAWM alerts and event notifications. The resources should be promoted as part of RAWM events.
6. RAWM should target named contacts in key organisations: funding bodies, DCLG, Big Society network with communications highlighting the products from the EVC / TSEPI projects.
7. RAWM should endeavour to engage with the Hereford Association of Local Councils as a pilot in the "Your Square Mile" project and highlight, in particular, resources relating to Community Led Planning and Community Engagement.
8. RAWM should make use of its networks and representation in a wider range of potential stakeholder groups such as Local Enterprise Partnerships, the departments of Business Innovation and Skills and Children and Young Families through the provision of briefing notes and direct contact.
9. As part of a dissemination strategy RAWM should remain open to use of wider channels of communication:
  - a. The potential of Social Media Channels, especially when engaging with wider stakeholders and opinion makers. Any additional time from "Podnosh" should be targeted in this way.
  - b. Use of local printed media to signpost smaller, harder to reach groups
  - c. Direct Mail to political influencers such as local MPs and MEPs.
10. Between January and March 2011 RAWM may need to commission a number of short, original bridging pieces to develop the links between the resources on the EVC web site and the detail of the government agenda to support the signposting of local groups.

## Introduction:

The aim of this strategy is to:

- Disseminate the work of the Every Voice Counts Programme (EVCP) and Targeted Support for Empowerment and Participation Improvement (TSEPI) through the projects commissioned by Regional Action West Midlands and wider community and voluntary groups.
- Showcase the developing work of EVC and TSEPI and illustrate the links with The themes emerging from the reorganised Government Departments and the Big Society agenda.
- Highlight the role of Regional Action West Midlands in developing and managing the projects in these programmes

What will success look like?

- By the end of the dissemination phase the tools developed by the EVC and TSEPI Partnerships will be embedded into the approaches of other RAWM commissioned projects and there will be an improved awareness in localities, in the wider West Midlands and at a National level.
- The EVC website will be sustainable and will be recognised as a prime source of information regarding good practise, practical tools and illustrative examples of how communities' capacity can be built and neighbourhoods supported to develop an expression of their concerns and an inclusive approach to tackling those issues at a local level.

## Background:

The Coalition Government has set the outcome of a "Big Society" (Prime Minister's speech 19<sup>th</sup> July 2010) as a thread underpinning Coalition Policy for the current parliament. The Big Society is not a Government programme there are, however three major legislative strands that underpin the Big Society agenda (Speech by Nick Hurd 30<sup>th</sup> November 2010):

- a) The Localism Bill which Greg Clark will bring forward to transfer power to local communities. This will embody the three fundamental rights outlined above.
- b) Public Service Reform; a white paper which will be published early in the New Year. The intention is to bring power closer to the citizen and a green paper will be published before the end of 2010.
- c) Encouraging Social Action. The amount of public funding is shrinking but the Community and Voluntary sector share of the available funding will increase. It is up to the sector to make its case for that funding. The sector can also have a bigger voice and this is seen as key to influencing local decision making. The Challenge is how the sector organises itself to achieve this and Voluntary Sector Assemblies are seen as a good example. There is also a role for sector partnerships with business.

The Office for Civil Society sees itself as having to address three fundamental questions:

- What can be done to make it easier to run a civil organisation? Lord Hodgson is running a Task Group which will report in the New Year.
- Reduce the reporting burden of funding. The OCS will re-examine Commissioning and is supporting a Private members Bill to make Social and Environmental impact of commissioning important.
- How to get more resources into the sector, in particular how to make it more resilient. It is with this in mind that the government announced the Transition Fund to be

operated by the non-lottery funding arm of the Big Lottery Fund on 30<sup>th</sup> November, 2010.

There are four strategic threads that are relevant to the work of Regional Action West Midlands:

1. The Big Society Network
2. Decentralisation and the Localism Bill
3. The takeover of public services by local authority employees through Mutuals and other not for profit structures
4. The development of Local Enterprise Partnerships.

1. The Big Society Network. While this is not a Government body it is known to be influential in Government thinking and it has two initial priorities:

- a. The development of work on Participatory Budgeting and its role in Co Production of service delivery. This is being led by Oli Henman on secondment from NCVO funded by NESTA. This is likely to be influential in the work of the Vanguard Authorities in particular in Liverpool and Manton, Nottinghamshire. The West Midlands Vanguard is Balsall Heath Forum. On 24/11/2010 BSN announced that nine areas would be working on "**Your Local Budget**". These are listed in Annex 11. The **Herefordshire Association of Local Councils** is participating from the West Midlands. The work is described by BSN as:

"designed to harness the knowledge, ideas and capacity of local people to find more innovative and effective solutions to the financial and other challenges that face public services. It will also increase public engagement on vital issues, improve trust and offer a greater role for local people in the design and delivery of services"

This work will be supported by NESTA and The Participatory Budgeting Unit and will build on approaches developed around the world.

- b. The development of "Your Square Mile" and its role in aggregating demand and identifying opportunities for private sector funding. This work is being led by Paul Twivy. Your Square Mile will operate both as an online platform and in the form of thousands of Your Square Mile community groups with a building and access to grants who can form strong, local partnerships with business, civic society groups and local government. The digital platform will aggregate and promote the advice, tools, case histories and grants of 80 to 100 existing civic society organisations.

There will be Your Square Mile workshops and pilots in 15 carefully-selected locations in the UK starting early in the New Year, supported by the Asda Foundation and Barrow Cadbury Trust.

2. Decentralisation and Localism. The reorganised Department for Communities and Local Government will result in three directorates:
  - a. Central Services, responsible for providing support to core operations
  - b. Neighbourhoods with responsibility for Housing and Planning
  - c. Localism with responsibility for:
    - i. Evidence collection
    - ii. Green Space
    - iii. Enabling Community Rights (Communities taking over local services and Asset Transfer)
    - iv. Local Government Efficiency

DCLG will also be working with the Vanguard areas on “**Barrier Busting**” this theme is looking for examples of how communities have removed barriers from Local Government to enable them to implement activities under the Localism theme.

Decentralisation is fundamental to the Coalition Government’s approach to a Big Society with the declared intention of placing resources at the service of communities nationwide. The immediate impact of this approach can be seen in control of housing policy being put back into the hands of local authorities, making the health service answerable to patients and allowing parents to set up free schools.

In a speech to the Policy Exchange, 27<sup>th</sup> July 2010 Greg Clark, Minister of State for De-centralisation outlined three fundamental actions:

- a) A right to know, as part of a new era of transparency and public accountability.
- b) A right to challenge, so that communities can change the way in which public services are delivered in their area
- c) Turning Government on its head, so that the state serves civil society and not the other way round. The “barrier-busting” team is being established to help community groups get the backing they need when they encounter bureaucratic obstacles to local objectives.

On 6/12/10 DCLG published a press release as an introduction to the changes to the planning system which will be part of the Localism Bill. This outlines four key policy directions which are relevant to the work of EVC and TSEPI:

- a) Neighbourhood groups to shape where they live. This gives a new prominence to Parish Councils and new neighbourhood forums. If local people vote in favour of “Neighbourhood Plans” in local referendums then councils will have to adopt them.
- b) Direct democracy: This will allow local people to take control of local planning and to give planning approval to chosen sites on local land allowing urgent development can go ahead quickly once the plan is adopted.
- c) Local benefits from local development: The quick delivery of new homes will financially reward councils and communities that deliver new homes and businesses to their area. The Community Infrastructure Levy will see a proportion of the levy handed over to local neighbourhoods where development takes place.
- d) The government is looking for 12 pilot areas to act as vanguards and trial Neighbourhood Plans. The intention is to act quickly before legislation comes into force so as to influence through experience.

The Ministerial Written Statement on the Localism Bill 13/12/2010 sets out the following legislation:

- a) A general power of competence for local authorities opening the door for them to operate outside of specific powers to innovate and drive down costs to deliver more efficient services
- b) Greater powers for local people to hold local authorities to account and to shape their local area.
  - a. The right to challenge to take over services
  - b. A right to bid to buy assets of community value
  - c. A right to veto excessive council tax rises through a referendum
- c) Reform of the planning system; neighbourhood plans will become the new building blocks of the planning system with communities having the power to grant planning permission if a majority of electors are in favour.
- d) Local Authorities will regain powers on housing giving greater control over allocation and tenure of social housing.

DCLG has published a Good practise and guidance guide “Decentralisation and the Localism Bill” 13/12/2010

<http://www.communities.gov.uk/publications/localgovernment/decentralisationguide>

which outlines the 6 key actions of decentralisation:

1. Lifting the burden of bureaucracy
  2. Empower communities to do things their way
  3. Increase local control of public finance
  4. Diversify the supply of public services
  5. Open up Government to public scrutiny
  6. Strengthen accountability to local people
3. The Office for Civil Society will take responsibility for the rights of the Public Sector to take over the running of services; there is interplay between this and the community right to take over services which should be monitored.

To take this agenda forward The Cabinet Office has established a Mutuals Information Service (<http://www.mutuals.org.uk>) to encourage the creation of innovative alternatives for public service delivery by making it easier and more attractive to set up public service mutuals. The government will roll out a “Rights to Provide” across public services so that employers will be expected to accept suitable proposals from front line staff who want to take over and run their services as mutual organisations. (Announcement by Francis Maude November 17<sup>th</sup> 2010).

The government has established a partnership with Co-operatives UK (<http://www.uk.coop/>), the Employee Ownership Association (<http://www.employeeownership.co.uk/>) and Local Partnerships (<http://www.localpartnerships.org.uk/>) which is jointly owned by HM Treasury and The Local Government Association

The Government has also established twelve pathfinder projects. None of these are in the West Midlands but they will be the subject of scrutiny be

West Midlands Local Authorities and Service Providers. In addition they are likely to influence legislation in the future and DCLG have been charged with monitoring the impact of legislation in this area so that the impact on communities seeking to run local services is understood. The range of pilot projects is listed in Annex 10:

In addition the pilots will be supported by expert mentors from some of the country's most successful businesses: John Lewis Partnership, PWC, KPMG, Tribal, Baxi Partnership, Care and Share Associates, Sunderland Home Care Associates, Central Surrey Health, Local Partnerships, Godrevy, Greenwich Leisure and The Office for Public Management.

4. The Department for Business Innovation and Skills has published a white paper "Local Growth: Realising Every Place's Potential" 28<sup>th</sup> October, 2010 which sets out the mechanism for localising economic development following the removal of the Regional Development Agencies. The new Local Enterprise Partnerships will have an influence on the development of local Housing, Planning and Skills provision. The partnerships will include representatives from Civil Society and they will be expected to work with the Community and Voluntary Sector. The work commissioned by RAWM is relevant to these developments.

The Conclusions and recommendations of the Select Committee Report into the formation of Local Enterprise Partnerships do not recognise a distinct role for Voluntary and Community organisations though they make a strong recommendation that:

"We strongly discourage the Government from recognising any LEP without insisting on full local scrutiny—including by publishing of accounts and minutes where appropriate and by giving local stakeholders the means to question LEP boards"

The work of the EVC and TSEPI projects is highly relevant to the engagement of local stakeholders.

Key areas of interest for RAWM are the LEP responsibilities for:

- Tackling worklessness together with Job Centre Plus, Learning Providers and local employers.
- Strategic Housing delivery,
- Making representation on the development of national planning policy

Regional Action West Midlands has commissioned work through the Every Voice Counts and the Targeting Support for Empowerment and Participation Improvement programmes and the resulting toolkits and case studies are relevant to and can impact on the themes being followed by Government. This work should be disseminated through the ongoing work being commissioned by RAWM in order to inform and support activity as well as being more widely promoted to CVS and VCS groups and their localities in particular by using the EVC website as a rich resource store.

The West Midlands EVCP steers the delivery of the EVC programme and the Targeted Support for Empowerment and Participation Improvement (TSEPI) programme. Both

programmes are aimed at developing and empowering citizens, enabling them to play active roles in their communities and influence policy. An extensive range of projects have been delivered during the lifespan of the programmes. 2010-11 is the final year of the programme, and it is therefore crucial to ensure that the learning, knowledge and resources developed in the previous 3 years are captured and shared and promoted to enable them to be utilised effectively by partners in the public, private and voluntary sector, as well as community based groups as part of the Big Society. It is also crucial that the outputs from the work streams in this final year of the programme accurately reflect, in language and style, the aspirations of the Big Society so that they have relevance beyond the life of the Empowerment programme.

### **Approach:**

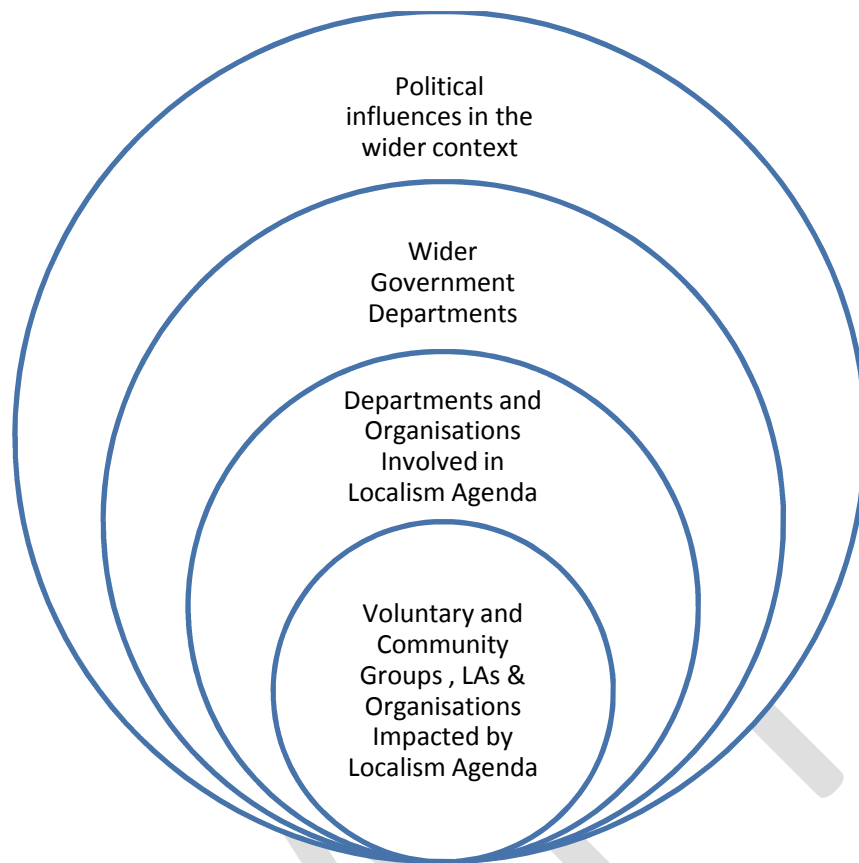
**Legacy:** There are three strands supporting the persistence of the EVC / TSEPI materials beyond the lifetime of the projects:

1. Embedding the resources within key stakeholder groups at different levels of engagement.
2. Philanthropy; encouraging the support of the web site and the resources it contains beyond the lifetime of the project.
3. Sponsorship; engaging with key groups and funders to convince them of the value of the resources in supporting the current political agenda and attracting public or private sector sponsorship.

The strategy seeks to deliver a knowledge and understanding of the relevance of the EVC / TSEPI projects to different spheres of influence based on the potential relevance of the products to the groups of individuals and organisations most engaged with the agenda.

While there is potentially a wide range of stakeholders who are a potential audience for the resources produced by the EVC and TSEPI projects the focus of the government's agenda suggests that some would benefit from more direct engagement than others. Initially the most significant impact on Community and Voluntary organisations is going to come from the Localism Bill:

- Groups engaged with users of social housing facing new governance arrangements and new opportunities for mobility.
- Communities wishing to take over services currently delivered by the local authority or local authority commissioned organisations.
- Communities wishing to take responsibility for local buildings such as libraries, post offices or public houses as part of asset transfers
- Community groups wishing to influence planning decisions or wishing to engage local authorities on spending decisions.
- Individuals wishing to establish a community group



This translates into a large number of small groups all of whom could be a potential user of the materials produced by the projects. Given the potential numbers an effective strategy would be to highlight the available materials to key network points:

- Associations of Local Councils
- Neighbourhood Forums
- Community Councils
- Key Contacts in Local Authorities

There are a small number of low cost dissemination options though it is important that all of the channels point back to the EVC web site and all resources are easily available on that site.

1. Direct mailing to known contacts on a regular basis (recommend twice monthly), A5 or DL flyer each highlighting a different aspect of Localism agenda and signposting to relevant Web Resources.
2. Supporting e-mail, highlighting and duplicating content of the flyer and signposting to the web based content.
3. Use RAWM's existing broadcast channels with a short "tease" item on a specific element of the Localism agenda with a signpost to the relevant web resources. These could go out with:
  - a. RAWM Alerts
  - b. RAWM Events notifications
  - c. Promotion as part of RAWM Events

There is a wider group of stakeholders on which RAWM should focus as a means of promoting RAWM as an organisation, which in turn supports requests for funding to support legacy activity. In addition these organisations can provide a channel for the wider distribution of materials outside of the West Midlands.

These groups include:

- Funding Organisations for EVC / TSEPI
- Department for Communities and Local Government
- Big Society Network

Both the Funding organisations and DCLG have a responsibility for evidence collection. The materials generated by EVC and TSEPI provide both evidence of successful implementations and lessons learned as well as “how to” examples in key areas: Asset Transfer, Participatory Budgeting and Community Engagement. The low cost dissemination options for these groups are:

1. RAWM has key named contacts in these organisations and should seek to promote specific products from the EVC / TSEPI projects as well as highlighting the EVC web site as an evidence base which underpins the products.
2. Hereford Association of Local Councils is a participant in a pilot project for BSN looking at Participatory Budgeting under the heading of Your Square Mile which is being managed by Paul Twivy at BSN. Given the EVC context of participatory budgeting this should be a key target for promoting the reports from that part of the project. In particular the BSN sees itself as signposting community and voluntary organisations to private sector funders and may be open to promoting the resources which support much of their work.

In the much wider context the work of the EVC / TSEPI projects is relevant to organisations and government departments not directly involved in the Localism agenda but whose policies and activities will support that agenda in the medium to long term. These will include:

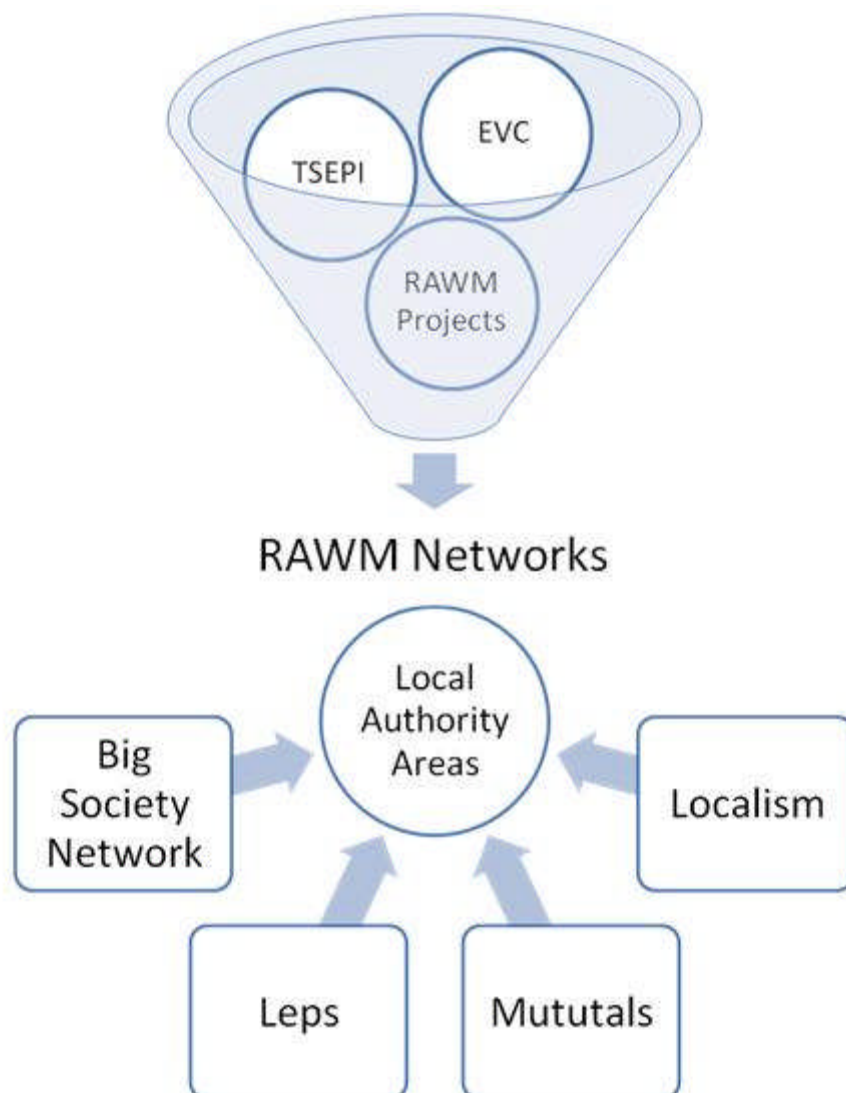
- Local Enterprise Partnerships
- Department of Business Innovation and Skills
- Department of Children and Young Families

While these are not likely to be direct users of these resources in a short time frame there is benefit in raising awareness of these resources and highlighting the activity or RAWM. This can be achieved by producing briefing notes for civil servants and Members of Parliament, particularly those with a departmental and or regional interest.

The objective is to design and implement Communication Strategy which will:

- Through stakeholders, including groups developed through other projects commissioned by RAWM, disseminate and promote the tools developed through EVC/TSEPI.
- Share experiences and good practice from the empowerment programmes in the most effective way with a wider audience of community and voluntary organisations.

- Advise the EVCP on the implications of government themes as they develop. Support localities in ensuring that the resources are disseminated to relevant audiences through local channels



In delivering this objective the strategy aims to:

- Ensure that the current commissioned projects are aware of and have access to the tools produced by the EVC and TSEPI partnership projects.
- Support the regional co-ordinator to ensure that throughout the delivery of the programme project outputs and outcomes include consideration of legacy and sustainability. In particular that the EVC website is developed and promoted in a way that ensures sustainability beyond the lifetime of the current projects.
- Ensure that each project promotes the links that support the themes within the government agenda, and that they are shared with audiences in the most effective way.
- Produce concise and accurate briefings following events,
- Develop case studies and articles to promote best practice and capture learning experiences, demonstrating how the empowerment projects support the Big Society agenda
- Where applicable, undertake follow up visits to projects and/or beneficiaries to interview and capture their experiences in the form of articles and briefings to be used in a variety of communications which demonstrate how empowerment projects support the Big Society Agenda.

To achieve the above this strategy will:

- Ensure that the current tools developed by the EVC/TSEPI partnership projects are disseminated through the RAWM commissioned projects to support delivery and impact and avoid duplication.
- Deliver a multi channel approach for the sharing of experiences and good practice. We will work closely with Regional Action West Midlands to develop a mapping that reflects the understood needs of the stakeholders. The approach will be to develop a mix of print, web based and multimedia content which can be promoted using both traditional and social media channels as is appropriate.
- Emphasise and leverage the links between the EVC and TSEPI projects and the Big Society agenda in the development of materials and on line content so that the relevance of the current work programme is carried forward into the legacy projects and sustained under the heading of Big Society actions.
- Use a mix of face to face interviews and detailed desk top research to produce relevant and factual reports.
- Exploit our experience using a variety of channels to capture individual stories and experiences which inform both lessons learned and promote success. We endorse the use of emergent stories to inform service design and to support project development

## Annex 1: Channel Summary:

Groups	Contacts	Products	Channels
<p>Voluntary and Community Groups , LAs &amp; Organisations Impacted by Localism Agenda</p> <p>Specifically:</p> <p>Associations of Local Councils</p> <p>Neighbourhood Forums</p> <p>Community Councils</p> <p>Key Contacts in Local Authorities</p> <p>Voluntary Assemblies</p>	<p>Groups engaged with users of social housing facing new governance arrangements and new opportunities for mobility</p> <p>Communities wishing to take over services currently delivered by the local authority or local authority commissioned organisations.</p> <p>Communities wishing to take responsibility for local buildings such as libraries, post offices or public houses as part of asset transfers</p> <p>Community groups wishing to influence planning decisions or wishing to engage local authorities on spending decisions.</p> <p>Individuals wishing to establish a community group</p>	<p>Potentially all but, specifically those relating to:</p> <ul style="list-style-type: none"> <li>• Community engagement</li> <li>• Community led planning</li> <li>• Asset Transfer</li> </ul>	<ol style="list-style-type: none"> <li>1. Direct mailing to known contacts on a regular basis (recommend twice monthly), A5 or DL flyer each highlighting a different aspect of Localism agenda and signposting to relevant Web Resources.</li> <li>2. Supporting e-mail, highlighting and duplicating content of the flyer and signposting to the web based content.</li> <li>3. Use RAWM's existing broadcast channels with a short "tease" item on a specific element of the Localism agenda with a signpost to the relevant web resources. These could go out with:               <ol style="list-style-type: none"> <li>a. RAWM Alerts</li> <li>b. RAWM Events notifications</li> <li>c. Promotion as part of RAWM Events</li> </ol> </li> </ol>
<p>Department and Organisations Involved in Localism Agenda</p> <p>Specifically:</p>	<p>RAWM has key named contacts in these organisations</p> <p>Hereford Association of Local</p>	<p>Potentially all but, specifically those relating to:</p> <ul style="list-style-type: none"> <li>• Community engagement</li> </ul>	<p>Promote specific products from the EVC / TSEPI projects as well as highlighting the EVC web site as the prime evidence base which</p>

Groups	Contacts	Products	Channels
<p>Funding Organisations for EVC / TSEPI</p> <p>Department for Communities and Local Government</p> <p>Big Society Network</p>	<p>Councils is a participant in a pilot project for BSN looking at Participatory Budgeting under the heading of Your Square Mile</p>	<ul style="list-style-type: none"> <li>Community led planning</li> </ul>	<p>underpins the products.</p>
<p>Wider Government Departments</p> <p>Specifically:</p> <p>Local Enterprise Partnerships</p> <p>Department of Business Innovation and Skills</p> <p>Department of Children and Young Families</p>		<p>Potentially all but specifically printed reports</p>	<p>Exploit personal contacts and produce briefing notes for civil servants and Members of Parliament, particularly those with a departmental and or regional interest</p>
<p>Wider Stakeholders</p> <p>Specifically:</p> <p>Smaller, harder to engage, local groups and individuals</p> <p>Members of Parliament</p> <p>Members of European Parliament</p>		<p>Signposting to the web site as a prime source of information</p>	<p>Social Media</p> <p>Community publications</p> <p>Direct Mailings</p>

## Annex 2: Resources Audit

Theme	Projects	Completion Date	Print Resources	Web Based Resources	
				Event Reports	Interviews
Community Empowerment	Working together to achieve – Women Organising in Wolverhampton	2008	<b>Working Together to Achieve:</b> Case Study on work of WOW – Includes Lessons Learned		
	The Local Area Agreement Process	2008	<p><b>The Local Area Agreement Process:</b> Involvement of VCS and Value Added – Interview based study includes recommendations and actions</p> <p>VCS Perception of development of Gov't policy on devolving local decision making between statutory and voluntary partnerships – desk based research and case studies</p>		
	EVC Empowerment Network Guide Neighbourhoods Structured Dialogue method for learning from stories	2009	<b>The Structured Dialogue Method for Learning from Stories:</b> Case Studies and Manual for organising facilitated story telling sessions		

Theme	Projects	Completion Date	Print Resources	Web Based Resources	
				Event Reports	Interviews
	Parish Plans, Community Empowerment and Engagement	2008	<b>Parish Plans Community Empowerment and Engagement:</b> Interview based research with Rural Community Councils – includes case studies, lessons learned and recommendations		
	Community Led Planning	2009	<b>Community Led Planning:</b> Desk based research plus report from professionals' workshop and local authority seminar. – some recommendations and conclusions  <b>Locality Planning –</b> lessons learned from NDC Pilots	Presentation from WMRCAN: Some Lessons Learned	Audio Interviews – project description and personal experience from practitioners
Rurality and Empowerment	Communities in control Asset transfer and participatory budgeting	2009	<b>Communities in Control:</b> Report on seminar and workshop events in Stoke on Trent and Hereford – recommendations and case studies  <b>Rurality and Empowerment -</b> Project details, workshop		

Theme	Projects	Completion Date	Print Resources	Web Based Resources	
				Event Reports	Interviews
			<p>descriptions, lessons learned, recommendations</p> <p><b>Border Group Rural Voices:</b> Guide to enabling strong community voice</p>		
	A Speaker's Corner project in rural Herefordshire	2009	<p><b>A Speakers Corner Project:</b> Broad approach description.</p> <p>Community Forum Guide</p>	Presentation from NEF: project description some lessons learned	Audio Interview with Perry Walker – project description
Young People and Empowerment	Youth Action Network	2010	<p>Combined Report “<b>Developing and supporting empowerment champions</b>” – case studies from WAITS, Council of Disabled People and Youth Action Network</p> <p>Issues facing BAME groups in Birmingham and Worcester when trying to engage in consultations with public sector agencies – desk based</p>	Presentation on Regional Event – Some Lessons Learned	Audio Interviews from event in May – examples of delivery and lessons learned
Disability and Empowerment	Disability Empowerment Champions	2010		Presentation on project. Project description, barriers, lessons learned	Interview with Joanna Matthews – Project description
BAME Communities and empowerment	BAME Communities and the empowerment agenda	2008		<p>WAITS Presentation – project description</p> <p>Audio interview with Marcia Lewinson of WAITS – project description</p> <p>Audio Interview with Lynette Webb – User</p>	

Theme	Projects	Completion Date	Print Resources	Web Based Resources	
				Event Reports	Interviews
			research/interviews – includes recommendations		experience
	Community Based Research NI 4	2010	<b>Community Based Research Project</b> – All Saints Action Network – project description, case studies – workshop notes	Presentation – project description, lessons learned	Audio interview with Christine Pratt, community activist, case study  Audio Interview with Iftikar Karim – project description

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### Annex 3: Project Management SWOT Analysis

Strengths	Weaknesses
<p>Projects are particularly strong in the areas of Social Action, Community Empowerment and Power Shift towards community assets and planning decisions.</p> <p>There is a close fit with the developing Coalition Agenda which will position locality groups and RAWM in a positive light.</p> <p>Current range of RAWM commissioned projects can use the EVC/TSEPI toolkits to inform and support work</p>	<p>Projects are not apparent in their contribution towards Public Service Reform, Holding the Police to Account, Transparency and Financing.</p> <p>Not yet clear how the Big Society theme will impact on traditional voluntary sector groups</p> <p>There is a need to balance the positive messages for Civil Society against the response to the impact of local government service cuts</p>
Opportunities	Threats
<p>Linking the EVC/TSEPI tools to the current government departmental themes can ensure relevance to work in localities.</p> <p>Potentially wide range of stakeholders at a national and European level. What messages do we want to send regarding RAWM and the Projects?</p> <p>Is it possible to present EVC and TSEPI projects as part of a package of information that supports the response to uncertainty in the sector?</p> <p>Should we consider drip feeding information via existing Social Media Channels on a daily basis?</p>	<p>Local political interests may see positive Big Society messages as a threat in the face of local service cuts.</p> <p>Will a strong PR line from RAWM be seen as a threat to local ownership of projects – how do we want to play this?</p> <p>Supporting Big Society may be seen in a negative light by organisations who are threatened by the changes in Government policy</p> <p>Will the potential for increased web traffic place a strain on the current EVC website structure – do we need to review?</p>

#### Annex 4: Project Management Risk and Issue Log

No	Risk / Issue	Impact 1 – 3	Likelihood 1 – 2	Severity Score Impact * Likelihood	Owner	Mitigation
1.	Low impact of strategy because contribution towards: <ul style="list-style-type: none"> <li>Public Service Reform,</li> <li>Holding the Police to Account,</li> <li>Transparency and Financing</li> </ul> are not apparent in projects.	1	1	1	PN	Focus attention on areas of strength and look for secondary impact, for example freedom, fairness and responsibility rather than specifics: reform, accountability and transparency.
2.	Not yet clear how the Big Society theme will impact on traditional voluntary sector groups – managing uncertainty	2	2	4	PN	Communicate with local stakeholders and understand the situation on the ground. Inform and listen before action.
3.	There is a need to balance the positive messages for Civil Society against the response to the impact of local government service cuts	3	2	6	PN	Message should not be that EVC projects must not be presented replacement for anything but a channel for engagement seeking solutions not providing them.
4.	Local political interests may see positive Big Society messages as a threat in the face of local service cuts.	3	2	6	PN	Communicate with local stakeholders and understand the situation on the ground. Inform and listen before action.
5.	Will a strong PR line from RAWM be seen as a threat to local ownership of projects – how do we want to play this?	3	1	3	PN	?
6.	Supporting Big Society may be seen in a negative light by organisations who are threatened by the changes in Government policy	2	2	4	PN	Message should not be that EVC projects must not be presented replacement for anything but a channel for engagement seeking solutions not providing them.

7.	Will the potential for increased web traffic place a strain on the current EVC website structure – do we need to review?	3	1	3	PN	Speak to NB asap. If necessary submit change request.
8.	Steering group expressed concern at slipping timescale and subsequent late delivery.	3	3	3	PN	<b>ISSUE:</b> PN to resolve by 26/11/2010 - meetings with NB and NI4 leads followed by update of strategy to be circulated on 26/11/2010
9.						

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### Annex 5: Project Management Change Request Log

No	Change Required	Request by	Discussion / Approval	Approved/Rejected by
1	Categories for web site content to follow themes set by DCLG as part of evidence collection: Green Space, Enabling Community rights, (Asset Transfer, Running Services) , Local Government Efficiency	PN 19/11/2010	Implemented 25/11/2010 by NB/SH at Podnosh	PN/PD
2	Steering group requested that client be clearly identified as either RAWM (contracting body) or EVCP	Steering Group 19/11/2010	Discussion on 25/11/10 with DT & PD as RAWM is Accountable body and contractor RAWM remains Client	DT
3	Steering group requested inclusion of calls to action for communities	Steering Group 19/11/2010	Include in strategy support of localities in dissemination to appropriate groups	PN
4	Steering group requested inclusion of monitoring – detail of CDF evaluation?	Steering Group 19/11/2010		
5	Steering group request detailed delivery plan by Friday 26 <sup>th</sup> November.	Steering Group 19/11/2010		
6	RAWM request reduce emphasis on Big Society and focus on themes	RAWM	Discussion on 25/11/10 with DT and PD PN to make changes	DT
7	Additional work on sustainability of website post March 2011	RAWM	Discussion on 25/11/10 with DT and PD PN to make changes	DT
8	RAWM request additional detail on Government agenda and themes	RAWM	E-mail from DT 29/11/2010	DT



## Annex 7: Workplan

Activity Description	Approach	Milestones and Dates	Outputs	Outcomes	Budget amount	Lead
<b>Subject line/theme:</b>						
Share experiences and good practice from the empowerment programmes in the most effective way.	<p>Penval will deliver a multi channel strategy for the sharing of experiences and good practice. We will work closely with Regional Action West Midlands to develop a mapping that reflects the understood needs of the stakeholders.</p> <p>The approach will be to develop a mix of print, web based and multimedia content which can be promoted using both traditional and</p>	<p>Draft completed 25/10/2010</p> <p>Final document Agreed 29/10/2010</p>	<p>Draft document for discussion</p> <p>Final Document signed off</p>	Strategy Agreed	£800	

	social media channels as is appropriate.					
Advise the EVCP on the implications of Big Society as it develops and map where the EVC programmes match Big Society themes.	Our approach will be to highlight the synergies between the work of the EVC projects and the Big Society agenda where the most significant issues are likely to be the devolved power to communities in the form of planning decisions, service delivery and community organisers, volunteering and social action, and the support for cooperatives, mutuels, charities and social enterprises.	Initial response as part of strategy document 29/10/2010	See above	Direction of travel agreed to be shared with delivery groups.	£800	

<p>Support the regional coordinator to ensure that throughout the delivery of the programme project outputs and outcomes include consideration of legacy and sustainability. That each project promotes the links that support the Big Society agenda, and that they are shared with audiences in the most effective way</p>	<p>Penval's background is in public sector programme and project management. Our approach will be to emphasise and leverage the links between the EVC and TSEPI projects and the Big Society agenda in the development of materials and on line content so that the relevance of the current work programme is carried forward into the legacy projects and sustained un the heading of Big Society actions.</p>	<p>Ongoing</p>	<p>Briefing notes for regular meetings with coordinator</p>	<p>Programme remains relevant to the changing situation around Big Society Agenda</p>	<p>£1,200</p>	
<p>Produce concise and accurate</p>	<p>Penval has a strong history of providing</p>	<p>Events programme to</p>	<p>Reports for identified audience</p>	<p>Information about the</p>	<p>£1,600</p>	

briefings following events	reports for clients.	be agreed		programme and its relevance to the Big Society Agenda is widely shared and understood		
Develop case studies and articles to promote best practice and capture learning experiences, demonstrating how the empowerment projects support the Big Society agenda	Penval has a record of delivering reports and case studies for both public and private sector clients. Our approach is to use a mix of face to face interviews and detailed desk top research to produce relevant and factual reports.	Dates for case studies to be agreed	Specified number of case studies	Role of the EVCP and TSEPI and its relationship to the Big Society Agenda is widely shared, understood and recognised.	£2,000	
Where applicable, undertake follow up visits to projects and/or beneficiaries to interview and capture their experiences in the form of articles and briefings to be	Penval's approach is to exploit our experience using a variety of channels to capture individual stories and experiences which inform both lessons learned and promote success.	Subject to agreement			£2,000	

used in a variety of communications which demonstrate how empowerment projects support the Big Society Agenda	We endorse the use of emergent stories to inform service design and to support project development					
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## Annex 8: Mutual Pilot Organisations:

An awarding body setting up as a mutual by a consortium of FE colleges

The London Partnership – creating a ‘Reducing Multiple Disadvantage’ Community Interest Company from a group of DH, LA, PCT and NHS staff

The Department of Health’s London and SE Learning Disability Team forming a regional Community Interest Company

Hammersmith and Fulham Children’s Services exploring new models of delivery with staff, possible commercial partners and neighbouring local authorities

North East Essex PCT spinning out into a Community Interest Company

The creation of a social enterprise for delivery of housing support services to vulnerable people in Mansfield, bringing together a range of public sector workers

The Lambeth Resource Centre exploring options for coproducing services with employees, service users and third sector organisations to provide rehabilitation support for people with physical and sensory impairment

NHS employees forming a social enterprise to provide joined up services for homeless people in Leicester

Teaching and administrative staff planning to set up a Trust to run Newton Rigg Agricultural College in Cumbria

The Royal Borough of Kensington and Chelsea working with employees to examine the potential for different models of employee led youth support services

Integration of Community Health and Adult Social Services in Swindon into a cooperative

Westminster City Council working with employees in Children’s Services and neighbouring local authorities to move towards creating an arms-length mutual organisation.

## **Annex 9: Your Local Budget Pilots:**

Norfolk County Council

Stockport Metropolitan Borough Council

Manton Community Alliance, in Nottinghamshire

Herefordshire Association of Local Councils

Dulverton Town Council, in Somerset

Sheffield City Council

Liverpool City Council

London Borough of Tower Hamlets

Royal Borough of Windsor & Maidenhead

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